



KENAI PENINSULA 2006  
ARCTIC WINTER GAMES  
HOST SOCIETY

# **FINAL REPORT**

TO

ARCTIC WINTER GAMES  
INTERNATIONAL COMMITTEE

June 2006



June 30, 2006

Mr. Gerry Thick, President  
Arctic Winter Games International Committee  
C/o 115 Copper Road  
Whitehorse, Yukon Y1A 2Z7

Dear President Thick:

This final report is a companion to the Operations Manual that was written prior to the Games. The report addresses contacts, what went well, what did not go well and suggestions for the future. This document is not meant to answer every detail or question. There are a variety of sports and other areas that things went well and the chairs felt the coaches meeting with the IC provided ample comment. Please refer to the Operations Manual. We have listed our long-term contact information below if you need additional information. Please feel free to contact us.

Presented By:

Dale Bagley  
President  
907-398-1865  
[dale@redoubtrealty.com](mailto:dale@redoubtrealty.com)

Tim Dillon  
General Manager  
907-242-9709  
[jotimazdad@hotmail.com](mailto:jotimazdad@hotmail.com)



Kenai Peninsula 2006 AWG  
Final Report  
June 2006

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## ADMINISTRATION

Committee: Administration

Chair: Colette Thompson      Email: [cthomp@borough.kenai.ak.us](mailto:cthomp@borough.kenai.ak.us)

Co-Chair: Dale Bagley      Email: [dale@redoubtrealty.com](mailto:dale@redoubtrealty.com)

### Key Individuals

Terry Eubank, Finance Chair      Email: [teubank@borough.kenai.ak.us](mailto:teubank@borough.kenai.ak.us)

Gary Lamb, Risk Management Co-chair      Email: [glamb@borough.kenai.ak.us](mailto:glamb@borough.kenai.ak.us)

Gary Hale, Risk Management Co-Chair      Email: [ghale@borough.kenai.ak.us](mailto:ghale@borough.kenai.ak.us)

Dennis Tidwell, Borough Safety Manager      Email: [dtidwell@borough.kenai.ak.us](mailto:dtidwell@borough.kenai.ak.us)

Bill Popp, Finance Co-Chair (& Revenue Chair)      Email: [bpopp@borough.kenai.ak.us](mailto:bpopp@borough.kenai.ak.us)

Tim Navarre, Treasurer      Email: [tnavarre@borough.kenai.ak.us](mailto:tnavarre@borough.kenai.ak.us)

Dave Carey, Vice-President      Email: [mayor@ci.soldotna.ak.us](mailto:mayor@ci.soldotna.ak.us)

### Staff Most Involved with Administration Committee:

Timothy Dillon, General Manager      Email: [tdillon@awg2006.org](mailto:tdillon@awg2006.org)

Lin Kennedy, Bookkeeper      Email: [lkennedy@awg2006.org](mailto:lkennedy@awg2006.org)

Terri Nettles, Administrative Assistant      Email: [tnettles@awg2006.org](mailto:tnettles@awg2006.org)

### Things that went well

1. Very enthusiastic, conscientious, professional and hard-working people were hired as staff for the Host Society.
2. Starting early in the process, the fire marshal thoroughly reviewed all facilities and subsequently took all steps needed to ensure all met fire code requirements for the proposed uses, including sleeping quarters, prior to the games.

3. Developed a personnel policy manual before hiring any employees that provided guidance on personnel issues throughout the games.
4. After delays due to a complex financial program, acquired a different financial program and developed good budgets that were updated as needed and proved reasonably accurate.
5. Financial statements were regularly prepared and available to the board throughout the preparations.
6. Developed a clear and concise set of purchasing procedures establishing accountability while including some flexibility for small purchases.
7. Developed and used standardized contracts for hiring independent contractors, sponsors, and merchandizing agreements.
8. Drafted and used fairly simple but complete volunteer and participant release forms.
9. Obtained all needed insurance at reasonable rates prior to the games.
10. To date, no claims have been filed (and none are expected) for damages to persons or property occurring during the games.
11. Thursday morning 7 a.m. meetings with staff and committee chairs significantly improved communications. President Bagley implemented these.

### **Things that did not go well**

1. Although the purchasing and personnel procedures were followed for the most part, people were not committed to following them at all times. This may mean that future policies should be more flexible to account for the crunch times, but people also must be trained to follow the procedures to avoid future problems.
2. We encountered difficulties with converting to the newer financial software program that resulted in delays preparing variance reports for the international committee in the format desired. This was resolved.
3. Due to the increase in financial transactions, financial and other grant reporting requirements, and numerous other financial requirements that arose, in my view we needed an in-house accountant (in addition to the bookkeeper who was hired earlier in the process) during the last few months before the games.
4. The host society cut back on the number of staff hired due to the lack of funds. This added too much additional work for the initial staff of three already on

board, i.e. the sports manager was also the care & comfort manager as well as the facilities & cultural manager until 6 months out from the Games. During the time we were without a GM the small staff of three took on GM duties as well as the marketing manager duties. The host society did not hire any assistants as recommended by the IC. It is imperative to hire enough staff and put the burden of the finances on the fundraiser. Being able to retain staff in this short-term project is crucial to the success of the Games. Overworking staff not only jeopardizes their health but also their commitment to the organization.

5. The original General Manager departed just over one year before the games were held, and the Sports Manager left just four months before the games began. The Host Society should have had a better record retention and organization system to ease the transition of the new people into those positions. (In our case, the new GM assumed the Sports Manager's role as well as continuing as GM due to the lack of time and his existing expertise in both areas. However, the record-keeping system still required him to spend a lot of time fully learning the current status of what had been handled by the Sports Manager.)
6. Attempts to develop timelines of much detail were generally unsuccessful, with the exception of some committees such as Care and Comfort and Information Technology. Largely this was due to a lack of volunteers' time and full understanding of expectations.
7. Employment contracts were too long and confusing.

### **Ideas for future games**

1. Adopt a purchasing policy and procedure manual early in the process that allows flexibility for small purchases. Keeping the expenditure reports updated weekly within the last few months before the games will help keep expenses within budget.
2. Generate simple employment contracts, incorporating the employee policy manual and job description by reference. The employment contract itself could simply be a one page offer and acceptance of the named position at a stated rate, including the starting and ending date, and incorporating the above two items as attachments.
3. Avoid complex sponsorship contracts, and establish early the sponsorship programs to ease the process of ensuring that each sponsor receives all items expected when they become a sponsor.

4. Have the fire marshal and, where applicable, municipal building inspector, inspect all facilities early in the process to allow time to bring the facilities into compliance with codes that apply to the intended use.
5. If the local municipality does not handle the financial and purchasing procedures, acquire off-the-shelf simple programs to handle these needs, and hire an in-house accountant about 6 months before the games.
6. Contract with the insurance broker for the Host Society early in the process, and use that broker to acquire and coordinate all coverage to avoid gaps in coverage.
7. Develop a simple timeline with specific goals for each quarter before the games. Instead of referring just to quarter number, include dates of each quarter.
8. Have fun with it while doing all of that work.

## FINANCE

Committee: Finance

Lin Kennedy, Bookkeeper

[lkennedy@awg2006.org](mailto:lkennedy@awg2006.org)

Key Individuals:

Colette Thompson, Administrative Chair

[CThomp@borough.kenai.ak.us](mailto:CThomp@borough.kenai.ak.us)

Terry Eubank, Finance Chair

[TEubank@borough.kenai.ak.us](mailto:TEubank@borough.kenai.ak.us)

Kathy Gensel, Merchandise Chair

[katherine.s.gensel@wellsfargo.com](mailto:katherine.s.gensel@wellsfargo.com)

Tim Dillon, General Manager

[tdillon@awg2006.org](mailto:tdillon@awg2006.org)

Terri Nettles, Executive Assistant

[tnettles@awg2006.org](mailto:tnettles@awg2006.org)

### Things that went well

1. Once a qualified finance chair was recruited, the financial reporting fell into place.
2. Volunteers – the merchandise and ticket volunteers were great, with the majority of them having prior cash handling experience.
3. Grants – Securing and utilizing of grant funds
4. The support of the fellow staff, board of directors and the finance committee.

### Things that did not go well

1. Changing accounting software in midstream
2. Collecting ticket and merchandises funds for deposit after games week; collect, record and deposit daily
3. Initial reporting to International Committee - much time and effort was spent on the format of requested reports for the IC
4. Suggestions / Ideas for future games:
5. International Committee provide template for financial reporting
6. Recruit and retain highly qualified finance chair
7. Adopt financial guidelines, polices and software as soon as possible



8. Educate staff and board on the budget being a “living” document subject to many changes.
9. Be flexible; what was good for one Host Society may not be the best for another

### **Care & Comfort Overview**

Committee: Care and Comfort

Chair Donna Peterson

Email

[dpeterson@kpbsd.k12.ak.us](mailto:dpeterson@kpbsd.k12.ak.us)

Co-Chair Glen Szymoniak

Email

[gszymoniak@kpbsd.k12.ak.us](mailto:gszymoniak@kpbsd.k12.ak.us)

Key Individuals (submitting separate reports)

Alan Fields: Accommodations

Sean Dusek: Accommodations

Dean Hamburg: Food Service

Dan Hastings: Food Service

Rebecca Byerly: Medical

John Lucking, Jr.: Security

Chuck Kopp: Security

Kathy Dawson: Radio Communications

Jennifer Beckman: Transportation

Lassie Nelson: Mission Headquarters

Debbie Stewart: Mission Headquarters

### **Things that went well**

1. School district facilities, network, infrastructure and staff - always available on a moment's notice
2. One cell phone number for each venue (security) - passed from shift to shift
3. Managers with redundancy for every sub committee - allowed managers to trouble shoot during Games, not do the every day work
4. Morning Care and Comfort meetings AFTER Chefs/IC meeting every day with notes
5. Daily e-mails to venues AFTER morning meeting with updates and items to note... these notes got passed to the information desk, security, etc. and assured many more people were in the loop

### **Things that did not go well**

1. Send off committee needs an event manager for athletes
2. Printing 5000+ baggage tags at last minute
3. No clear person/agency responsible for lost luggage/equipment- fell to Mission headquarters rather than airport or AWG staff... once need determined, all went smoothly
4. Meal counts completely off in first days because athletes were eating multiple times during same period (i.e. 2 dinners - one at 4:30 and one at 7:30) perhaps use a meal card rather than a eating symbol. Also volunteers were eating and that was the main reason the number of meals was over projected numbers. With 2000 extra meals per day cost containment and quality of food suffered, especially at first of week.
5. Although sponsors absolutely necessary for the Games, the exclusive contracts caused costs in some areas to escalate.

### **Ideas for future games**

1. IC structure questions during preliminary visits to concentrate on three areas - incoming, week of Games, and outgoing. The amount of overlap between committees for these three sections cannot be overlooked (particularly outgoing).
2. Perhaps restructure Care and Comfort subcommittees besides the 5 areas into 4 subsections:
  - Incoming C & C needs,
  - Games week accommodations needs,
  - Games week sports needs (i.e. water for athletes may be considered Care and Comfort),
  - Outgoing C & C needs (logistics and athletes)
3. Need at least 2 chairs for every major committee (and one individual should not chair more than one committee) so someone is free to step in as needed

## CARE & COMFORT MANAGER REPORT

**Shawn Maltby** [shawn@oilersbaseball.com](mailto:shawn@oilersbaseball.com)

The Care and Comfort consists of 5 KEY areas: Food Service, Medical, Transportation, Security, and Accommodations. The important thing that we found out is that the arrival/departure, transportation, and the food service are the highest areas of concentration.

Accommodations - Bed set up and take down were very quick and went well for us. On the departure end we used the athletes to help us take them down and clean the classrooms. They did so with out incident.

Food Service - Went well for the most part, the kids eat and eat and eat. They eat 2 meals per sitting. Make sure that you have PLENTY of food. Make sure that you have a balanced meal selection (salad, deli meats, protein items) Try to stay away from he fried foods. Not a big hit.

Transportation- my biggest concern went VERY smooth. Make sure that all areas of transportation are thought out. Include route maps. We had 2 different colors that operated 2 different directions and went well. Dedicated travel was a bit hectic the first day but we added buses and went well the rest. This is a BIG focus area from the IC.

Arrival/Departure- Make sure that you have a detailed plan of luggage storage, process of dispersing it, delivery of it, pick up of it, and lost bag plan. We used u-hauls for each sleeping location for arrival and it went well. Make sure that you have plenty of volunteers for luggage. On departure we started picking luggage up at 3pm and we did it by flight number. This could have gone better but we changed the plan at the last minute and were not as smooth. Make sure that you are detailed and have thought the plan out thoroughly. Be prepared for flights to leave up to 24 hours after closing ceremonies.

Medical - We had a few major injuries but all went well and notifications to the IC and Chefs were timely.

Security - We had a few issues but were handled with the appropriate Contingents. No major issues. Watch for the smoking of athletes and drinking on closing ceremonies.

## ACCOMMODATIONS

Committee: Accommodations

Chair: Alan Fields                      Email: [afields@kpbsd.k12.ak.us](mailto:afields@kpbsd.k12.ak.us)

Co-Chair: Sean Dusek                      Email: [sdusek@kpbsd.k12.ak.us](mailto:sdusek@kpbsd.k12.ak.us)

Key Individuals: See Above

### **Things that went well**

1. Bunk Set-up (schools did an awesome job)
2. Work with I.T. to assign athletes to rooms and deal with the unexpected
3. Work with Security at schools
4. Kids/School Personnel

### **Things that did not go well**

1. Multiple changes to participant numbers leading up to games and at arrival.
2. Needed a checkout system to get trash out of rooms.

### **Ideas for future games**

1. Cross contingent housing seemed both a positive and a negative. Initially this was the point of most requests and complaints received. However, later in the games it was apparent in many cases that this created closer relationships outside of the athletes' home contingent.

2. Be sure to have more than one or two people who know the housing and registration process and needs. This would allow others to take turns at the airport rather than require folks to be there for the entire time.
3. A hard and fast deadline three weeks in advance of games for participant names and changes. This would allow for preparation of venues and accreditation/registration needs.

## **FOOD SERVICE**

Committee: Food Services

Chair: Dean Hamburg

Email: [dhamburg@kpbsd.k12.ak.us](mailto:dhamburg@kpbsd.k12.ak.us)

### **Things that went well**

1. Number of volunteers
2. Food Service chair and volunteers were extremely flexible and willing to make any changes requested by Chef's or I.C.

### **Things that did not go well**

1. We were not prepared for participants to each eat 5 meals on the first day
2. There was a lack of communications between chef's and coaches. The chef's were informed of any changes for the day in the morning meeting but the coaches did not seem to be updated on these changes, which caused some problems with the food service volunteers and coaching staff.
3. There were some concerns about the amount of greasy foods available to the athlete's. Coaches requested a less greasy diet and we made the necessary changes.

### **Ideas for future games**

1. Have coaches review meal schedules in their first coaches meeting so that any necessary adjustments can be made.

## **MEDICAL**

Committee: Medical

Chair: Rebecca Byerley  
Co-Chair Chris Mokracek

Email: [rbyerley@cpgh.org](mailto:rbyerley@cpgh.org)  
Email: [cmokracek@borough.kenai.ak.us](mailto:cmokracek@borough.kenai.ak.us)

### Key Individuals

Betty Lowery  
Michelle Gage  
Tim Kruse

Email: [lowerydb@yahoo.com](mailto:lowerydb@yahoo.com)  
Email: [mgage@kpbsd.k12.ak.us](mailto:mgage@kpbsd.k12.ak.us)  
Email: [vp@medicalstandby.org](mailto:vp@medicalstandby.org)

### **Things that went well**

1. Having dedicated, skilled, responsible core committee members, who worked hard, met and communicated regularly, and prepared for the medical coverage of the Games through the Polyclinic (24 hour coverage), accommodation venues (night time coverage) and at each athletic venue (during practice and competition). Many professional volunteers provided the round the clock coverage including: ATC, PT, OT, MT, DO, Rolfer, Chiropractor, Nurse Practitioner, Physician Assistant, Paramedic, EMT, Physician,
2. Having use of Soldotna High School and the nurses and teacher's lounge area for the Polyclinic. We were able to provide treatment booths/rooms and equip with 11 treatment plinths/hospital beds. Use of the nurses area allowed us to treat semi-privately with drawn curtains for 4 individuals. The other athletes were treated in the open area of the teacher's lounge equipped with 7 plinths/hospital beds.
3. Excellent liaison with security, local CES, Alaska Medical Support Team (AMST out of Anchorage) and the Arctic Winter Games medical volunteers.
4. Having designated medical volunteers:

- a. Administrative Assistant: take minutes of all meetings, contact and schedule volunteers, send out e-mails and letters
- b. Polyclinic Coordinator: assist in the development of the polyclinic, contact and schedule data entry clerks.
- c. Field Staff Coordinator: this was coordinated through AMST. This group arranged for all field coverage during the games, sleeping venues, and as needed coverage in the Polyclinic.

5. Coordinating the billing of each contingent with the local hospital at the beginning of the Games to improve the admissions process for each athlete into the emergency department.

### **Things that did not go well**

- 1. No medical signage available despite ordering months earlier. Paper signs were made and placed in designated medical areas.
- 2. Having a transportation schedule available to those working the Polyclinic for better preparation when transferring an athlete or having an athlete come in from one of the outlying athletic or accommodations venues.
- 3. Improved active participation with medical director (physician). Behind the scenes participation was not enough to fill the full duties that were required.
- 4. Not having a list of Chef staff and/or Medical Liaison staff from each contingent and their contact information available at the Polyclinic.
- 5. Underestimated the need for individual packets of mild over-the-counter pain relievers (acetaminophen, ibuprofen), ice bags vs. instant cold packs and ace wraps to have readily available at all athletic venues, accommodation venues and the Polyclinic.

### **Ideas for future games**

- 1. Don't underestimate the time commitment of key volunteers
- 2. Be prepared for heavier volume during midweek of competition.
- 3. Anticipate 500+ patient contacts during the week of the Games from arrival to departure. This would include the Polyclinic, athletic venues and accommodation venues.
- 4. Anticipate the need for 500+ ice bags.
- 5. Limit trading of security and medical uniforms until after the Closing Ceremonies (to maintain enforcement of those services).

6. Know ahead of time which volunteer will be covering the accommodation venues at night time (i.e.: 20:00 – 07:00).
7. Better awareness of athlete pre-existing conditions in the days/weeks leading up to the Games i.e.: cold, flu, and sprain/strains.
8. Polyclinic located in venue where soccer will take place. Soccer had the highest number of injuries in 2006.
9. Separate sport risk of Dene Games and Arctic Sports dependent upon the day's events i.e.: pole push was high risk on that particular day, other events throughout the remainder of the competition noted to be low/mod risk.
10. Have a designated fax line for medical use during the Games.



## SECURITY

Committee: Security

Chair: John Lucking

Co Chair: Chuck Kopp

Email: [jlucking@ci.soldotna.ak.us](mailto:jlucking@ci.soldotna.ak.us)

Email: [ckopp@ci.kenai.ak.us](mailto:ckopp@ci.kenai.ak.us)

Key Individuals:

Todd McGillivray

Kim Wannamaker

Steve Bear

Email: [tmcgillivray@ci.soldotna.ak.us](mailto:tmcgillivray@ci.soldotna.ak.us)

Email: [kwannamaker@ci.kenai.ak.us](mailto:kwannamaker@ci.kenai.ak.us)

### Things that went well

3. Volunteers were great and we had plenty of help
4. The color coordinated jackets assisted in identifying security roles and who should be where in a venue
5. Security committee and volunteers were extremely flexible to meet any requested changes

### Things that did not go well

## **Ideas for future games**

1. No trading of volunteer uniforms until after closing ceremonies.
2. Bring in the sunshine boys!

## **TRANSPORTATION**

Committee: Transportation

Chair: Jennifer Beckmann

Email [carts@alaska.net](mailto:carts@alaska.net)

### **Key Individuals**

Jenny Wetzel

Email [ridesalaska@alaska.net](mailto:ridesalaska@alaska.net)

Shawn Weber, Clayton Damm, Grayline

Email [SWeber@HollandAmerica.com](mailto:SWeber@HollandAmerica.com)

Ron Hammer, Laidlaw

Email [ronald\\_hammer@lpsg.com](mailto:ronald_hammer@lpsg.com)

Gary Katsion

Email [GKATSION@kittelson.com](mailto:GKATSION@kittelson.com)

The Transportation Committee's mission was to provide seamless movement of athletes, special guests, equipment, baggage, spectators and all participants involved with the Games! First and foremost our concern lies with assuring the safety, excellent care and comfort of the participants of the 2006 Games!

### **Things that went well**

1. The most difficult part of the planning process was waiting for the sports schedules and any venue changes to be finalized. The Transportation Committee was able to easily adapt to changing schedules and plans. Busing contractors were very accommodating and eager to get the job done whatever it took. Having a representative from each bus contract participate on the committee was a fantastic requirement.
2. Arrival & Departure ran smoothly even though the schedule changed quite often, both inbound and outbound. We were able to call in our local transporter to assist with arrivals when our long haul drivers were running out of hours.

3. After passengers got used to the timing of the route it ran pretty well, although signage/markings on the buses was not adequate. (See below) In addition, making stops some days and not others was a bit confusing as well.
4. We found out our contractor for dispatching Special Guest Transportation was not going to do it one week before the Games. Transportation worked with Communications to get it figured out, but the system was slightly convoluted for the volunteers.
5. Transportation came in under budget!!

### **Things that did not go well**

1. Committee should have started recruiting for less glamorous jobs (parking/traffic management and luggage handlers) sooner.
2. Special Guest Transportation was never planned to start before Saturday, and Special Guests were arriving on Thursday and Friday with expectations for rides.
3. Dedicated Sports Transportation was not always used by teams resulting in empty buses running. Many teams used the regular routes.
4. Parking and Traffic Management plan was changed by people that had not been involved with the committee at the last minute resulting in a lot of confusion.
5. Signage on the buses was not really adequate. Bus pick up areas at venues were not marked clearly enough and quite often I would receive calls for buses when they had been sitting there waiting. Smaller maps were confusing. Some of the stops on the routes were never used. It was unfortunate we could not give transportation to more recreational areas!
6. Opening and Closing went better than some expected although there were some glitches – for Opening Ceremonies participants had already begun moving throughout the villages so our estimates on how many buses we would need at each venue changed. We picked up everyone early to make sure they were there on time, which they were, but they were a bit too early with nothing to do on the buses! Closing was better in that we didn't have contingents assigned to specific buses, although we did have some participants that didn't understand there weren't assigned buses and wouldn't get on the bus, and a group that had chartered a bus returned later than expected and didn't go directly to Closing Ceremonies resulting in late arrival to the Sports Center.

### **Ideas for future games**

1. Establish a clear chain of command regarding each segment of the committee. We had venue captains calling our busing contractor, who would not make changes without direction from the committee chair, so time was wasted making unnecessary phone calls.

2. Mark the buses and bus waiting areas clearly. Get any dedicated schedules out to Chefs and/or coaches early so changes can be made in advance if necessary.
3. If there is not a traditional public transit system available, provide other transportation option information for spectators early.
4. Recruit volunteers early.
5. Don't over plan. Transportation needs to be extremely flexible and able to change easily.

## **CULTURE & CEREMONIES**

**Committee:** Ceremonies and Culture

**Chair:** John Andrews

**Email:** [jandrews@acsalaska.net](mailto:jandrews@acsalaska.net)

### **Key Individuals**

Gordon Griffin  
Max Fjelstad

### **Things that went well**

1. Award Ceremonies at sport venues. Instead of consolidating awards at a central site, I decided to recognize the athletes' achievements at the sites where they competed. This allowed for better attendance since those interested in those events were already present. Individual events (figure skating, Dene and Inuit games, Nordic skiing, snowshoe, alpine) award ceremonies were held daily. The team sports of basketball, volleyball, hockey, badminton, and curling were held after the final competitions had concluded. Both fans and coaches remarked that this decision was worth the extra coordination needed to make sure that each venue was prepared for medal ceremonies. I selected 6 other volunteers besides myself who were designated as "Award Supervisors" and would attend each awards ceremony delivering the script, medals, and medal trays to the venue coordinator and making sure that flags, anthems, etc were in place. This ensured that all protocols were followed and that there was consistency among all the ceremonies.
2. Expanding the cultural event offerings. One of my committee's main goals was to ensure that the cultural contingents would be treated with respect and showcased around the peninsula. We made contacts early with each team giving specific guidelines and requesting sample videos. Then we developed a weeklong list of locations---both small gatherings at senior centers to large-scale galas----to

provide an opportunity for the community to attend and enjoy their talents. At the galas performed in Kenai, Soldotna, Seward, and Homer, the contingents performed on high school stages with a full compliment of sound and lighting, which was programmed during their rehearsals. Gordon Griffin, our stage manager, coordinated the Technical Support while I called upon an experienced presenter to help with writing the script and acting as MC. As a result, each gala looked professional, and the participants were impressed.

3. Providing a medal for cultural participants. In past games, the cultural participants received no tangible award for their involvement. I petitioned the AWGIC to develop a special medal that would be given to each participant on the final evening. Making sure that it did not resemble an ulu, and would not have a place value attached to it, I researched the historical form of the Raven that local tribe has used and had a company produce a large relief-biased medal with the raven's head and the theme of the games "Release the Spirit Within" on the front and specific engraving on the back. The participants were thrilled to receive it and I hope that it will become standard policy in future games.
4. Frequent meetings with Opening/Closing Ceremonies Committee. Once the stage manager, technicians, and choreographers were hired, I arranged regular meetings where we could all work together on the development of these important events. Monthly meetings turned into weekly meetings during the final three months and the communication lines were kept intact as a result. I also attended rehearsals for both productions and offered suggestions. All purchase requests were funneled through me, which kept the financial protocols out of their hands and allowed them to concentrate entirely on the creative aspects of their tasks. As a result, the opening and closing ceremonies for the 2006 AWG were enormously successful.
5. Daily requests for Award Presenters. I brought a notebook to each day's briefings, which had a list of all awards being presented including time and place for the entire week. Chefs were encouraged to fill in the names of presenters they knew who were traveling with their teams. I also had our fundraising chair call our major sponsors and offer the opportunity to present medals. I then wrote this information on the script for that particular event so that the announcer would know who was going to be presenting the ulus. This process worked extremely well, and ensured that award ceremonies were well attended by dignitaries who showed support for the games. One chef even remarked at the final meeting that this process should be included as standard practice in future games.

### **Things that did not go well**

1. Nothing stands out as a major problem that needed attention or revision. The few frustrations are summarized in my recommendations below.

## Recommendations for future games

1. Don't let sport chairs change schedules or awards times at last minute. Once the schedule is set and posted, there cannot be any changes. One chair decided to have a bonfire after the final event and moved his awards ceremony to later that night. This caused much confusion and resulted in the awards presenters not being present. Other chairs attempted to move their awards times up as their events were concluded earlier than anticipated. Those requests were always denied.
2. Insist that a representative from Transportation sit on the Opening/Closing Committee. There was a lack of consistent communication on how the athletes would be transported to both ceremonies. In fact, it wasn't until two days before the closing ceremonies that I learned that the athletes would be picked up at random instead of by contingents, as was the case for the opening ceremonies. The result was an unorganized arrival of buses and drivers not knowing where to park at the ceremonies venue. Transportation officials at the venue did not have clear direction and I was at a loss as to what the overall plan was.
3. Don't change the budget allocation at the last minute. A major frustration, that may have been unique to our situation, was having our budgeted amount changed numerous times. In the final three months, we were faced with budget issues that left many doubts as to what we could spend out of an approved budget that had been passed previously. We had based our plans and purchases on the belief that the approved budget was real and not fake. Undue concern and stress was caused as a result of the uncertainty of whether budget needs would be met. It is vital for the sanity of all involved to maintain the promises held in developing a budget---which the money will be there when needed for expenditures.

## FACILITIES AND LOGISTICS

Committee: Facilities

Chair: Andrew J Carmichael      Email: [acarmichael@ci.soldotna.ak.ua](mailto:acarmichael@ci.soldotna.ak.ua)

Key Individuals

Al Hull (portable buildings)      Email: [alhullastech@acsalaska.net](mailto:alhullastech@acsalaska.net)

Dave Lowery (warehouse)

Joan Miller (biathlon)      Email [xandernoah@alaska.net](mailto:xandernoah@alaska.net)

### **Things that went well**

1. The portable buildings were nothing short of fantastic. Though, the square footage was not huge for each team the partitioned areas for each team worked very well.
2. Having an abundance of equipment such as forklifts and man lifts was priceless in getting things done in short order and on demand.
3. Having the care and comfort/accommodations handle the bed set up etc was perfect. Since the head to bed numbers are so dynamic within each sleeping facility the potential for miscommunication was huge but avoided by having it dealt with “in-house” so to speak.
4. The use of an experienced warehouseman and dependable crew was exceptional. Find this person early and have them get going on putting together a crew.

### **Things that did not go well**

1. The use of NON-winter showers was very labor intensive and costly. The cost for heating the shower units and heating the water via auxiliary boilers exceeded \$2,000.00. This was due to the fact that water had to be run continuously to keep the lines from freezing. Operationally, the showers’ ultimate configuration gained

compliments from users to me specifically but such compliments were not inexpensive to get.

2. The setup for the opening ceremonies and closing ceremonies was very expensive from a building operator's standpoint. The lighting contractor did not contact and make clear enough the ultimate electrical needs for the show.
3. Communication regarding media in the form of specific needs for the opening ceremonies cost a great deal of last minute electrical contractor time. Thus, media and opening ceremonies folks needed much better technical information prior to the event set up.
4. Games related Grant administration was a nightmare with relation to the biathlon and Nordic ski trail development.

#### **Ideas for future games**

1. Shower units are very very difficult to come by. Thus, have all arrangements completed at least 6months out.
2. The games manager should have control and direct oversight of any grant monies spent for facility development. While in three of the four areas the grant administration handled through the borough worked well, the fourth areas were of such difficulty and varied end result that a significant hardship was placed up the facility development. Specifically, the lack of direct oversight authority by the games manager resulted in more than one significant games need not being met in lieu of non-games long term wants of those to whom the grant was funneled.
3. If possible deal with overall facility owner commensurate with facility operators/leaseholders if on government property when establishing use agreements.
4. Ensure that personnel in addition to being success oriented are able AND willing to delegate. The facilities and sports is so intertwined that the possibility of one person doing it alone is ludicrous and very dangerous if any involved are not willing to delegate, say "no" or put aside any inhibitions to say "I don't know".
5. Make sure the acquisition of traffic control devices is of the rated with the utmost importance.
6. Treat the facility host employees with the utmost respect and make sure to reward them ahead of the games with games gear etc for what they are about to have done to them i.e. these people bear the brunt of the games arrival because of their facility knowledge and experience and the fact that emergencies due to lack of



planning are inevitable they are to whom games personnel will need to turn for answers and in most cases solutions. Allowing facility personnel access to the volunteer lounges for snacks goes a long way to keeping thing running as hoped.

7. Ensure that responsibilities for overruns and difficulties with relation to opening and closing ceremonies are spelled out in any contracts.
8. DO NOT WASTE YOUR MONEY ON THE ANTICLIMACTIC COST OF DEALING WITH CONFFETTI OR STREAMER CANNONS.
9. Remember and fight for the ultimate games purpose as a **sporting event** bringing cultures together and not the converse.
10. Support your paid staff and intervene be willing to intervene where necessary when difficult situations and decisions arise.

## Facilities & Culture

Facilities & Culture Manager: Max Fjelstad

### Committee Chairs

Facilities: Andrew Carmichael

Email: [acharmichael@cisoldotna.org](mailto:acharmichael@cisoldotna.org)

Culture: John Andrews

Email: [jandrews@asaa.ak.us.org](mailto:jandrews@asaa.ak.us.org)

Co-Chair- Gordon Griffin

Email: [ggriffin@kpbsd.ak.us.org](mailto:ggriffin@kpbsd.ak.us.org)

### Key Individuals

Chris and Phil Moran

Email: [cmoran@kpbsd.ak.k12.org](mailto:cmoran@kpbsd.ak.k12.org)

Terri Zopft-Schoessler

Email: [tzschoessler@kpbsd.ak.k12.org](mailto:tzschoessler@kpbsd.ak.k12.org)

Joe Rizzo

Email: [jrizzo@kpbsd.ak.k12.us.org](mailto:jrizzo@kpbsd.ak.k12.us.org)

Martina Georges

Email: [mgeorges@kinaitze.org](mailto:mgeorges@kinaitze.org)

### Things that went well

1. The Cultural Contingent performances went on without any major glitches. Due to Gordon Griffin, the KPBSD Theater technicians, and the amazing Theaters on the Peninsula. The Opening and Closing ceremonies were a Success due to key professional individuals hired to run the programs.
2. Adding special cultural events in Seward and Homer for the Cultural Contingents were a huge success. Programs in Homer like the Pratt Museum and Islands and Oceans, and The Seward Sea Life Center gave our Cultural Contingents from across the globe the opportunity to travel on the Peninsula and see different parts of Alaska. I know of several participants who plan to return to the Peninsula for vacations this summer.
3. In regards to Facilities, the venues ran very smooth. Having the Borough, Police Department, Fire Department, Cities, and Maintenance Departments at our disposal made emergency management simple. The issues were usually taken care of in a very timely matter. Fixing frozen water lines and other minor issues were expedited immediately to the appropriate channels, to the credit of the Communications System.
4. Having small teams of Facilities volunteers on call to take care of sudden issues were very helpful. Dale Bagley and his team of rotary volunteers played a major role in making and delivering all the flagpoles and stands. The excellent and efficient volunteer team in the Warehouse Facility, a highly important component of the Arctic Winter Games, made logistics run smoothly.

5. Having John Andrews in charge of all awards and ceremonies went well. His connections in Alaska State Athletic Association in the schools were invaluable for podiums, trays, and several items made in the local shop classes. Organizing all the medals and preparing the locations at which to present them went flawlessly do to John's attention to detail and organizational skills.

### **Things that did not go well**

1. The showers were very hard to locate. Keeping them heated proved quite difficult, as it required constant attention (filling fuel for heaters), supervision, and money. I would recommend keeping showers indoors in Arctic Winter Games.

2. When I came on to this job only six months prior to the games, the Cultural area was in disarray. The person in my position prior to my employment left much unfinished business. This made it difficult to decipher what details were her original thoughts, and what details were actually required by the AWG Organization. My position should have been filled 365 days out.

3. Staff continually dealing with monetary stressors impeded production. All money issues should be kept as far away from staff as possible. Our staff often did the job of the Board when it came to monetary issues. Instead of managing a budget it seems as though we were making up the budget late in the Games. Many of these financial problems were due to the turnover of staff and poor past management. Coming into the Games with only six months to Opening Ceremonies proved quite challenging the Culture and Facilities components. Luckily, Tim Dillon, the General Manager, turned things around for probably one of the best Games ever held.

4. The confetti canons for the Opening and Closing Ceremonies were a huge waste of money and time. I would recommend more lights and less effects for this type of production. With the production being one hour long don't waste money on such a quick effect. Find Laser shows or an effect that can be utilized the whole hour.

### **Ideas for future games**

1. Advertise the Cultural performances separately rather than along with the athletic competitions; make these performances stand out, like Elvis is coming to town and playing after the sporting events. Use radio clips from each different Cultural Contingent.

2. Have a standard document for requesting legacy items. Send Legacy items out prior to the games to acquire help with clean up of Facilities.
3. Allow the community to bring as many culture events as possible to local venues or businesses. Theater, dance, art, present and past culture. Especially promote local youth performing in the community, or for each village every night. This allows the community the ability to make money and showcase local talent.
4. Make it a standard for each Cultural Contingent to bring only one act that is 15 minutes long, no video or major special effects. Do the same program for all five performances. This seemed unclear to everyone; it should basically be the nine contingents doing the same one and a half hour show five nights with a medal presentation on the fifth night at every Games. You could rotate the starting order of contingents every year. For every Games there are five big cultural shows M-F 6pm-8:30ish in five different communities: same show, all five nights, different location. People that come to these shows are expecting to see a great show. We only charged \$10, but could easily have charged more money for these performances. Don't be afraid to charge for the best entertainment at that age level in the Arctic Climate.
5. The Facilities Manager and Chair need to meet with the Sports Chairs in the beginning and on a weekly basis to make sure that the Sports Chairs are fully aware of requirements and the importance of the technical package. The Operations Manual makes it very simple.

## INFORMATION TECHNOLOGY

Committee: **Information Technology**

Chair Bob Jones

Email: [BJones@borough.kenai.ak.us](mailto:BJones@borough.kenai.ak.us)

Co-Chair Jim White

Email: [jwhite@kpbsd.k12.ak.us](mailto:jwhite@kpbsd.k12.ak.us)

### Key Individuals

Tim Jordan – IT Staff for AWG

### Things that went well

1. Borough and school district IT staff allowed to devote a huge proportion of staff and resources at the expense of their existing constituency.
2. High level of cooperation and support from Kimik/IT.
3. Didn't have to rely on commercial third part network connections. Everything ran well on the Borough/School District's 100MB network.
4. We felt the IT part worked well given the demanding yet somewhat unknown expectations.
5. The money needed was provided to us.
6. The contingents and their management were a pure joy to work with and for.

### Things that did not go well

1. Even up to the last minute rooms changed. One group would change the room and nobody knew it. This was frustrating to us who had a lot of pre-planning to do. There should be one person controlling room usage so at least somebody knows what's going on.
2. Could have done better with signage on how to use the IP phones. The dialing 9 first caused confusion at first. The IP phones and phone cards worked well though.
3. IT costs could have been less had other committees been more organized earlier.

## **IT/TELECOMMUNICATIONS**

Committee: IT/Telecommunications

Chair: Stephanie Carroll

Email: [scarroll@acsalaska.com](mailto:scarroll@acsalaska.com)

### **Things that went well**

1. By choosing IP phones for the games we left a substantial legacy for the community.
2. From a technical perspective ACS was extremely cooperative
3. CBC North was able to use our network and able to test new transmission techniques for the first time.

### **Things that did not go well**

### **Ideas for future games**

1. Form early and close relationship with the local telecomm provider (cell service, too). You need them much more then they need you.

## **IT/RESULTS**

Committee: IT/Results

Chair Jeremy Ley

### **Things that went well**

1. It was a good move to have the sports enter the sports results instead of phoning results in.
2. Prior training was well received by the sport contingents and proved to be essential.
3. Having Kimik/IT staff present to make software modifications to address the changing results formats was critical.
4. Jeremy took full responsibility for his duties and that made all the difference
5. Almost all the sports, except for two (maybe three), were outstanding in their cooperation.
6. Veteran broadcasters felt the results were best ever, in terms of timeliness.

### **Things that did not go well**

1. Results software needs to be re-engineered to be more efficient for public queries, especially in the multi-tiered sports.

### **Ideas for future games**

1. Don't underestimate the need for competent responsible volunteers in this area.
2. Don't underestimate how IT will be judged overall based on the success of this individual component. After registration make results your primary obligation and mobilize your staff accordingly.

## **IT/REGISTRATION & ACCREDITATION**

Committee: IT/Registration & Accreditation

Chair Teresa Kiffmeyer

Email: [kiff@kpbsd.k12.ak.us](mailto:kiff@kpbsd.k12.ak.us)

### **Things that went well**

1. Volunteers were largely school district central office staff so they were reliable and competent
2. Web cam photo and accommodations badging went well.
3. Participant flow at the airport went better than anticipated. Bulk of flow goes through pre-printed area and problems went quickly to another area for resolution.

### **Things that did not go well**

#### **Ideas for future games**

1. Don't underestimate the language barrier with some groups, especially Greenland. Athletes having identification cards readily available to assist us with name spelling helped us find athletes in the system.
2. Having 3 24-hour arrival periods was brutal on the volunteers. Many of us got no more than 3 hours sleep total in that timeframe.
3. Having somebody at the airport able to make accommodations decisions was critical since room number is printed on the badge.
4. Impose stringent, pre-games registration requirements on the contingents, if for no other reason than out of respect to the volunteer labor force. Exceptions and roster replacements should be accommodated via a strictly defined process.



## IT/PARTICIPANT SERVICES

### Committee **IT/Participant Services**

Chair Jim White

Email: [jwhite@kpbsd.k12.ak.us](mailto:jwhite@kpbsd.k12.ak.us)

### **Key People:**

Donna Lester

Email: [dlester@kpbsd.k12.ak.us](mailto:dlester@kpbsd.k12.ak.us)

Rich Stables

### **Things that went well**

1. Donna got it done on scheduling volunteers! You need to have a reliable person doing this job and this needs to be their only responsibility. She called people day and night to line up volunteers.
2. There were absolutely no reported problems in the labs. No vandalism, no thefts, no problems at all. The kids were really great and the Internet Cafes were used a lot!
3. Our equipment was of good quality and the computer labs were all set up and ready to go – no extra work there. All we really had to do was find the volunteers to man the labs.

### **Things that did not go well**

I waited too long to assign Donna as a replacement for the original person in charge of scheduling volunteers. When we went to call volunteers many had already committed to other groups. By waiting too long we had to make hundreds of calls to line up our IT volunteers.

2. We did have a few volunteers not show up to man the Internet Cafes and never seemed to know about it in a timely manner. The school office was supposed to call if volunteers didn't show, but never did. Didn't seem to be an issue – never got any complaints - but I felt bad it happened.

3. Internet Service Provider had a failed router on the last day and Internet Cafes were down – right when most kids were done competing and needed something to do. So

### **IT /MISSION SERVICES**

Committee: **IT /MISSION Services**

Chair Rich Stables

#### **Things that went well**

1. This worked. We formed this committee based on one simple premise. Its not the IC we need to keep happy, its not the host society that we need to keep happy, its not even the community-----it's the contingents. Contingents are like mothers, if they're not happy no one is. Regardless of what you may be told believe this. Hence we had full time tech support at the contingent offices, we had computing resources, we answered questions, and we asked if they were happy, we asked what we could do for them.

2. The contingent staffs were fun to work with.

## **IT/SYSTEMS**

Committee IT/Systems

Chair Ben Hanson

### **Things that went well**

1. Went well, we ran it for the most part on our existing, in-place infrastructure. That gave us management, reliability, and speed.
2. ACS with their Ethernet subscription based circuits (called TLS) worked great.
3. We hosted the web and back end SQL servers on the same network, not remotely.

## **MEDICAL / SECURITY IT**

Committee: /Medical / Security IT

Chair: Bruce Garroute

### **Things that went well**

1. Same concept as volunteer support (train the trainer, support the supporter). Believe it or not though this one worked. Medical stepped up, security stepped up.

### **Things that did not go well**

1. Security was hurt with all the last minute volunteer shuffling and deployment. This places a huge burden on accreditation and actually compromises security. You may want to explore broader security designs if you have a small volunteer base (translate multi tasked and fluid) like we did. Conventional design works great for a large volunteer base like our pals in Wood Buffalo had.

## **MARKETING/GRAPHICS**

Committee: Graphics

Chair: Kathy Gensel

Email: [katherine.s.gensel@wellsfargo.com](mailto:katherine.s.gensel@wellsfargo.com)

Key Individuals

Chris Jenness

Email: [jenness@gci.net](mailto:jenness@gci.net)

Natalie Casebeer

Email: [natalie.casebeer@peninsulaclarion.com](mailto:natalie.casebeer@peninsulaclarion.com)

Melanie Noblin

AWG Staff

### **Things that went well**

1. Look of the games that we used on the cover of all the handbooks
2. The Graphics committee were an artistic group of three that never said no!

### **Things that did not go well**

1. Setting deadlines for committees and then the committees not following them caused a few hurried steps towards the end. Pin ordering specifically as well as the signage.

### **Ideas for future games**

1. Keep the same group of people the entire time to keep the “look” intact for the entire games.

## **MEDIA AND PUBLIC RELATIONS**

Committee: Media and Public Relations

Chair: Kathy Gensel

Email: katherine.s.gensel@wellsfargo.com

Key Individuals:

Merrill Sikorski - Contracted

Marketing Solutions - Contracted

Cherie Curry

Dan Gensel

### **Things that went well**

1. Partnerships with Peninsula Clarion and KSRM Radio
2. Media Center
3. Daily Briefings

### **Things that did not go well**

1. Timeline never really set and followed
2. Distribution of Ulu News was not preplanned
3. Committee itself had problems in the beginning, some personality issues, and some issues where folks just did not do the job.

### **Ideas for future games**

1. Set a calendar or timeline and use it
2. Share ideas for Marketing with the Board and get ideas from them.
3. Web Vision over the internet for Opening/Closing and some sporting events
4. Media packets should have included a map and directions to all venues.
5. A media shuttle would have been nice

## MERCHANDISING

Committee: Merchandising

Chair: Kathy Gensel

Email: katherine.s.gensel@wellsfargo.com

Key Individuals:

Linda Schirmers

Darlene Glick

Ron & Pam Delaney from Fred Meyers

AWG Staff

### **Things that went well**

1. Having a store in a central location worked well
2. Sports Logos were well liked

### **Things that did not go well**

1. Transferring the responsibility to staff after closing the store was probably not the best thing to do but considering where we were with the Game's finances it made the most sense. It was hard on the staff to take on the added responsibility. We had such a small staff (6) and everyone was overloaded already. Staff was too busy to be able to carry the responsibility for the purchasing and inventory control of the merchandise. Merchandise is a huge undertaking and it would be best if a committee chair with no other responsibilities headed it up. It is too overwhelming for one person.
2. At the merchandise venues during the week of the games there were no enclosed type "store" areas to sell out of at Kenai Central and Soldotna High. This made it difficult to have a retail outlet.
4. No phone lines were available for credit card machines at two of the merchandise venues. This caused a bit of a problem, but we were able to overcome.
5. Requests for proposals for merchandise and pins did not go as smoothly as we would have liked. It would be better if each committee participated with Merchandising on ordering the pins for the games.

6. We did not have a true “committee” for merchandising. It would be highly recommended to have at least 10 people on a committee with this magnitude of responsibility.

### **Ideas for future games**

1. Have a “Store”. Use it to sell merchandise and tickets. Have it be a central information place staffed with informed volunteers that can answer questions or act as a switchboard. Put a couple computers in the store for volunteers to sign up to volunteer on and get general information off of.

2. Pins – the pin trading was hot and heavy, but pin sales were down. I believe it was because so many of the contingents brought pins to trade that no one needed to buy any. Just a thought to maybe cut the number of pins that you order.



## **SIGNAGE**

Committee: Signage

Chair: Kathy Gensel

Email: [katherine.s.gensel@wellsfargo.com](mailto:katherine.s.gensel@wellsfargo.com)

Key Individuals:

Chris Jenness  
AWG Staff

### **Things that went well**

1. Signs being purchased from 2004 Host Society. It saved money and time.
2. Business community came through with messages on their reader boards and marquees.

### **Things that did not go well**

1. I don't think it was communicated well enough as to who was responsible for signs, i.e. what signs were needed, how to order, what was already here and who was responsible for putting them up.
2. We had no street signage in any of the towns due to money issues. If we had had the money, the signs would have been awesome!

## TICKETING

Committee: Ticketing

Chair: Kathy Gensel

Email: katherine.s.gensel@wellsfargo.com

Co-Chair: Bill Popp

Key Individuals:

John Andrews

Dan Gensel

### **Things that went well**

1. Ticket master's daily reporting. It made it easy to see where we were on tickets sales
2. Day passes sold well
3. Sports Premium passes sold well

### **Things that did not go well**

1. The 10 day prior to event stoppage of selling tickets through Ticket master caught me off guard.
2. There was little input from the Board regarding prices of tickets or what to offer. I feel that the Board should have been a little more proactive in this area. It would have been nice to have ideas to bounce around.
3. There seemed to be confusion on the explanations of the tickets. I am not sure how to spell it out plainer so that everyone understands. Good luck on this one!

### **Ideas for future games**

1. Use your merchandise store to sell tickets with a 1-800# and sell tickets online yourselves. This may be less confusing to some people although it would probably mean an additional staff person to deal with it.

## REVENUE DEVELOPMENT

Committee: Revenue Development

Chair: Bill Popp

Email: [bpopp@borough.kenai.ak.us](mailto:bpopp@borough.kenai.ak.us)

Key Individuals:

Lori Goodman  
Michelle Glaves  
Marion Nelson

### **Things that went well**

1. Very successful in achieving federal funding for both operational and capital needs. Engaging the congressional delegation early in the process converted into over \$4.0 million in capital funding and over \$1.0 million in operational funds.
2. Early large commitments from corporate sponsors gave credibility to the event and attracted additional contributions from other companies.
3. In-kind contributions of airfare, rental vehicles, advertising, general goods and services, professional services (legal, etc.), professional trades services (construction, electrical, etc.) were very successful. These contributions were given the same value as cash for sponsor recognitions.
4. Very successful fundraising auction events were held at one year out, six months out and especially at 90 days out. Significant marketing efforts were required, as well as a high profile host for the 90 day out event.
5. Ultimately achieving all needed cash and in-kind contributions that were needed for financially successful Games.

### **Things that did not go well**

1. Private sector fundraising did not meet original goals, and had to be offset with a last minute contribution from the State of Alaska. Significant world events such as hurricanes, tidal waves and earthquakes diverted large amounts of available charitable contributions budgets from many companies operating within Alaska. The lack of available funds for 'non-core issues' charitable events and programs were felt across Alaska by many non-profit organizations.

2. Lack of 'buy-in' contributions from all Board of Directors members. A minority of Board members ultimately did not make a financial contribution to fund raising campaign.
3. Lack of an organized fundraising committee. This was a shortcoming of the Revenue Chair by not making a stronger effort to engage community government and business leaders as part of a traditional fundraising committee.
4. Lack of a dedicated staff member for fundraising from the beginning. Reliance on volunteers only to perform fundraising in the first two years of the project had mixed results and successes that could have been alleviated with a full-time staff person dedicated strictly to fundraising and sponsor maintenance.
5. Lack of clear accounting that fully defines in-kind contributions. This became a problem late in the development process when it became clear that balances of committed in-kind contributions did not necessarily apply directly to budgeted needs for operations. This resulted in an incorrect interpretation that in-kind commitments were addressing more of the projected expenses than they actually were.

### **Ideas for future games**

1. Establish an endowment fund on the international level that provides seed money for communities that are chosen to host future Games that has never hosted the Games before. This funding would provide for preliminary start up requirements and minimal staffing until the new host community gets its fundraising going in earnest. This would in turn attract more competition for the privilege hosting future Games and would expand the scope of interest in the Games.
2. Provide stronger and more detailed information of sponsors of previous Games. It is especially important to make available key contact information for those past sponsors. This will allow for a better designed and executed fundraising campaign for future host societies that will improve early and ultimate fundraising success.
3. Provide broader range of Games literature and materials that could be used for fundraising purposes early on in the initial stages of event development. This would include 'boilerplate' materials from the international committee that would allow a local host society to fill in the blanks and immediately begin to fundraise while developing more unique fundraising campaign materials for use and implementation as the event effort develops.

## **SPORTS**

Tim Dillon

Email: jotimazdad@hotmail.com

Key People:

Chris Hayes (before leaving)

Shawn Maltby

Email: shawn@oilersbaseball.com

### **Things that went well**

1. Facilities were high quality and safe
2. Chef's came through with ample officials
3. Volunteer chairs did a great job
4. Interaction with sports medicine was excellent
5. Results worked like clock - work

### **Things that did not go well**

1. Sports Manager got ill in November so the General manager took on the additional role with help from the staff and especially Shawn Maltby who took on a major part of the sports division.
2. Schedules were hard to maintain due to the never-ending changes right up to the games.

### **Ideas for future games**

1. The IC should provide a template for a standard schedule and not allow changes so late in the preparation of the games
2. IC and Chef's should continue to upgrade and update staging manual
3. Test each venue with host team
4. Invite a coach that has participated in the Games to assist/ sit in on particular sports committee meetings. I.e., women's basketball coach from Homer could have listened in and assist where necessary

## ALPINE SKI/SNOWBOARDING

Committee: Alyeska Resort

Chair: Alex Nelson

Email: [alex@alyeskaresort.com](mailto:alex@alyeskaresort.com)

Co-Chair: Todd Clarke

Email: [tclarke@alyeskaresort.com](mailto:tclarke@alyeskaresort.com)

### Key Individuals

1. Larry Daniels

Email: [ldaniels@alyeskaresort.com](mailto:ldaniels@alyeskaresort.com)

2. Alison Sterley

Email: [absterley@chugach.net](mailto:absterley@chugach.net)

3. Kari Lamothe

Email: [snowangel@acsalaska.net](mailto:snowangel@acsalaska.net)

4. Sparky Anderson

Email: [sparky\\_alaska@yahoo.com](mailto:sparky_alaska@yahoo.com)

### Things that went well

1. Big Alaska, Alyeska Ski Club and Alyeska Resort Events Department worked very well together to pull off an incredibly smooth 4-day event that all participants enjoyed.
2. Coaches and athletes had a wonderful experience during the Arctic Winter Games held at Alyeska Resort. We thoroughly enjoyed having them here. They were a great bunch of people to work with.
3. Security – all officers who worked the Arctic Winter Games were fabulous, especially Detective Sergeant Tod McGillvray with the Soldotna Police Department and Sergeant Dennis Allen with the Anchorage Police Department. Their presence was much appreciated.

### Things that did not go well

1. It was very difficult for staff to work with a venue so far away and managed by so many folks. It is important when working with businesses like this to be talking with the person in charge and not a variety of people as each has their own ideas of how things should go. Put everything in writing and have a signed contract before you move forward to save a lot of headaches!!!!

### **Ideas for future games**

1. We recommend getting rid of the Snowboard GS and use the USASA standards instead of FIS.
2. Have a knowledgeable AWG representative present at events held at outside venues to help with public relations & media, awards, results, etc...
3. Write press releases to increase media exposure for skiing and snowboarding events.

## **BADMINTON**

Committee: Badminton

Co-Chair: Bob Frates

Email: bfrates@ci.kenai.ak.us

Co-Chair: Wilda Bush

Email: Wilda.M.Bush@wellsfargo.com

### Key Individuals

Ron Graf (Head Umpire)

Email: graf@theedge.ca

Kathy MacAskill (Assist. Head Umpire)

### **Things that went well**

1. Accommodations – housing all badminton athletes in same facility they are playing was key!
2. Facility staff, volunteers, and security were very professional and accommodating.
3. Format and flow of tournament went very smoothly.
4. AWG staff was very responsive to badminton venue needs.
5. Officiating was outstanding.

### **Things that did not go well**

1. Needed more officials. The expectation that six officials can effectively officiate nearly 400 games without breaks was too high; became very exhausting for officials.

### **Ideas for future games**

1. Shorten length of tournament by perhaps limiting number of categories (from 3 to 2) athletes can participate in.



2. Incorporate one “free day” athletes can enjoy doing other things, i.e., sightseeing, attending other sports, etc.
3. Absolute minimum number of courts should be six.
4. Minimum number of officials per court should be two. Contingents need to be highly encouraged or even required to send officials.
5. Score charts (Flip-A-Score) should be used during all games so spectators and coaches can easily track score of games.
6. Player rosters should be submitted to badminton venue organizers early enough so data can be entered into computer system in advance of scheduled play.

## CURLING

### **Sport Report for Curling – 2006 AWG – Homer Alaska**

#### Facility

The Homer Ice arena was an excellent facility for curling. The management of the facility accommodated our every need.

The ice surface as prepared by Jerry and Jason with the help of the Fairbanks ice crew was on par with Canadian National Junior events that I have officiated at.

#### Volunteers

Cathy Brandal and Kathy Hall with their team of volunteers did an excellent job providing snacks for the bus on the way home, lunch and dinner prior to the teams leaving Homer. The athletes were very well looked after.

The on ice observers that we trained were very capable and I am sure by the end of the week understood the game of curling.

The volunteers helped make this venue a very enjoyable experience for the athletes and coaches.

The athletes enjoyed being piped into the event at the opening and closing ceremonies as well as the playoff games. A big thank you to our piper Steve Andrews from all involved.

#### Results

A big thanks to Jeremy and his staff for walking me through the process for posting results. The results from each game were posted immediately after the draw was over and the line scores were faxed to the results center for posting. The only issue that I noticed was that the line score sheets did not scan well, in the future should look at possibly down loading the line score sheet and having that input with the scores.

#### Accommodations

The officials' accommodation was adequate. We definitely got to know the highway between Soldotna and Homer very well.

#### Recommendations for future

- ensure that all contingents receive detailed rules of play. (I would be willing to work on these for a future set of games)
- dress code sent out early enough that contingents have time to comply
- all games should be timed; other statistics are not important at this age and level.

Respectfully submitted

Marg White

Sport Chair and Head Official

Curling 2006 Arctic Winter Games

## Dene Games

Committee: Dene Games

Sports Chair: Carol Pickett

Email: [carol.pickett@alaska.edu](mailto:carol.pickett@alaska.edu)

Key Individuals:

Sam Johnston – Head Official

Drena McIntyr – Official

Bobby Drygeese – Official

Shawn Seetamona – Official

Max Dolchok – Official

### **Things that went well**

1. With respect to the 5 games/events themselves it was largely due to the knowledge of the officials and cooperation from the coaches that made these games a success.
2. Preparation of bracketing in advance is necessary. Ability to have extra brackets on hand is even better.
3. Staff at Mission Headquarters were great. They went above and beyond the call of duty to help Dene Games. Their volunteers helped with scoring, posting, taping, copying, and researching contacts.
4. Mt. View elementary hospitality was outstanding.

### **Things that didn't go well**

### **Ideas for future games**

1. All sports chairs need to be brought in 3 days prior to the event to ensure that everything needed to run the event is in place and ready to go.

## **INUIT GAMES**

Chair: Courtney Sullivan

Email: csullivan@citci.com

Key Individuals:

Nicole Johnson Head Judge

Email: njohnston@gci.net

Michael Jerue Judge

Email: MJerue@citci.com

### **Things that went well**

1. The facility was great, the staff and volunteers at KCHS were fantastic
2. The participants really enjoyed being in the same building as their sleeping and eating arrangements
3. Using my own local equipment was great, and the blankets for the Sledge Jump work just right
4. Media was open to suggestions; however they did need to be told what we preferred
5. The athletes and the coaches were flexible and friendly

### **Things that did not go well**

1. The sledge jump took a lot longer than was shared with me
2. The tech package seemed to be outdated and the coaches and judges wanted to make lots of changes
3. Four days made us busy, and I received lots of thoughts on that both positive and negative. They did enjoy having Friday off to visit other venues though
4. We did not have enough judges or scorekeepers as needed. Having a backup judge from each contingent would be great or at least from the host area

### **Ideas for future games**

1. Have the 2006 judges, at least Attima and John from Nunavut, review the 2008 tech package
2. If Dene and Inuit could be in the same area for venue, food, and sleeping that would allow us to watch each others cultural games
3. More judges and scorekeepers
4. Pins for judges and scorekeepers to share
5. Scorekeepers for Inuit should be considered officials and have room and board taken care of

## **SNOWSHOE**

Committee: Snowshoe

Chair Nicole Johnson

Email nicole\_johnson@fws.gov

Co-Chair Natala (Tai) Davis

Email natala\_davis@fws.gov

### **Things that went well**

1. Amazing officials that were helpful and very knowledgeable.
2. Volunteers that were willing to do whatever was needed.
3. Athletes were very appreciative of all the work and enjoyed themselves.
4. No one was hurt during the snowshoe events!

### **Things that did not go well**

1. The coaches were not given any paperwork regarding the protest procedure, let alone the formal protest form. Either this need to be provided to the committee chairs or coaches so it is on hand when getting to a computer (and finding it) is difficult.
2. I had no contact with the previous snowshoe chair. I think it would be helpful if people were willing to help mentor the next chair. Coming in with little experience I would have loved the opportunity to learn from someone who had already hosted the event.
3. Coke **NEVER** showed up with water or Power Aid after many phone calls prior to the event beginning. We had to get water from the school on the track day, and a group sponsored water bottles for the races at the refuge.
4. In the technical package it is stated that water and fruit should be provided to the athletes. Fruit was not supplied by the host society and luckily was sponsored by a local group.

### **Ideas for future games**

1. A schedule that is set for the week would be helpful. Having to determine the order of the races, start times, etc was time consuming. And it was changed in the end to better accommodate the coaches and athletes. They had great input and should be utilized to create a standard timeline to reduce unnecessary work.

2. The track portion of this event was the hardest and most complicated. I would recommend defining in the technical package how the track should be marked with distance between lanes as well as the distance between flags (or other method of marking). This was a point of confusion on the committee end and caused a protest on the track day. If this could be determined and included in the tech package this could easily be avoided.

3. The host society should make it a point to try and locate previous committee chairs and get them in touch with the new chairs. This was a valuable resource that I did not have time to research in addition to planning.

## SPEEDSKATING

Committee Speedskating

Chair Nan Thompson

Email [nthompson@gci.com](mailto:nthompson@gci.com)

Key Individuals

Deena Allan, Head Referee

Email [deena4@telus.net](mailto:deena4@telus.net)

### **Things that went well**

1. The rink managers worked hard to mark and condition the ice, as we needed it. They are to be commended, because neither rink had ever held a speed skating meet before.
2. Having a heated office with two rooms was great. We used one side for the meet recorder, and the other side as the officials and coaches break area. We would have had a very difficult time running the meet without the office.
3. The coaches met to discuss changes to the technical package that will benefit future games organizers and hopefully remove some of the controversy by having clear rules. It was productive to be able to resolve differences of opinion face to face in the context of the competition. Working on it when we were all together helped the group focus on what was really important.
4. Moving the 500 metre race to the larger arena in Soldotna worked well. Even though it meant we had to mark two rinks and set up twice, it was important for the safety of the athletes to hold the sprint race in the larger arena. In the short distance there is usually more falls, and the longer and wider arena allows the skaters more slide distance before they hit the wall, reducing the possibility of injuries.
5. The accommodations for the athletes were great. I got lots of positive comments from skaters and coaches about how happy they were to have all the skaters from all of the delegations together in the dorms. They coalesed as a group during the week. Having the rink walking distance from the dorms and cafeteria also made the week more comfortable for everyone.
6. Mat transportation to and from Fairbanks and Eagle River went very smoothly.

### **Things that did not go well**

1. We struggled with the weather at the partially enclosed Kenai rink. It would have been better to know in advance that the building was not going to be fully enclosed so that the skaters could be better prepared. Although there was heat in the locker rooms, bleachers and offices, the skaters competed in clothing designed for an indoor rink. We had cold kids. We ended up borrowing blankets for the heat box where the skaters sit just before they race. If we knew what the conditions were going to be like, I could have warned the

coaches to have the kids dress as if for an outdoor meet and we would have had the blankets ready when the meet started.

2. The transition on the AWG staff of sports managers left one of our officials with a bad taste in his mouth. He purchased his own ticket to travel to the games, after asking whether he would be accommodated if he traveled on his own because his team (Alberta) was not transporting officials. When he checked in for credentials, the official was given some other special privileges that assuaged him. A consistent clear decision from AWG staff would have avoided the problem.

3. The process for signing up and getting volunteers credentialed was confusing. Because many of the speed skating volunteers were Canadian, and thus arriving with the athletes, or from Anchorage, the normal credentialing procedures did not work. Those that arrived with the delegation planes were handled smoothly. The Anchorage volunteers were sent a variety of places depending on when they arrived. Perhaps the next games there could be a consistent central location for credentialing.

4. There were four injuries. While none of them was caused by using the smaller rink, two of them were probably more serious on the Kenai rink than they would have been at a larger rink. Although the referee adjusted the meet to accommodate the smaller ice by putting fewer skaters on the line at the time, two of the injuries occurred when skaters slid into the side of the rink. If the rink was larger there would have been more slide room and the skaters that collided would have had more of an opportunity to separate before impact. Injuries occur in speed skating because of the sharpness of the blades, but having more room to avoid contact between blades and other skaters makes for a safer meet. We sent one skater from the Yukon home with a screw in his tibia to hold together a crack that resulted from impact with another skater's blade as they collided into the mats together.

### **Ideas for future games**

1. Other clubs that more regularly hold meets should be able to avoid the expense of purchasing helmet covers by borrowing them. We didn't have enough in Alaska, and they were expensive. The Canadian clubs can probably muster enough.

2. Accommodate all of the speed skaters in the dorms together again. I think that was the highlight of many of the participants' weeks. They all got to be friends and were coaching and cheering for each other by the end of the week without regard to which delegation they came with.

3. Make sure that the medics have a separate room to work in at the rink. When the serious injuries occurred, I left my job as an official to do crowd control so that the medics could keep working. They had to treat kids in the entryway to the rink, and well-meaning concerned people (and others who were trying to be helpful but weren't) were getting in the way. I had to do crowd control. But for the fact that I pulled a parent out of



the stands to fill in for me as a lap counter, the meet would have been delayed. Having someplace heated to treat the injuries probably would have been more comfortable for both the athletes and medics.

4. My officials would have liked information about meals, the cultural events and the official's lounge at the Elks in their packets when they arrived. They were all confused about where they were allowed to eat the first day. I had one official who investigated and shared information with the others. Those that attended loved the cultural event and had a good time at the Elks, but never would have found out about it unless one of them took the initiative to get information from his host society and share it.

5. Schedule one day of speed skating in the evening. The one-day that the event started later we had more spectators who were interested in the sport. If we had an evening schedule one night, we probably would have had an even bigger crowd. The ideal schedule for the athletes would be for the evening ice to be the day before the rest day.

## **WRESTLING**

Committee: Wrestling

Chair: Dave Carey

Email: dcarey@ci.soldotna.ak.us

Co-Chair: Vicki Leach-Culture

Key Individuals:

Wanda Van BusKirk-Volunteers

Eric Willets-Scoring

### **Things that went well**

1. Organization worked wonderfully, 125 volunteers.
2. Daily program of matches and events.
3. The Staff at the Kenai Recreation Center.
4. Politeness and willingness to help by the athletes and coaches.
5. We finished on schedule all five days.

### **Things that did not go well**

1. Lunches for officials on Monday.
2. No Security people present for Day 2 (Tuesday)
3. Lack of team lists in advance to make up signs for them.

### **Ideas for future games**

1. Do Round-Robin individual tournament on one day with a day to recover before the Inuit Tournament.

2. Work out how many officials are “really” needed. The Pre-Games document says 15. Too high. 8 were just right as long as the officials run the clock and to the scoring.

## Volunteer Manager Report

Committee: Volunteer Division

Kathy Moore, Volunteer Manager

Email: [kroser@eraaviation.com](mailto:kroser@eraaviation.com)

Key Individuals:

Becky Foster, Special Guest Chair

Email: [beckyfoster7@yahoo.com](mailto:beckyfoster7@yahoo.com)

Pam Howard, Participant Hospitality Chair

Email: [phoward@kpbsd.k12.ak.us](mailto:phoward@kpbsd.k12.ak.us)

Nicole Popp, Welcome & Send Off Chair

Email: [bpopp@acsalaska.com](mailto:bpopp@acsalaska.com)

Jane Stein, Mascot Chair

Email: [dwstjm@ptialaska.net](mailto:dwstjm@ptialaska.net)

Jeanne Camp, Language Chair

Email: [jcamp@borough.kenai.ak.us](mailto:jcamp@borough.kenai.ak.us)

### Things that went well

1. Volunteer Recruitment went very well. The majority of the volunteers did not sign up until the last four months out from the Games, however; the goal of recruiting 2700 volunteers was achieved one month prior to Games.

2. Volunteer Rally- Our volunteer rallies were held six months out and again at four months out. We had live radio coverage and give-a-ways during the events, along with a free barbeque. The rallies were set up as a “job shadow” type forum giving the potential volunteers the opportunity to talk with all divisions/committees involved with the 2006 AWG. This system allowed both the volunteer and committee chair to see if they were a good match. If not, the volunteer could be directed toward a more fitting area to volunteer in.

3. Volunteer Uniforms- The “look of the 2006 Arctic Winter Games Volunteer” was awesome! Each volunteer was suited with a pair of gloves and either a jacket or a vest. Volunteer uniforms were colored coded giving the spectators, athletes and other volunteers the ability to recognize the various types of volunteers by their uniform color. The volunteer uniform color break down was as follows:

- General Volunteers: Royal Blue
- Medical Volunteers: Red
- Transportation Volunteers: Orange
- Security Volunteers: Yellow
- Special Guest Volunteers: Teal Blue
- Sporting Event Volunteers: Green
- Official/Judges Volunteers: Black
- Media Volunteers: Royal Blue

4. Volunteer Orientation- Orientation was held at the high school auditorium with close to 2000 volunteers attending. The presentation was kept to less than one hour. The presentation included a brief over-view from security, safety, and general review of the volunteer handbook. Volunteers were then broke into various groups for uniform disbursement and committee meetings.

5. Volunteer Thank –You Celebration- The Volunteer Thank-You Celebration was held one month post Games and attended by close to 2000 volunteers. A free barbeque was offered, volunteers of the month & volunteers of the Games were acknowledged, large ticket-item door prizes were won and all remaining 2006 AWG merchandise was distributed to the volunteers. This was accomplished by giving each volunteer who attended two raffle tickets. One ticket was exchanged for merchandise and the other ticket was placed in the drawing for the door prizes.

6. Volunteer/Community Involvement-The community completely embraced the 2006 Games, which was apparent by the number of volunteers who signed up. (And the number of volunteers who had to be turned away after the goal of 2700 was reached) The 2006 AWG did a great job of giving the community & volunteers “ownership” of the Games. “It’s Your Games, Get Involved” was true to spirit!

### **Things that did not go well**

1. Security Background Checks on Volunteers- The security background checks on the volunteers took much longer than anticipated. This caused a huge delay in contacting and scheduling volunteers. A close working relationship with the proper authorities involved with the background checks is a must in order to keep the process moving forward and lines of communication open.

2. Volunteers having access to the participant’s cafeteria- A large number of volunteers had access to the participant’s cafeteria. Volunteers were not to be fed full meals by the 2006 AWG and should not have had any access to the cafeterias, unless that was the area they were volunteering in. Security checks need to be tighter at the cafeteria’s to control the number of walk-ins. Light snacks & drinks were provided at each volunteer lounge. Most volunteer shifts were kept to four hours in order to avoid the meal issue.

3. Youth Volunteers- Too many adult volunteers abused this privilege and used it as a “baby sitter” during Games week. Some of our school and sport groups did exceptionally well with the duties assigned to them. That being said, Youth Volunteers should only be allowed in small groups with a designated chaperon at all times.

### **Ideas for future games**

1. Fewer number of volunteers- unless shifts are shorter. 2700 volunteers were in excess of what was needed. Base volunteer numbers more closely to the numbers associated with DOT & Volunteer Need Assessment exercises. \* Be sure to have a “job” for every volunteer who has dedicated their time to the Games. If a volunteer is going to take the time to register, go through orientation & training, and in many cases, take time off from work, be sure to have a job for them to do!

2. Clearly distinguish between Open/Closing Performers and Volunteers. This caused quite a bit of confusion for all parties involved. Make a policy regarding this issue and stick firmly to it.

## LANGUAGE

Committee: Language

Chair: Jeanne Camp

Email: [jcamp@borough.kenai.ak.us](mailto:jcamp@borough.kenai.ak.us)

Co-Chair: Natalia Johnson

Email: [tnjohnson@alaska.net](mailto:tnjohnson@alaska.net)

### Key Individuals

John Avram – Language Center Chair

Email: [nhojmarva@acsalaska.net](mailto:nhojmarva@acsalaska.net)

Jan Kornstad – Scheduling Chair

Email: [kornstad@acsalaska.net](mailto:kornstad@acsalaska.net)

Kari Hulien – Recruiting Chair

Email: [khulien56@hotmail.com](mailto:khulien56@hotmail.com)

Pam Gillies – Chair of Translator Care

Email: [Pam.Gillies@veco.com](mailto:Pam.Gillies@veco.com)

### Things that went well

1. The Language Committee was structured with four sub committee chairs, each of which was dedicated to doing the job well. This committee structure was quite effective for our needs because each person accepted the responsibilities of the position and had the initiative to do what needed to be done
  - a. John accepted the Language Center chair position, and with a strong background in organization, set up schedules and shifts that he proceeded to fill with volunteers.
  - b. Kari accepted the Recruiting chair position and began recruiting translators immediately. Due to her work, we had an abundance of translators, many of whom we didn't use.
  - c. Jan became the Scheduling chair and, working with the Sports Manager, developed the database necessary for scheduling translators for the various activities and meetings.
  - d. Pam was our Translator Care chair. Her work began as out-of-town translators were scheduled; making certain each had transportation to/from the Games, and a place to stay during volunteer assignments.
  
2. The Language Center concept was a good concept, but due to situations beyond our control, was not used as effectively as it could have been. We were supposed to be located at Mission Headquarters where any of the

delegations had easy access to our resources and had a hot line to meet translation needs in situations outside of the Games events.

3. Volunteer chairs came on board early in the development process so were able to help direct the process, to build rapport and work together, and by brainstorming were able to foresee and correct problem situations before they developed.
4. The translators were flexible as schedules changed. This was very important due to changes in event times, additional meetings, and unforeseen translation needs.
5. Some translators were brought in from out of town. These were more effective than locals because they were in town to work the Games while locals were trying to work translation duties into their work/family/home life.
6. A business card was printed with the Hotline number, the number of 24-hour on call translators for each language, and the Language Committee Chair. The card was taken to every venue and several were given to each Security office. Each coach and chef was also expected to receive the card.

### **Things that did not go well**

1. We did not anticipate that **teams would not understand their true need for translators**. We had numerous volunteers sign up to help that we did not bring to the area due to cost concerns. These would have been used to a great extent had we realized the needs.
2. The **Language Center and Hot line were not marketed**. The location of the Center, and the Hotline numbers should have been on the back of every credential – volunteers and participants alike. This would have saved many desperate phone calls as security, transportation, and other volunteers tried to help our guests communicate in finding luggage, the correct bus, supplies for game equipment repair, etc. In addition, because we had not been marketed (yes, even before the Games), an individual took it upon herself to move us to a back room with no phone lines. The location was not visible to the contingents in Mission Headquarters so they were not even aware that we existed. Our phone number was different than the one listed in the few phone lists that were published so people didn't know how to reach us. We had the translators; people just didn't know how to find our Center or our Hotline.



3. We scheduled translators in an effort to provide them with experience in several events, trying to make their volunteer experience as varied and interesting as possible. In hindsight, it is apparent that **translators should have been scheduled to work with one team for the week**, providing an opportunity to build a rapport and trust with the coach and team members. The translator should have knowledge of the sport wherever possible, and should plan to attend the coaches meetings.
4. We recommend **two translators for each event for Team Yamal**, where very few participants or coaches speak any English. In the other contingents, English was a second language for several participants so translation needs were not as important.
5. **We did not work with the Welcome and Send-off committee, an oversight on our part.** Two persons with translation skills welcomed Team Yamal, but more were required. In addition, we did not have anyone to welcome the Greenland or Sami teams. Although several participants spoke English, many did not. There were issues of missing luggage, which bus to ride, and to which village they were going. On site translators would have been very beneficial.

### **Ideas for future games**

1. Provide more translators than the Chef requests – especially for Team Yamal.
2. Meet with translators just prior to Games to give each an armband to be worn at the Games events, designating them as translators. Explain the volunteer duties (translate, not officiate) and the need for scheduling flexibility. Give them an opportunity to get to know each other because they will be working together.
3. Use foreign exchange students when possible. They speak the language fluently and, being of school age, easily communicate with the team members as well as the coaches.
4. Plan for the unscheduled. Event times change, meetings are added, and other needs arise as participants become acquainted with the area.

## MASCOT

Committee: Mascot

Chair: Jane Stein

Co-chair: Kim Denesen

dwstjm@ptialaska.net

kdenesen@acsalska.net

Key Individuals:

Brad Denesen

Brian Denesen

Danny Popp

Jack Ross

Zack Moore

Cala Lott

brad\_d\_12@yahoo.com

cheese1302@hotmail.com

billpopp@ptialaska.net

jackrobin2@acsalaska.net

kmoore@awg2006.org

unknown

### Things that went well:

1. Schedule worked: shifts were doable without being taxing and covered all in town events at least once, plus allowed for flexibility.
2. Great team: only involved people that came to the meetings and stayed in contact so we knew we could count on everyone to show up for their shift.
3. One costume was enough for 95% of the time, there were only a few times that a second costume would have helped but we made adjustments and worked it out.
4. Venues did an excellent job of accommodating Rascal's need for a changing area.
5. Volunteers: they did everything we asked of them, they made good suggestions, they were enthusiastic, and they were great ambassadors for the games.
6. Having a car just for the mascot that all the equipment could be stored in so we only had to exchange the car key and phone through the office. A van would have been nice but the hatchback worked well.

### Things that did not go well:

1. Should have been better prepared to answer reporters' questions about Rascal, i.e. How was a raven selected, what is the significance of the raven to the native people and to the AWG, is it a boy or girl in there (some were very persistent and seemed to take offense when I wouldn't give a definitive answer or give the name of the person in the suit).

### Ideas for future games:

1. Get your costume early (like we did) and use the mascot to promote the games early.

2. Find a core group of mascots and handlers that are willing to give the time to the week of the games. This will give you consistency and people who are committed to doing a great job and doing what needs to be done.
3. Realize the handler is an important piece to the success of the mascot's image not just an escort. The handler has to always be in character too not just the mascot, they are the mascot's voice, protector, public liaison, their image is just as important as the mascots when promoting the games and interacting with the public.
4. Have fun!

## SPECIAL GUESTS

Committee: Special Guests

Chair: Becky Foster

Email: [beckyfoster7@yahoo.com](mailto:beckyfoster7@yahoo.com)

Key Individuals

Alyson Stogsdill

Email: [alyson\\_stogsdill@legis.state.ak.us](mailto:alyson_stogsdill@legis.state.ak.us)

Sherry Biggs

Email: [sbiggs@borough.kenai.ak.us](mailto:sbiggs@borough.kenai.ak.us)

Bonnie Golden

Email: [bgolden@borough.kenai.ak.us](mailto:bgolden@borough.kenai.ak.us)

Becky Hutchinson

Email: [b.hutchinson@alaskausa.org](mailto:b.hutchinson@alaskausa.org)

### Things that went well

1. There were several problems that came up at the last minute and I was amazed at how everyone worked together to solve the problems. The Staff really worked hard to keep things running smoothly. Being flexible and not getting rattled when things didn't go perfectly helped.
2. Having a General Manager with the personality like Tim's helped keep people happy and staying with the Games even if things weren't going as planned. He personally talked and *listened* to each one of us. Also, Tim didn't let others tell him what to do. He did what he thought was right and tactfully told others how it was going to be. These personality traits were huge assets when it came to running an event of this size.
3. The coaches and officials really appreciated having a place to go. They weren't happy about being in the same *room* as each other, but they liked the having a place to relax.
4. The Special Guest lounge that overlooked hockey and figure skating was well attended and appreciated. Lounges that could be used while watching a sport have always been the best lounges.
5. Having Venue Leaders for each committee (Medical, Security, Special Guests, etc.) really helped take some of the burden off of the main committee members and give ownership and the feeling of importance to the Venue Leaders.

## Things that did not go well

1. I would increase the amount of Staff employed by the AWG Host Society. At the very least, have some dedicated volunteers acting as assistants for the Staff. I think every staff member was overwhelmed the last two months before the Games with duties, emails and phone calls. The closer the Games got, the more swamped everyone got. Because of this, it was hard to get answers to the many last minute questions that came up.

2. Somehow, I would increase the amount of communication between committees. I heard several times that committee A had no idea what committee B was doing even when they had intertwining responsibilities. When committee A and finally B talked, it produced questions that couldn't be answered right away because of the Staff being overwhelmed.

3. I think we had too many Special Guest lounges. None were visited very much by Special Guests and it used up so many volunteers to man each lounge. The volunteers were disappointed that their "job" was not as vital as they had hoped. I would only have 3 or 4 lounges, but make them nice and *if at all possible* make them overlooking a sport like the one at the Sports Center for hockey and figure skating.

4. Our signage wasn't as good as it could have been. I know we had some signs that were never put up, and some signs didn't get ordered. I think letting all committees see the actual signage order before it went in would act as a double check for the order. Also, announcing to all committee chairs that the sign order was in, where it is and defining whose responsibility it was to put them up (either each committee or Venue Fit Out or Facilities) would have prompted people to put up signs sooner.

5. Even though my committee was pretty unimportant in the large scheme of things, I would still recommend that there be two committee chairs for Special Guests. The 2004 Host Society told me that one person couldn't chair this committee and I agree. I never had a co-chair and had I not owned my own business and it was at our slow time of year, I certainly couldn't have done it. The last month, I worked AWG more than full time. The point is; two people are needed for this committee, no question. I also recommend that more than 6 core people be on this committee. It was recommended to have 12, but we didn't have that many committed volunteers, so 6 had to do.

6. The Kimik system was helpful, but still had its problems. The volunteer deployment section could use some tweaking. Our committee had problems finding people that had signed up for Special Guests or that had been deployed or assigned, but we still couldn't

find them. It would be helpful if it could produce a schedule with volunteers who are deployed at each venue for each committee

### **Ideas for future games**

1. The coaches and officials didn't want to be in the same room as each other. They either threw a fit and made us fix up another lounge, or separated the furniture in the lounges to have a coach's side and an official's side. Either tell them they have to get along, or make the lounge for one or the other.
2. Putting every decision in writing, either by email or meeting minutes, would help when questions arose or help avoid misunderstandings.
3. Learning from the previous Games by writing a manual, as we have done, will be helpful to the next Games. Not having anything to go by except the Staging Manual was difficult because Games staff and volunteers had to learn by trial and error. The knowledge was not passed on. You can't learn what you need to know by a 1-week visit to the previous Games. I hope our effort helps future Games. If a little more information is added every two years, then eventually a really good manual will be made.

## **WELCOME / SEND OFF**

Committee: Welcome/Send off

Chair: Nicole Popp      Email: [popp@eagle.ptialaska.net](mailto:popp@eagle.ptialaska.net)

Co-Chairs:

Theresa and Mike Colton                      Email: [colton@alaska.net](mailto:colton@alaska.net)

Lara Ross    Email: [dlacjross@gci.net](mailto:dlacjross@gci.net)

Sherry Spence                                      Email: [lynns1@gci.net](mailto:lynns1@gci.net)

Nancy Egbert                                        Email: [wnegbert@gci.net](mailto:wnegbert@gci.net)

### **Things that went well**

1. Once we were given the computer list of individuals who had signed up as interested in helping with our volunteer group, the contact phase for volunteers went fairly quickly. However, I noticed that the volunteer information listed on the website contained a fair amount of errors that, unless corrected, made it difficult to complete the registration process for the volunteers, and sometimes affected the ability to contact them to volunteer (ie: incorrect e-mail address or phone numbers).

If a member of the staff had not entrusted me with their password access to the volunteer registration website, our group would have been far behind the timeline for scheduling purposes. This access allowed me to verify that the volunteer had completed all that they needed to do to complete the security process and receive the credentials they would need to volunteer. I was also able to help with e-mail address corrections, phone number corrections, and basic information updates. This information “clean-up” allowed other committees to have accurate contact information.

2. The assembly of the participant sports bags, in my mind, could not have gone more smoothly. We were faced with a “time crunch” due to the original shipment of bags being replaced with a new shipment. Since a majority of the volunteers were in the “information loop” via email addresses, we were able to update them on a regular basis as to the status of the bags. We had in place all the items that would go into the bags the day before the sports bags and sleeping bags arrived. We set up two assembly lines with tables and the items to insert into the bags at different points in the assembly lines. When the van arrived we were able to back the entire van into the Airport Operations Facility, then our first scheduled group of volunteers began to unload the boxes of sports bags and sleeping bags. Once the boxes were unloaded, we started the process of unpacking the boxes and putting the participant sports bags together. Since this occurred during a

school day, we were not able to access our school aged volunteers until mid afternoon. But just like clock work, at 3pm the doors opened and in came fresh volunteer recruits. The entire process of unloading the van, assembling the bags, stacking the bags and area clean-up was done between 9am and 6pm.

3. Decorating for the Welcome area was another segment that went incredibly smooth. Thanks to the local schools, we were able to acquire some great signs and banners welcoming the participants to the AWG 2006 games. We sent out an initial request to the schools approximately 2 months in advance. In that initial request we included a list of the word "Welcome" in the different participating languages. The students simply took it from there.

4. Since we did not have a budget for this committee we were able to supply water and soda through a donation from Coca-cola, cookies from the school district and popcorn paid by our chairperson

5. Scheduling of the volunteers was more than adequate for the Welcome portion of our committee. Volunteers were scheduled in 4-hour shifts and encouraged to move around to different "stations" about every hour so no one was stuck in one place for the entire shift. We had scheduled between 3 and 5 extra people on every shift in case an emergency came up with any of the volunteers. In fact, most volunteers requested to stay additional hours after their shift was over, it was just that much fun!

### **Things that did not go well**

1. Although sendoff was not a complete failure it was certainly not the success that the rest of the games seemed to be. As chairperson of the Welcome/Sendoff committee I was not able to ascertain what exactly was expected of our committee to complete the sendoff portion of our commitment. Initially it was explained to me that our group would be focused on the Airport facility venue only. However, later, I was approached about our group assisting at the venue where the participants would be staying prior to their final flight home.

The participants were not allowed to return to the housing venues after the closing ceremonies, so a facility large enough to hold the participants not immediately leaving had to be used. Because of a misunderstanding in the departure time of one of the larger contingent groups, the original venue planned to host the participants was not going to be large enough. This information came to light after the games had already started. The decision was made to use the same facility that the closing ceremonies were being held at. Unfortunately, because this facility was going to be used prior to during and after the closing ceremonies and because of the design of the facility, we were only able to provide a few private sleeping areas for the participants.



It is my opinion that this “housing” of the participants until catching their respective flights home, should have fallen under the “Care and Comfort” committee umbrella.

The participants required food, sleeping arrangements, and security during this portion of their stay, and with no budget our committee was not in the position to provide any of these requirements let alone entertainment for those participants who did not wish to sleep.

### **Ideas for future games**

1. I would encourage looking into allowing committee chairpersons a higher level of web access to volunteer registration. This could help verify that the potential volunteer has completed the registration form accurately, and help with the accreditation process.
2. Decorating for any venue can get a great boost from the local schools. This is a wonderful opportunity for the youngest in the community to get involved with the Arctic Winter Games, and if your community is anything like ours, some of the best artists are in your local schools.
3. Once participant arrival times are determined, and depending on your budget, consider making different snacks available at different times. See if a local sandwich shop is willing to donate, or at a reduced price, supply some large sandwiches that can be cut down in size and offered to the participants while they wait for their transportation to their respective housing venues. This same idea can apply to pizza or other local eatery businesses as well.
4. Meet with the staff and get a clear definition of the Sendoff expectations for this committee. Will it be venue specific?
5. Understand fully when the host societies responsibilities to the participants end. Does the responsibility end right after the closing ceremonies, or does it continue until the participants leave the host society? Make sure the “Chefs de Mission” are informed of when the host societies responsibilities end in providing food, entertainment, and housing for the participants.