Table of Contents

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ADMINISTRATION AND FINANCE</td>
</tr>
<tr>
<td></td>
<td>General Operations, Staffing,</td>
</tr>
<tr>
<td></td>
<td>Finance, Sponsorship,</td>
</tr>
<tr>
<td></td>
<td>Ticketing</td>
</tr>
<tr>
<td>13</td>
<td>CULTURE AND CEREMONIES</td>
</tr>
<tr>
<td></td>
<td>Opening &amp; Closing Ceremonies,</td>
</tr>
<tr>
<td></td>
<td>Cultural Program, Visual &amp;</td>
</tr>
<tr>
<td></td>
<td>Performing Arts, Arts &amp;</td>
</tr>
<tr>
<td></td>
<td>Crafts</td>
</tr>
<tr>
<td>24</td>
<td>MARKETING</td>
</tr>
<tr>
<td></td>
<td>Graphics &amp; Signage, Publications,</td>
</tr>
<tr>
<td></td>
<td>Ulu News, Website &amp; Mobile App,</td>
</tr>
<tr>
<td></td>
<td>Advertising</td>
</tr>
<tr>
<td>36</td>
<td>MERCHANDISE</td>
</tr>
<tr>
<td></td>
<td>Merchandise, Pins</td>
</tr>
<tr>
<td>43</td>
<td>PUBLIC RELATIONS</td>
</tr>
<tr>
<td></td>
<td>Mascot, School Programs,</td>
</tr>
<tr>
<td></td>
<td>Photography, Social Media,</td>
</tr>
<tr>
<td></td>
<td>Tourism</td>
</tr>
<tr>
<td>56</td>
<td>PARTICIPANT SERVICES</td>
</tr>
<tr>
<td></td>
<td>Catering, Security, Transporation,</td>
</tr>
<tr>
<td></td>
<td>Medical Services, Mission</td>
</tr>
<tr>
<td></td>
<td>Headquarters, Language Services,</td>
</tr>
<tr>
<td></td>
<td>Welcome &amp; Sendoff, Participant</td>
</tr>
<tr>
<td></td>
<td>Entertainment</td>
</tr>
<tr>
<td>81</td>
<td>SPORT</td>
</tr>
<tr>
<td></td>
<td>Sport Overview - Officials,</td>
</tr>
<tr>
<td></td>
<td>Venues, Results, Individual</td>
</tr>
<tr>
<td></td>
<td>Sport Reports (20), Awards &amp;</td>
</tr>
<tr>
<td></td>
<td>Medals</td>
</tr>
<tr>
<td>133</td>
<td>LOGISTICS</td>
</tr>
<tr>
<td></td>
<td>Accreditation, Protocol,</td>
</tr>
<tr>
<td></td>
<td>Environmental, Arrival &amp;</td>
</tr>
<tr>
<td></td>
<td>Departures, Warehouse</td>
</tr>
<tr>
<td>147</td>
<td>INFORMATION TECHNOLOGY</td>
</tr>
<tr>
<td></td>
<td>IT, Telecommunications, Radios</td>
</tr>
<tr>
<td>154</td>
<td>VIP SERVICES</td>
</tr>
<tr>
<td>157</td>
<td>VOLUNTEERS</td>
</tr>
<tr>
<td></td>
<td>Recruitment, Orientation,</td>
</tr>
<tr>
<td></td>
<td>Scheduling, Care &amp; Comfort,</td>
</tr>
<tr>
<td></td>
<td>Recognition &amp; Apprecation</td>
</tr>
<tr>
<td>175</td>
<td>LEGACY</td>
</tr>
</tbody>
</table>

APPENDICES
SPORTS
Venue Results Operation Overview, Announcer Script Template, One-Page Sport Descriptions, Results Center GEMS Training

LOGISITICS
Motor Pool Trip Request Log, Participation Numbers, Radio Communication Plan, Ticketing Information, Flag Protocol

FINAL POLICIES FOR 2014 ARCTIC WINTER GAMES
MARKETING
Social Media Calendar, Social Media Quick Guide, Banners, Signage Capture, Welcome Banner
ADMINISTRATION AND FINANCE
Host Society Operations

The Fairbanks, 2014 Arctic Winter Games was awarded to Fairbanks in February, 2011. The non-profit Host Society was formed the spring of 2011. The Board of Directors was formed in May, 2011.

The Host Society moved into their first offices at Pioneer Park in July, 2011. The first General Manager was hired in July. The Host Society continued to be at every public event until the Games. The Board of Directors met on a regular basis of monthly until February 2014 when they began to meet weekly. During the Games the Board met daily after the Chef Meetings.

The Board of Directors last Officers election was in October, 2011 and had the same officers through the Games. The Executive Committee met monthly until February 2014 when they also met weekly. The Officers were Jeff Jacobson, President, Perry Ahsogeak, Vice-President, Bart LeBon, Treasurer and Lisa Herbert, Secretary. The Board of Directors was a very cohesive group.

The Board set policies and procedures for the Host Society and continually updated these as needed. The Board had agendas and minutes taken at each meeting. Board Members were active in Committees and oversaw several of the Committees. Board members also attended and volunteered at many Host Society events. Many Board Members invested in the Games as Sponsors or Arctic Stars.

The Host Society moved to their final home in February, 2013. These offices were much bigger and included meeting rooms and store space for merchandise sales. The space also included a kitchen. This location was a great choice in downtown Fairbanks. The Host Society marketed the location with great signage including full window decal, flag, full length banner and a metal mascot on the sidewalk. The marketing received a lot of attention by locals and visitors. The Host Society occupied this office location through September 2014.

The Host Society secured storage space in March 2012 with metal conex units. These conexes were used to store the items that were bought from the Whitehorse Games including signage, bunk beds, mattresses and many other items. The Host Society had five conexes of items from Whitehorse. The Host Society secured Warehouse space in July 2013. There were two warehouses, one was donated (cold storage) and one was leased on a monthly basis (warm storage). The conexes were downsized and only 3 were moved to the same location that the warehouses were in August 2013. All items in the warehouse and conexes were sold during April and May 2014 and the warehouses and conexes were returned to the owners at the end of May 2014.
Host Society Staffing

A Committee of the 2014 AWG Host Society Board of Directors hired the first General Manager in July, 2011. The General Manager was in place until October, 2011.

Karen Lane was hired in October, 2011 and worked part-time until January 2012. She continued full-time through July, 2014 and then worked part-time until Host Society operations were complete. The General Manager created Employee Manual and ran the Host Society Office including hiring and firing of staff.

Cherie Solie was hired as Sponsorship Manager part-time in November, 2011 and then began full-time in January, 2012. She continued full-time until the second week of June, 2014. Cherie’s main focus prior to the Games was fundraising and then as the Games came closer, VIP Care and Comfort was added to her job.

Holly Odegard was hired in August, 2012 as the Sport Manager. Holly worked full-time during the summer and school breaks and worked part-time other than that until October 2013. In October she became a volunteer due to her contract with the Anchorage School District. Holly took a leave of absence from the Anchorage School District from January 2014-March 2014. During this period, she volunteered full-time for the Games. On April 1 Holly returned to her Anchorage School District job and volunteered part-time for the Host Society. In May, 2014 after her school year was over, Holly became an employee for the Host Society until August 15, 2014.

Camille Relatado was hired in August, 2012 as the Marketing and Merchandise Manager and worked full-time for the Host Society until May 15, 2014. Camille oversaw all the Marketing committees and Merchandise program for the 2014 Games.

Ashley Johnston was hired in February, 2013 as the Volunteer Manager. Ashley also was the GEM Administrator for the Host Society. Ashley recruited, trained and managed the 2700 volunteers. She also oversaw several committees related to volunteers. With GEMs she trained the Committee Chairs how to schedule and build workforce plans. Ashley worked with the Host Society full-time until the first part of June, 2014.

The position of Administrative and Sales Assistant was hired in May, 2013. This position was the face of the Games and worked the reception of the office along with the store. There were several people that worked this position through March 2014.

Tim McCleary became a VISTA Volunteer for the Host Society in July, 2013. He assisted with several projects and also assisted Ashley with the recruiting of volunteers and registering of volunteers. During the Games he assisted with volunteer scheduling. Tim was a full-time volunteer until the end of March, 2014.

Sunya Maxwell was hired full-time in August, 2013 as a Project Coordinator and assisted with several projects including accounts receivable and payable. In January, 2014 she became Executive Assistant and worked closely with the General Manager. She also was Co-Chair of the Participant Entertainment Committee and worked with that committee along with the Accommodations Committee during the Games. Sunya worked full-time until May, 2014 and then worked part-time until the office closed.
Dave Lorrying was hired as Logistics Coordinator in August, 2013 and worked part-time until January, 2014. He then worked full-time through March, 2014. Dave coordinated venues for sports, equipment needs at Venues and worked with the Venue Coordinators.

Naomi DuCharme was an intern with the Host Society in the summer of 2013 and was hired full-time in September 2013 and worked until the end of March, 2014. Naomi and Holly worked closely together and coordinated all the Sports, Sport Chairs, Scheduling and Results for the Games.

Murial Berg was hired in January, 2014 to be Marketing & Merchandise Coordinator. This was a full-time position until April 15, 2014. Murial worked with the Merchandise Committee with acquiring and selling merchandise along with Marketing Committees and the Mascot Committee. During the Games, Murial was in charge of all Mascot appearances and the volunteers who performed the duties. She also worked with the Merchandise volunteers and the selling at several locations.

Victoria Middlestadt was hired in January, 2014 to work with Culture & Ceremonies Manager to assist with coordination of the Opening & Closing Ceremonies and the Cultural Gala. She worked with the Host Society full time through March, 2014.

Dianne Porter was hired as the part-time Sponsorship Coordinator in January, 2014. She assisted Cherie with Advertising Sales, VIP Services and the Opening, Closing and Host Society Receptions during the Games. During the Games Dianne worked full-time. Dianne worked until through March, 2014.

Keri Knight was hired in January, 2014 as the part-time Participant Services Coordinator. During the Games Keri worked full-time. Keri also was the Co-Chair of the Welcome and Send Off Committee. During the Games she spent all her time working with this committee. She worked through March, 2014.

Melinda Harris was hired in February 2014 as a part-time Project Coordinator and worked through March, 2014. She assisted with office projects and the Health Fair. During the Games, Melinda worked with the Warehouse Crew and delivered items from the Warehouse to the Venues such as publications, food for volunteer lounges, etc.

Linda Dudley was hired in January 2014 and worked full-time as a Project Coordinator through March, 2014. She worked closely with the Sport Division and helped coordinate items for the venues. Linda was also Co-Chair of the Potlatch and coordinated that during the Games. Linda also worked in the Warehouse during the Games and assisted with delivering items to the Venues.

Teal Rogers was hired in February, 2014 as a part-time Project Coordinator and worked less than 15 hours a week. Teal worked through March, 2014. She coordinated projects for all Managers.

Stephanie Smith was hired in February, 2014 as a part-time Project Coordinator. She coordinated the Temporary Employees, Grant Assistance, Snack Bars at the venues and Accommodations Committee assistance.

Contracts for Staffing – 2 Contracts were implemented for Cultural & Ceremony Manager and the Cultural Gala Director. The Cultural & Ceremony Manager contract began in December,
2013 and she coordinated the Opening & Closing Ceremony working with the outline presented in the AWG Staging Manual. She also coordinated entertainment for both Ceremonies. The Cultural Gala Director began in January, 2013 and worked with the Contingents on their parts of the Cultural Gala.

Challenges Faced

The Host Society had a hard time keeping the Administrative and Sales Assistant position filled and went through several people. Our staff worked hard and each member had a lot of responsibility so it was hard to find the right person for this position.

Recommendations

It is beneficial to have some staff members be Project Coordinators who then could help with lots of different projects. It is also important to have someone coordinate these people and make sure that there are not too many people directing them. The General Manager coordinated them for the Host Society.

Staff needs to be flexible and willing to help each other out when projects, events and situations arise. Our staff was very flexible and we were a great team.
Finance Committee Report

Date Formed: June 2012

Committee Members: Bart LeBon, Board Treasurer
Sheena Cummings
Mike Kelliher, CPA
Melody Feniks, CPA
Jennifer Bump
Tammy Tragis

Staff Support: Cherie Solie, Sponsorship Manager

Corporate Support: RJG, APC - Accounting Services; Financial Statement Preparation
Kohler, Schmidt & Hutchinson, CPA’s - Annual Tax Filing; Audit

Committee Purpose
Assist the Sponsorship Manager in the Host Society effort to meet its fund-raising goals; provide a current financial report at all scheduled Board meetings.

Program of Work
Committee members were called upon to seek financial support among community members to include local businesses, public entities and individual contributors. Monthly committee meetings were held to measure progress in the total fund raising effort plus discuss potential donors from both the public & private sectors. Various committee members would assist staff in the “ask”, when available. RJG, APC provided monthly financial statement support while Melody Feniks and Kohler, Schmidt & Hutchinson, CPA’s both assisted in the completion of our annual federal tax filing. Kohler, Schmidt & Hutchinson is scheduled to perform the final audit of the Games once all promised revenue has been collected and outstanding invoices paid. Individual committee members assisted in various ways during the week of the Games to include collecting money from merchandise sales, preparing bank deposits and completing other duties, as assigned.

Committee Challenges
The “ask” for financial support is never an easy lift and some committee members were not comfortable with this role. The outstanding effort of the Sponsorship Manager resulted in the raising of over $1 million in cash from local government, corporate and private sources along with in-kind financial support that also exceeded $1 million.

GEMS Support
Our Program of Work did not require interaction with the GEMS program.

Recommendations:
1. Your Sponsorship Manager should be a goal driven professional who is comfortable with making the financial “ask”. This individual should be well-established in your local business community; he or she should be able to effectively manage, along with the Board Treasurer, a diverse group of professional volunteers who are also engaged in the fund-raising effort.
2. The Board Treasurer is tasked with the primary responsibility of recruiting finance committee members; his or her goal should be to build a team of professional individuals who are willing to actively participate in the fund-raising effort.

3. Secure the financial services of a local accounting firm to assist in the monthly preparation of the Host Society financial statement showing, at the minimum, current period revenue & expenses as they compare to the approved budget.

4. Secure, as needed, the tax preparation services of an accounting firm to assist in the annual preparation of any required tax filing.

5. Secure the auditing services of an accounting firm to complete the final Games audit; this firm should be independent of other financial reporting activities associated with the Games.

6. Assist, if a committee member is willing & able, the General Manager in the regular input of income and expense transactions for the monthly financial statement report. This could be a great role for a finance committee member who might not be comfortable with making the financial “ask” during the fund-raising campaign.
Sponsorship Committee Report

OVERALL STRUCTURE

The Sponsorship Manager worked closely with the General Manager and the Board Treasurer to develop a fundraising plan and was the person primarily responsible for fundraising. The Sponsorship Manager was tasked with raising corporate and private donations but was also involved with requesting funds from the state government as well as helping to ensure the funds remained in the state's budget. The General Manager, and to a lesser extent the board, worked with local governments to receive grants. The Sponsorship Manager was also responsible for VIP Services, as all of our sponsors received some type of VIP benefits during the Games.

A finance committee was established in June 2012 with some members focused on financial accountability and reporting, with others focused on fundraising. After about six months, the committee discontinued meeting and with the exception of the Board Treasurer they were not responsible for any funds raised.

Two months prior to the Games a Sponsorship Coordinator was hired part-time to assist the Sponsorship Manager with sponsorship fulfillment and VIP services.

FUNDRAISING PLAN - CORPORATE

The cash sponsorship package and levels of sponsorship were re-vamped in the spring of 2012. It was determined that there were 6 programs that had high impact during the games and therefore a high value to potential sponsors: Athlete Engagement, Volunteer Program, Opening Ceremony, Closing Ceremony and Arctic and Dene Games. The programs could be purchased exclusively for $100,000 or could be co-sponsored at $50,000.

Additionally, we established Diamond ($75,000), Platinum ($50,000), Gold ($25,000), Silver ($10,000), Bronze ($5,000) and Champion ($2,500) levels. All donors below the Champion level were placed in a Friend of the Games category.

Sponsor materials used to sell sponsorships were re-designed using a grid format that made it much easier to see what rights and benefits were available at the respective levels. Prior Games had used a range of dollar amounts within a level and we eliminated that option as there was no incentive to give at the higher level within a range.

Once the sponsorship program and materials were completed a plan was implemented to reach our goal of $1.2 million in private and corporate donations. Businesses were identified and then targeted for a certain level based on their perceived ability and donation history. The fundraising plan was then divided by the desired number of donors at all the different levels. This plan helped to visualize who the funds could be raised from and how many donors at a certain level it would take to get to our overall goal. It some cases we raised more donors in certain levels than initially targeted and less in others, but the plan made it easier to stay on track.

NAMING OPPORTUNITIES

Aside from the 6 major programs for presenting sponsorships many naming opportunities were identified and made available to sponsors. All 20 sports were available as well as many others...
such as the “Green Games” naming opportunity, VIP Services, medical, security and results center.

IN-KIND

Additionally, we set a goal of $1.8 million of in-kind donations. It was determined that in-kind donors, who made donations that truly off-set our expenditures, would be treated to the same rights and benefits as cash sponsors. While it was primarily the responsibility of the Sponsorship Manager to solicit these donations, many of the staff and volunteers assisted in garnering this support.

INDIVIDUALS

Individual donations were solicited in several ways. The most successful was the creation of a donor circle called “Arctic Stars”. These individuals donated $2,014.00 to the Games to become part of a legacy project – The Legacy Cauldron. The Legacy Cauldron was designed and built as a legacy of Fairbanks’ history with Arctic Winter Games and dedicated to the community. It was erected at the Carlson Center, the community’s largest sports complex.

A “Lunch of Champions” was held in Fairbanks and Anchorage targeting individual donors. High profile guest speakers with a tie to the Games were recruited for each event.

Raavee’s Locker was also designed as an individual donor program. Its goal was to raise funds to help purchase sports equipment through an on-line “gift-registry”. This program allowed donors to purchase sports equipment of their choice in the quantity of their choice. It was not as successful as hoped for due to a lack of marketing for the most part.

Other individual fundraising was accomplished through direct mail solicitations, a raffle, and direct appeals at trade shows, community events and presentations to local organizations.

SPONSORSHIP FULLFILLMENT

Sponsorship fulfillment was managed by the Sponsorship Manager and was on-going prior to the Games. Recognition for sponsors was given in various ways including personal thank-yous from Board members, certificates of appreciation, public forums like the Chamber of Commerce and photo op in the local newspaper.

Immediately prior to the Games a sponsorship fulfillment committee was established to ensure sponsors received all their Game-time benefits like pins, jackets, tickets to events, etc. We chose to assign “sponsor liaisons” to each level of sponsors. These liaisons contacted each sponsor directly to tell them about their Game-time benefits. This system also allowed us to learn who would be representing their company at the Games so that they could be properly registered in GEMS and credentialed.

SUCCESSES

• Met or exceeded our fundraising goals.
• Developed a legacy project that allowed us to bring in larger individual donations.
• Developed and implemented a good sponsorship fulfillment program that ensured donors felt appreciated and recognized.
• Worked with potential sponsors to tailor a sponsorship that met their criteria for giving, as well as maximize their visibility and branding opportunities.
CHALLENGES

- Of the six major programs Athlete Engagement proved difficult to sell to an Alaskan company, as most were quick to recognize that the majority of the athletes came from outside of Alaska. It was difficult to find a fit. Eventually the pieces and parts of the program were broken out and sold separately. Interestingly, those pieces and parts were sold to international companies that had a world-wide presence or at least an Alaska/Canadian presence.
- In the three months leading up to the Games, the in-kind donation needs became greater as staff and sport chairs identified needs for their sport and venues. It became difficult to keep up with the number of “asks” that were needed. However, most were willing to go out on their own to look for the donations and it worked.

RECOMMENDATIONS

- Develop easy to read and understand sponsor recruitment materials that can be used at in-person meetings and sent electronically.
- Be flexible and always look for ways to say yes when asked.
- Don’t underestimate or overestimate the value of a naming opportunity. A couple of naming opportunities could have been sold at higher prices due to the amount and length of exposure they gave a sponsor. Others should have been lower as the exposure was limited.
- Recruit a sponsorship fulfillment committee 3-6 months prior to the Games and let them work directly with a group of sponsors. It allows for a more personalized process.
- Identify a legacy project that encourages larger donations so that donors can be a part of something lasting in the community.
- Include more high profile business people on the Host Society board to expand the number of people in your organization that have connections to potential sponsors.
Ticketing Committee Report

Committee Chairs: Kristen Baysinger and Denise Irish
Committee Member: Krystal Resa

For the 2014 Games it was very helpful that the Chair went to the 2012 Games. The ticket prices were determined right after the 2012 Games and were approved by the AWGIC in October, 2012.

The tickets were set up in the Ticketmaster System through the Carlson Center which made it possible for people to purchase online and throughout Alaska.

Tickets went on sale on November 1 for Chefs, Mission Staff, AWGIC and Host Society. The tickets were available to the public on November 20, 2013. The Host Society received weekly reports from Ticketmaster on sales. Please see Ticket Info – Quick Reference in the Appendices for detailed information.

During Games Week, the Ticketing Committee was in charge of all volunteers that sold tickets at the Venues. Each seller at the Venues was given a cash box with change, a smartphone and a Square to run credit cards for ticket sales.

The Ticketing Committee was also in charge of the “comp” tickets for Medal Rounds for the Contingents and at M2 the Chefs decided that the tickets should be distributed at the morning meeting of the day of the competition. This turned out not to work because there was not time to distribute to their teams.

Ticket sales revenue for the 2014 Games were categorized into two divisions: Games & Ceremonies and Cultural Gala. The final income was Games & Ceremonies $209,000 and Cultural Gala $21,000.

Recommendations for future Host Societies:

- Have one central location for all will calls
  - For 2014 AWG, Ticketmaster orders were to be picked up at Carlson Center and all direct ticket purchases at HQ, which caused a lot of confusion.
  - If there must be two locations for advance ticket sales, the communication between the two locations needs to be frequent. If a venue is close to selling out, that information needs to be shared immediately with all other ticket sales location.
- If selling at Host Society Store or Headquarters
  - Use a point-of-sales (POS) system (same as merchandise) that can streamline the process.
  - Combining with merchandise POS significantly increased productivity at HQ
- Consider a package deal that’s even better than a "super pass"
  - The number one feedback we received in regards to ticketing was that spectators would have “gladly paid $100 for all access to all sports, medal rounds, cultural Gala and ceremonies if it meant that would streamline process. This was considered by Host Society but not implemented.
Have a point-of-contact for all comp tickets. Have them printed in advance and make pick-up location very clear.
Culture & Ceremonies Report

Ceremonies

Opening and Closing Ceremony Committee: The committee started meeting in Fall of 2012. The committee acted as a sounding board with past experience in both AWG and WEIO ceremonies. Action items were then carried out by the culture and ceremonies manager and coordinator. Members: Perry Ahsogeak, Wendell Shiffler, Karen Lane, Sean Topkok, Erica Meckel, Adam Demientieff

Cultural and Ceremonies Manager: Rhonda Bohart

The manager started work in mid-December, finalizing and working with artists, production teams and emcees, contract acquisition, set design and construction, production, emcee script and show timing. She also kept track of the budget.

Culture and Ceremonies Coordinator: Tori Middelstadt

The coordinator started work in mid-January focusing on volunteer planning and logistics, getting the participants to the ceremony on time, separation/departure from closing ceremony, ceremony set-up and assisted the culture and ceremonies manager as needed.

Opening Ceremony

AWG 2014 Opening Ceremony had several obstacles. The largest being the very tight timeline to flip the facility from a hockey rink to a Ceremony stadium with the six hour set back of the surveying of speed skating dots and start/finish lines. Some of these obstacles blinded us from working directly with those in running the video production during the ceremony. We did meet with the production company owners but not all the information was disseminated down. Logos and any animation that is approved by branding requirements should be made available to the production team prior to the day of the event with explanations of any rules and regulations of using the particular logos.

The ceremony was great. The challenge for the Host Society was that because of the conversion time, there was no time to have a rehearsal. Be sure to have plenty of volunteers. Both opening and closing ceremony we had over 200 volunteers helping run the event. We had bus attendants ride the bus with the participants to the facility, merchandise sellers, ushers, ticket takers and more. Before the ceremony we briefed all the volunteers about how the overall ceremony would work, then we briefed each particular job on what they would be doing and after that we had everyone divide by task to meet and answer questions for each particular job. Making sure the volunteers were confident in what they were doing was important. The activities run by the volunteers were flawless.

Recommendations:

- Work closely with video production team to ensure the right look is on stage screens
  - Share branding guideline book with production team
- Make sure the production team of live streams and wrap-up videos follow your vision, not theirs
Closing Ceremony

Closing ceremony was able to have more of a production rehearsal than opening ceremony. The visual production company received the proper branding materials so what was on screen matched Fairbanks 2014 AWG branding.

There was a lot of focus on separation being the responsibility of volunteers and AWG host staff, but ensuring all the participants have made their flight should be the responsibility of the mission staff, coaches and chaperones.

Recommendations:

- Coaches, chaperones or missions staff should be roll calling to make sure they have all their participants on the bus after the ceremony or at the airport
- Try to have at least 1 ½ hour departure window for the first flights leaving after closing ceremony
- Coaches and chaperones should be helping direct the participants, many were rude to the volunteers who were trying to make sure only the correct participants were walking to the airport buses
- Our program was approved to be one hour for TV airtime, the kids were so tired 45 minutes would have been a better time for them
Cultural Program

Cultural Committee: Gina Kalloch, June Rogers, Karen Lane, Jess Pena
Cultural and Ceremonies Manager: Rhonda Bohart
Cultural and Ceremonies Coordinator: Tori Middelstadt

The manager focused on finding and hiring an artistic director. She designed the set and worked with the production companies. She also kept track of the budget.

The coordinator focused on acquiring technical equipment and was the point of contact for cultural managers and chefs. Schedules, information packets, performance times and requirements were all acquired and distributed to the teams by the coordinator.

AWG 2014’s cultural program consisted of lunchtime performances in the community that were free to the public and two evening Cultural Gala performances. To encourage culture sharing there was an artist workshop at the University of Alaska Fairbanks as well as a potlatch open to the cultural performers and Arctic and Dene participants. Some contingents also chose to perform during the dinner time at athlete’s village to give athletes the chance to experience their culture. Culture sharing and working together was also encouraged by the fusion piece choreographed by Stephanie Wochala the artistic director who used movements from each of the nine cultural performance teams in the final piece.

Recommendations:
- Make sure the performers have sack lunches available to them if the performances are during the lunch hours
- Be really organized with contact information for each cultural manager and CC the chef on all information requests so they can help make sure the questions are getting answered
- Either have your gala artistic director contact the contingents or find out exactly the information your artistic director needs and work on getting the right information

Decorations

Opening/Closing Ceremony:
The cultural and ceremonies manager designed the decorations. She was inspired by the logo, “great spirit, northern dreams”. She decided to use a larger than life design to include the entire audience into the stage. She purchased IFR fabric for all the northern light fabric and stars. The black curtain was also IFR rated and was provided by the Carlson Center. She also worked closely with the lighting production company to create a northern lights lighting effect.

Cultural Gala:
The cultural and ceremonies manager designed the stage. She continued to use the logo, “great spirit, northern dream” in her creation of the set design. She wanted to use something simple, elegant, and unique. She created frames with string designs to be lit up with northern lights. She worked closely with the video imaging production crew to create a look that matched the overall 2014 AWG theme.
Visual & Performing Arts Committees

Co-Chairs: June Rogers & Jess Peña

Committee Members: June Rogers, Jess Peña, Carey Seward, Jill Shipman, John Poirrier, Theresa Reed, Penny Wakefield, Karen Lane, Laura Bergh, Gina Kalloch, Donna Anger, Cathy Brooks, Carol Wilbur, Heather Bremicker, Natasha Kulchitsky, Maya Salganek, Anna Gagne-Hawes

Fairbanks Arts Association (FAA) was an initial supportive partner in helping to bring Arctic Winter Games to Fairbanks beginning in September of 2010.

June Rogers, FAA Executive Director, served on the Fairbanks bid committee, assisting with performance & exhibit events and recruiting artists for sewing and other promotional activities and researching venue facilities.

Anna Gagne-Hawes began our first conversations with AWG General Manager, Karen Lane, in September of 2011 and Jess Pena took over on October 3, 2012.

Structure & Organization of Committee

June Rogers, Executive Director of Fairbanks Arts Association (FAA) volunteered to chair Visual & Performing Arts Committees (VAC & PAC) with administration of the meetings assigned to Jess Peña, FAA Associate Director. VAC/PAC meetings began on January 16, 2013.

Meetings occurred about once a month and increased to twice monthly as the Games drew closer. During the first meetings there was wide community interest in participating in the VAC & PAC, as artists, performers & organization representatives wanted to learn the ways in which they could be involved. It was very difficult during the first several meetings to have a consistent group of committee participants, making it challenging to develop upon previous discussions & ideas. Early in the VAC & PAC planning stages, it became necessary for June to spend time attending to family obligations. Jess Pena became co-chair, conducted meetings, assumed more administrative responsibilities and represented the VAC & PAC at AWG Chair meetings.

In the six months prior to the games, there were only a few committee members who consistently attended meetings. Many members of the PAC who were interested in performing or having their organization be involved lost interest and stopped attending when they determined that spring break was a difficult time to commit to due to the desire to travel or likelihood that their group’s members may be travelling.

All administrative tasks for projects carried out by the VAC & PAC fell to FAA staff. Volunteers were secured to help run the projector for the AWG Film Fest and to docent in the Bear Gallery and Grange Gallery.
**Plan & Projects Implemented**

Projects conducted by the VAC included a traveling state exhibit of historic AWG pins & paraphernalia at the Bear Gallery and a special exhibit of art & artifacts from Yamal & Nunavik at The Grange in North Pole.

The VAC created a ‘Contingent Art Request’ to send to Contingents that requested the following items:

1. Mask, Craft & 2-dimensional works of art to be displayed at various locations throughout Fairbanks
2. 1 parka to be modeled in the Annual Parka Parade event on Saturday, March 22 in conjunction with the ADMA’s Open North American Championship
3. 1 film representative of the Contingent location to be shown in the film festival.

**AWG Traveling Exhibit from Juneau State Museum:** FAA, at the behest of the Host Society, arranged for Juneau’s traveling AWG exhibit to be housed at the Bear Gallery during the month of March. Our primary contact in Juneau was Jackie Manning, Exhibitions Curator. Jackie was very helpful every step of the way. The exhibit held a number of historical AWG pins, posters, paraphernalia and a number of informational displays. The exhibit had an opening reception on Friday, March 7. There was a total attendance of 1188 visitors in the Bear Gallery for the month of March during AWG exhibit. 835 visitors attended the gallery during the Games.

**Parka Parade:** The Parka Parade is an annual event that has a long history in Fairbanks as part of Winter Carnival. For the last several years the event has been administered by FAA and occurs in conjunction with ADMA’s Open North American Championship. We saw an opportunity this year with AWG coming to Fairbanks to include Contingent parkas in the event and further an atmosphere of cultural sharing. On Saturday, March 22, we held the event directly after the dog races and we were happy to have representation from Teams NWT, Yukon, Yamal, and Nunavut, parkas were modeled by volunteers and Contingent members from Nunavut and Yamal modeled their own extraordinary parkas. The event had cash prizes and the women from Yamal and Nunavut were thrilled to win 1st place and 2nd place, respectively.

Projects conducted by the PAC included an original opera produced by Opera Fairbanks on the AWG opening weekend, a two-day film festival, local performance series, and live performances at the airport to greet AWG participants.

**Airport performances:** Performances to take place at Fairbanks International Airport during Contingent arrival were coordinated and supervised by June Rogers. Greeting airport arrivals with musicians was first employed by FAA on January 11, 2011 when Fairbanks greeted the AWG International Committee with a Brass Fanfare playing an original composition.

Hannah Johnston - 1st Trumpet  
Jason Moore - 2nd Trumpet  
Amber Hess - Horn  
Keenan McKirgan - Trombone  
Benjamin Cobb - Bass Trombone

This was so successful that FAA has been welcoming other groups, such as Alaska Federation of Natives Conference, in similar fashion.
The following musicians welcomed AWG airport arrivals on March 15th & 16th:

- Callen Christensen – Guitar & Vocals
- John Kohler – Keyboards & Vocals
- Stephen Moore – Guitar & Vocals
- Tom & Leslie Dolan – Mandolin & Guitar
- Susan Grace – Guitar & Vocals
- Jean McDermott – Fiddle
- Kit Carson – Guitar & Vocals
- Louise Kowalski – Accordion

**Film Festival- March 17 & 18 in Pioneer Park Theater:** The desire to hold a film festival was determined early on in VAC/PAC planning process. The goal was to request a feature-length film from each contingent to play at Pioneer Park Theater during Games week. The request was placed in a ‘Contingent Artwork Request’ that was sent to Contingents by Karen Lane. Ultimately, we only received films representing Teams Alaska, Yamal & Yukon. Knowing a couple of months prior to the games that we were only receiving films from Yamal & Yukon, we were able to augment the two-day festival with a number of films provided by Maya Salganek, Asst. Prof. of film at UAF and the Film Board of Canada (facilitated by Angela Schmidt, Interim Film Archivist at Alaska Film Archives). There was a wonderful selection of culture-rich films available at the festival. On Monday evening, there was a special screening of Andrew Okeapha’s ‘On the Ice’ and on Tuesday evening a screening of well-known dog musher George Attla’s ‘Spirit of the Wind’. George Attla was present at the screening for a Q&A session following the film. Attendance for the Film Festival was slow but steady.

**Local Performance Series- March 19-21 in Pioneer Park Theater:** It was determined early in the PAC planning stages that we wished to hold several performances by local musicians, dancers, etc. to add vitality to the cultural happenings available around Fairbanks during Games week. Discussions for a number of months revolved around the idea of having local performers, i.e. a Fairbanks Symphony quartet, dancers, etc. performing at different locations around Fairbanks during Games week. It was not until very late in the planning stages, at Tori Middelstadt’s first meeting with us, that PAC learned that the hope from AWG staff was for there to be local performances in the Pioneer Park Theater and that the AWG Cultural Performers would be performing around town. This changed our direction entirely and we immediately began coordinating three days of local performances to take place in the Pioneer Park Theater. The series featured a number of musical styles from soloists and bands as well as different dance groups.

All performers participated as volunteers. A $50 stipend per performer had generously been offered by the Host Society. In order to provide a solidly professional performance platform, AWG contracted services with Alaska Universal Productions as sound technicians for the duration of the Local Performance Series. All participating performers arrived prepared and in a timely fashion, helping transitions and flow of the series to go seamlessly.

Attendance overall in the Pioneer Park Theater was approximately 650 individuals- a fair amount, but certainly less than we had hoped for.
Challenges Faced

There were a number of challenges faced by the VAC & PAC.

**General Challenges:** While AWG employees were always very kind and helpful, it was very confusing at times what information was to be sent to whom.

**Performing Arts Committee Challenges:** For much of the planning process, the PAC was under the impression that we were to coordinate performances around town by local performers/organizations. It was not until late in the planning process that Tori Middelstadt, in her first meeting with us, expressed that the real hope was for us to schedule performances in the Pioneer Park Theater and that the Contingents’ cultural performers would be performing at different locations around town.

**Visual Arts Challenges:** The VAC created a ‘Contingent Art Request’ to send to Contingents which requested that art items be sent prior to the games. The intention was for AWG Contingent artwork to be exhibited in a number of locations during the month of March in order to foster an interest in the cultures represented in the Arctic Winter Games and to stir excitement for the coming of the games to Fairbanks. Additionally, it is necessary for galleries in particular to have a fixed exhibit for an entire month. Key locations such as Noel Wien Library, Grange Gallery, Morris Thompson Cultural and Visitors Center, Well Street Art Gallery, The Grange & 2 St. Gallery were all contacted and were prepared to house Contingent art objects for the month of March.

Ultimately, only art items from Yamal and Nunavik made it to Fairbanks as well as parkas from teams Yukon & NWT. All art items were housed at the Grange during Games week.

**Recommendations for future Host Society**

My primary recommendation for the future Host Society is to provide Contingent Chef contact information to the necessary Host Society committee chairs near the beginning of the planning process. This eliminates the need for AWG staff to act as a liaison between Contingent and Committee Chair thus allowing for better communication and planning and simultaneously alleviating a task from AWG staff that already has so much to work to do.
Arts & Crafts Committee

Event: Folk Art Festival and Exposition

Structure & Organization of Committee
Work for the Arts and Crafts Committee began almost immediately after the 2012 Whitehorse Games, but did not really kick into high gear until about one year out. At the beginning, the committee was just the two committee chairs. The other two committee members were added and assigned various duties 4-6 months before the games began.

Co-Chair   Mike Bork  mbork@fnsb.us
Co-Chair   Sandy Harrington  sharrington@fnsb.us
Committee Members  Jennifer Mitchell  hotmama@cepros.com
                  Suzi Ruchti  happythoughts7@yahoo.com
Host Society Liaison  Karen Lane

Plan & Projects Implemented
The Arts and Crafts Committee wanted to provide an opportunity for athletes, support team members, visitors and the local community to experience handmade arts & crafts, international foods, local Fairbanks history and pin trading at one venue during the course of five days during Games Week. This required a high degree of coordination with a variety of committees, businesses, and others.

Event Specifics
• Venue: Pioneer Park
• Hours: Monday through Friday of Games Week, from 11:00a.m. – 6:00p.m.
• Total Event Attendance: 7,505 people
• The Folk Art Fest & Expo featured over 30 vendors selling mostly-local handmade arts & crafts, clothing, packaged food, etc.
• Each day featured a different international food vendor, providing attendees the opportunity to sample international foods presented by local ethnic groups in the Fairbanks area. Additionally, more “traditional” fare was offered on the third floor.
• Pin Central was located at the venue, which attracted a large number of visitors to the venue on a daily basis.
• Host Society merchandise was also represented at the venue.
• The four different museums located in Pioneer Park offered daily access to the public, free of charge throughout the event. These museums were:
  o The Pioneer Museum
  o Air Museum
  o Railroad Museum
  o Judge Wickersham House
• The narrow-gauge gasoline powered steam engine replica passenger train that operates during the summer season at Pioneer Park provided rides around the Park, and was in operation for several hours each day during the event, free of charge.
• Dog sled rides were offered to children ages 6-12 years old, free of charge, for three days during the event.
• Many of the Performing and Visual Arts activities took place in the same venue, which also drew additional attendance from the public.

**Coordination With Other AWG Committees**

- Visual and Performing Arts
- Pin
- Merchandise
- Ulu News
- Social Media
- Signage
- Environmental
- Cultural
- Tourism
- Transportation
- School Programs

**Challenges Faced**

**Things that went well**

- Pin Trading being associated with and located at the venue resulted in a large number of athlete contingents attending the event that might not have normally attended. Several contingents were in attendance daily in anticipation of the daily released pins. Pin trading also offered an opportunity for serious traders to experience local artists, as well as the local artists getting involved in pin trading. These two paths might not, under other circumstances, have intersected and it seemed to give artists/vendors a chance to get involved with the Games.
- Performing Arts at the venue daily created a true arts and crafts feeling throughout the week. Several attendees had heard about the performance schedule, and arrived with time to attend the Folk Art & Fiber Expo to coordinate with specific artist’s performances.

**Things that did not go as well**

- The event was originally planned to have a theme each day (i.e. Leather/Fiber Day, Glass/Metal Art Day etc.) with a demonstration of arts & crafts from an artisan of each theme daily at a centralized presentation area. However, a low response by local craftspeople willing to demonstrate their crafts caused this plan to be more fluid with craftspeople demonstrating their art at their individual booth if they chose to.
- Details and information about other Games events, tickets sales, athlete transportation and general Games information. Throughout the week we were constantly contacting the Host Society office for specifics about ticket sales, transportation for athletes, and general information. The information we were being asked for was much more detailed than the information provided in the Spectator Guide.
• Care and Comfort volunteers were scheduled to staff the Volunteer Lounge at Pioneer Park. The “lounge” area was the Dressing Room area of the Park Theatre. Unlike a larger venue we had a fairly small number of volunteers, and they typically checked in at the Information Table since it was centrally located, unlike the Dressing Rooms. So even though it was helpful to have drinks/snacks available for our volunteers, the lounge did not require 2-3 volunteers daily to “staff”. About mid-week we contacted the Host Society and asked them to “unscheduled” any remaining volunteers since they were not needed.

Recommendations for future HS

• I think that this type of event, or at least the spirit of the event, could be incorporated into almost any AWG venue.
• The overall spirit was to celebrate and highlight local artisans. This is both to show the culture we have in the community, but also to have the Games serve as a vehicle to provide an economic boost to the local economy.
• We specifically kept the price for vendor space low, so that it was affordable to almost anyone. Most of the vendors I spoke with reported that they made their money back in one or two days, which meant three or four days of profit. They were happy about that!
• I also think that having Pin Central located in the same place was excellent. There were many people who came in groups. Some in the group headed directly to the third floor to get the pin released that day. Some started right in on trading. But others were not interested in pin trading, and the expo, as well as the visual and performing art opportunities, allowed those people an opportunity to walk around, shop, eat, etc.
Graphics and Signage Committee

Structure and Organization

Division – Marketing

Chair – originally Michelle Maynor; later Kara Nash

Committee Members – Caitlin Kaber, Emilie Wright, Jill Marshall, Kasey Gillam, Kat Copeland, Lauren Hatty, Lisa Herbert, Michelle Maynor, Teal Rogers

Host Society – Camille Relatado (Marketing & Merchandise Manager)

Tasks

Pre-Games

This committee was in charge of establishing branding and identity for the Fairbanks 2014 Arctic Winter Games Host Society. The first order of business was taking the logo and changing the typeface to Myriad and Hypatia for a more modern look. The logo did not change; just the typeface. The committee sent out an RFP nationwide for visual branding and after the selection process, Anchorage-based Porcaro Communications was the selected agency. Working in conjunction with Porcaro, the Graphics and Signage committee produced a visual identity and style sheet. This committee was also in charge of guiding graphics standards across the Host Society. Under this committee’s direction, the initial branding reflected the AWG colors yet still represented the 2014 Host Society.
**Games week**

Leading up to the Games, this committee was instrumental in signing the AWG 2014 Headquarters building and light posts on Airport Way. The committee was also responsible for providing event signage at each venue, adequately representing any sponsors on signage. Also responsible for venue directional signage, results boards, medal podium signage and any other signage requests made by sports chairs or other chairs.

**Plan & Projects Implemented**

- Summer 2013 – Outline priorities on signage; headquarters signage
- Summer 2013 – Hire design agency; work on branding and visual identity
- Summer 2013 – Perform walk-throughs at all venues
- Fall 2013 – Continue drafting / creating Host Society branding and visual identity
- Winter 2013 – Walk-throughs at venues as needed
- Winter 2013 – Permit process for Airport Way light posts finalized
- Winter 2014 – Begin assigning and organizing committee members to certain venues
- February 2014 – Airport Way signs installed
- February 2014 – in process of printing up venue signage
- March 2014 – Divide up printed signs to go with each venue
- Games week – signs installed at venues; signage venue captains check on their venues once per day or as needed to ensure signs remain affixed to walls, etc.

**Challenges Faced**

1. The committee faced minor challenges with the Host Society. Since the committee was formed after the 2014 logo and theme had been selected, collateral already existed that the committee felt needed to be “phased out” in order to align with the new visual identity. Due to the nature of the staff hiring their own designers to work on projects, it was sometimes difficult for the committee to keep the “look” of each campaign along the lines of what had been laid out in the visual identity. Towards the end of planning and closer to Games week, the Host Society and the graphics committee were able to work in tandem on projects and worked in a good rhythm.

2. The nature of Fairbanks as a community somewhat impeded the branding / messaging to come across as strongly as the committee would have hoped. Regardless of seeing signs all over town, it took some time for the community to realize the breadth and scope of what the Games were. Thankfully, during Games month, signage and advertising were plentiful and things really started taking off for the committee!

**Recommendations**

1. Try to spread out signage printing to as many local companies as you can. This helped to even the workload amongst the community especially as it got closer to the Games and there were many deliverables.

2. Hire a graphic designer to be on the payroll, if your budget allows. Having an in-house designer will alleviate any issues that come up regarding adherence to the design
guidelines. Also, the Host Society staff will be familiar with the designer and a great rapport can be created to carry everyone through to the Games.
Publications Committee

Structure and Organization

Division – Marketing

Chair – originally Damien Snook, later Emilie Wright

Committee Members – Amanda Wall, Jill Marshall, Dianne Porter, Kathy Kurtenbach, LJ Evans, Lisa Herbert

Host Society – Camille Relatado (Marketing & Merchandise Manager), Murial Berg (Marketing & Merchandise Coordinator)

Tasks

Pre-Games

Gathering content for all publications and producing the following: Volunteer Handbook (3,000 color copies), Participant Guide (2500 color copies), Spectator Guide (5,000 color copies), Medical Handbook, Security Handbook, Map (10,000 color copies)

Committee members were assigned content and pages; it was up to them to contact the chairs of committees they needed content from.

Google Docs was used to format and edit content for the Volunteer Handbook, Participant Guide and Spectator Guide. Each committee member had access to these Google Docs and dropped in their content. LJ Evans was the designated “editor” so she would access the Google Doc, make her edits and inform the group that she had final edited the section. This allowed the committee to not double-up on working certain sections.

Games week

The majority of the committee’s work took place a few months before Games week. Distribution of guides were handled by designated AWG volunteers so the committee was actually free to volunteer in other areas during Games week.

Plan & Projects Implemented

- See Games week AWG 2014 Social Media Calendar and AWG 2014 Social Media Quick Guide for reference.

Challenges Faced

1. This committee relied heavily on content provided by other committees in order to complete their guides. The biggest challenge was getting committees to turn in their content. For almost all of the guides produced by this committee, no deadlines were met by anyone outside of this committee, forcing the publications committee to constantly change deadlines with printers and edit content into the late hours of the night to catch a deadline.
Recommendations

1. Try to spread out the printing to as many local printers as possible. This helps offset the workload, especially right before the Games because this is most likely when you will be going to print about a month before the Games. Also spreading out the jobs locally helps sustain the local economy and brings business to more than just one printer.

2. Due to the nature of other committees delaying the process, form the committee and get going on assignments as far as 6 months from the Games! Putting the bug in other committees’ ears will help keep them on their toes. This committee cannot create all content, so start getting in touch with other committees EARLY and OFTEN.
Ulu News Committee

Structure and Organization

Division – Marketing

Chair – originally chaired by Bill Kunerth; later chaired by Bob Eley

Committee Members – Allen Shaw, Angela Major, Hannah Blankenship, Danny Martin, Jonni Roos, Lisa Herbert, Libbie Martin, Mercedes Anderson, Nickole Robarge, Scott McCrea

Host Society – Camille Relatado (Marketing & Merchandise Manager)

Tasks

Pre-Games

Committee was formed and met a few times in August/September to layout the October 2013 issue (preview). The Fairbanks Daily News Miner (local newspaper) partially sponsored Ulu News and provided staff and material to produce the special preview and Games week editions. Committee members were granted all-access badges during Games week (in GEMS) to allow for the most flexibility in covering their stories. The committee coordinated with the photography committee for access to photos.

Games week

Committee members knew their assignments for Games week. Camille set up a Dropbox account with a folder for each day that committee members dropped their assignments into. All graphics were submitted by the Host Society to the chair, Bob Eley, who put Ulu News editions together on a nightly basis. Ulu News editions were available by 7AM the following morning for delivery and distribution by pre-determined AWG volunteers.

Plan & Projects Implemented

- August/September 2013 – Committee meets to discuss Preview Issue
- October 2013 – Preview issue hits the stands
- February 2014 – Committee begins to meet on a weekly basis and starts brainstorming Games week story ideas
- March 2014 – Committee covers the Games on a daily basis, submits stories every evening, News Miner produces and AWG Volunteers distribute

Editions – all editions had color outside front cover and outside back cover; black and white interior, 4000 copies printed and distributed

- March 15, 2014
- March 17, 2014
- March 18, 2014
- March 19, 2014
March 20, 2014
March 21, 2014
March 22, 2014

GEMS Use by Committee
Camille scheduled committee members in GEMS and granted them all-access. Time frame was 0700-2000 and the tasks was “On-Call.” This allowed for the most flexibility in covering stories at multiple venues. We had no GEMS issues.

Challenges Faced
1. Articles were not always turned in on time.
2. The committee had a lot of stories to cover, and sometimes we could not fit everything into the edition. This was a good problem!

Recommendations for future Host Society
1. If at all possible, get as many committee members from the local newspaper to serve on Ulu News. Their experience with chasing deadlines will be of much help.
2. We were privileged in working out an arrangement with our local newspaper to produce Ulu News; this was another invaluable relationship.
3. We recommend that your writers also take their own photos to cover their stories; this way, if there’s trouble collecting any photographs from the pool of photos being taken by volunteer photographers, the Ulu News committee member will already have their own photo.
Website Committee

Structure and Organization

Division – Marketing

Chairs/Host Society – Ashley Johnston (Volunteer Manager); Camille Relatado (Marketing & Merchandise Manager)

Committee Members – Karen Lane (General Manager, 2014 Host Society), Cherie Solie (Sponsorship Manager, 2014 Host Society), Jill Marshall, Jeff Jacobson, John Estle, Steve Smith, Steve Vick (webmaster), Lisa Herbert

Tasks

Keep website updated to provide information for visitors, participants, sponsors, etc.

Plan & Projects Implemented

• January 2011 – 1st Host Society Website revealed during the bid process
• March 2012 – Updated the website and debuted at the 2012 Arctic Winter Games by Host Society
• January 2013 – New Joomla template implemented; new look
• Content and graphic updates performed mainly by Ashley Johnston; Camille Relatado
• Theme Song voting hosted on the website
• Countdown to the Games
• Latest News
• Closer to the Games, website coordination was mainly performed by Volunteer Manager, Ashley Johnston / Marketing Manager, Camille Relatado and the webmaster, Steve Vick. During Games week, Camille met with Steve daily to ensure that items were uploaded to the website on a daily manner: Ulu News editions (nightly), photographs from photographers (daily), medal count updates (daily).

Challenges Faced

1. Our webmaster was not located in the same city, so we had some geographical issues, not many.

Recommendations

1. It was good working with our webmaster, but might be better if that person was a staff member located in the same city.
Mobile App

Structure and Organization

Division – Marketing

Chair: Camille Relatado, Marketing / Merchandise Manager, 2014 Host Society

Team Members – Karen Lane (General Manager, 2014 Host Society), Cherie Solie (Sponsorship Manager, 2014 Host Society), Ashley Johnston (Volunteer Manager, 2014 Host Society), Murial Berg (Marketing & Merchandise Coordinator)

Tasks

- First ever mobile app of the Arctic Winter Games!

Plan & Projects Implemented

- The Host Society worked with CrowdTorch on this venture. See schedule below:

Fairbanks Arctic Winter Games 2014 Content, Feature Scope & Project Plan

Timeline & Project Plan

1. Project Kick Off: 7/23
2. Content outline discussion and further definition of app content: 7/30 – 8/3
3. Kickoff discussion with GEMS technical team for schedule/scoring integration: 9/23 – 9/26
4. Meetings and integration with GEMS/CT technical teams: 9/30 – 10/8
5. Re-visit and finalize content outline and final app layout: 9/30 – 10/2
6. Artwork finalized & received: 9/11
7. Additional data collected in CMS (aside from scheduling/scoring): 10/9
   a. Additional event data
   b. Social/news feeds
8. Receive illustrated event map from client: *10/15
9. Integration/development/testing 10/9 – 12/15
10. App Testing: 12/16 – 1/3
11. Final approval and submission: 1/3
12. Target launch: 2/7
13. Event date: 3/15
App Menu Layout (Slide-out)

<table>
<thead>
<tr>
<th>Schedule</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor Info</td>
<td>Sponsors</td>
</tr>
<tr>
<td>Gallery</td>
<td></td>
</tr>
<tr>
<td>- Photos (Flickr)</td>
<td>- Videos (YouTube)</td>
</tr>
<tr>
<td>News &amp; Social</td>
<td></td>
</tr>
<tr>
<td>- AWG News</td>
<td></td>
</tr>
<tr>
<td>(Facebook/Twitter)</td>
<td></td>
</tr>
<tr>
<td>- Share Status</td>
<td></td>
</tr>
<tr>
<td>- Share Photo</td>
<td></td>
</tr>
<tr>
<td>Sports</td>
<td></td>
</tr>
<tr>
<td>- Sports (tie-back to Events)</td>
<td></td>
</tr>
<tr>
<td>- Disciplines as sub-items</td>
<td></td>
</tr>
<tr>
<td>Maps</td>
<td></td>
</tr>
<tr>
<td>- Google Map</td>
<td></td>
</tr>
<tr>
<td>- Event Map</td>
<td></td>
</tr>
<tr>
<td>Play</td>
<td></td>
</tr>
<tr>
<td>- Scavenger Hunt</td>
<td></td>
</tr>
<tr>
<td>- Trivia</td>
<td></td>
</tr>
<tr>
<td>Merchandise (list)</td>
<td></td>
</tr>
<tr>
<td>Participants</td>
<td></td>
</tr>
<tr>
<td>- Events</td>
<td></td>
</tr>
<tr>
<td>- Directions to Accommodations</td>
<td></td>
</tr>
</tbody>
</table>

CrowdTorch worked on artwork and provided drafts to Camille for approval. Content was provided by the team and updated by Camille and Murial into the CMS. During Games week, Camille worked with a designer to highlight the featured events on the splash page. The app was highly used by participants and visitors during Games week; it was a very successful first run!
Advertising Committee

Structure and Organization

Division – Public Relations
Chair – Nava Christian
Committee Members – None
Host Society – Camille Relatado (Marketing & Merchandise Manager)

Tasks

Pre-Games

Advertising for the Fairbanks 2014 Arctic Winter Games consisted of:

- Print
  - Ads
  - Feature stories
- Web
  - Ads on the newspaper website
  - Ads on the AWG2014 website
- Social Media
  - Posts to advertise merch sales, promotional events
- TV Commercials
  - Produced by GCI (as part of their generous sponsorship) about Gameswear Friday, volunteer recruitment, and Host Society Events
- Radio spots
  - By local radio companies about promotional events leading up to and during the Games
- TV / Radio interviews with Host Society
  - Local news and radio interviewed Host Society members throughout the 3 year planning period (2011-2014)

Gamesweek

No Gamesweek advertising in the newspaper, except for social media posts as well as ads generated by the Host Society in Ulu News.

Challenges Faced

1. The committee chair joined AWG in August of 2013 and no members were recruited, so it was difficult to execute ads due to the limitation of team members.
2. Regardless of this fact, the Host Society filled in and executed advertising prior to the committee chair starting and continued to advertise in tandem with the chair from August 2013 though the Games.
Prior to the Merchandise Committee, there was a group of Host Society Board of Directors and Graphic Designers that purchased the first merchandise. The first merchandise was sold beginning in November of 2011. The first items purchased for re-sale were rubber bracelets, long sleeve T-shirts, winter hats, water bottles, key chain flashlights, lip balm, and the general Host Society pin. More merchandise was added in 2012.

Merchandise Committee Report

Structure & Organization of Committee

Wendie MacNaughton – Co-Chair
Erin Cavallo – Co-Chair
Jeff Jacobson – AWG Board President
Lisa Herbert – AWG Board
Camille Relatado – Staff
Murial Berg – Staff
Cherie Solie – Staff
Karen Lane - Staff
Jill Marshall
Kasey Gillam
Marcia Cassino

Committee began meeting in December 2012. The committee met bi-monthly.

Prior to games week Wendie was primarily responsible for preparing agendas and running committee meetings. Erin was responsible for bringing her retail experience to the table, providing ideas and contacts for suppliers, developing sales strategies, and tracking the budget. Camille was primarily responsible for ordering and tracking merchandise, meeting minutes and scheduling and attending Gameswear Friday sales at local businesses.

Plan & Projects Implemented

Early on in the planning stages, the committee met to discuss types of merchandise and brainstorm potential orders as well as supplies.

We developed a plan for “Gameswear Fridays” in which we encourage the community to wear their gameswear every Friday. We may have started it sooner than we should have (1 year prior to the games) as it did not really take off until late in 2013. Camille and Murial coordinated dates and times (specifically pay days when possible) to set up merchandise at local businesses. The target audience was the employees of the business. We also coordinated with the employers to give incentives to their employees, ie: pay a portion of their purchase, pay for 1 item per employee, etc. This approach worked very well, particularly with large employers a few months out from the games.

During the week of games, Wendie and Erin were responsible for the warehouse, merchandising, setting up retail locations, and restocking locations throughout the day. Lisa and Murial were responsible for the official AWG Store. Marcia was responsible for all volunteer management, including GEMS.
The Committee chose to have 5 locations per day – 3 were static (Official Store, Athletes Village, pin trading central) and 2 moved locations throughout the week. We chose locations based on the potential amount of spectators, popularity of sport, and visibility in venue. We also considered popular medal rounds when creating a schedule. We developed a schedule for volunteers and Marcia coordinated with nearly 130 volunteers to fill each position.

The week prior to the games, Wendie, Erin, Lisa, and Marcia conducted several 4 hour trainings. We split the trainings into two groups so every volunteer received warehouse and merchandising training as well as point of sale training. We had very positive feedback from volunteers who felt it was very organized and allowed them to feel more comfortable with what they were doing prior to arriving for a shift.

**GEMS use by committee**
You couldn’t schedule multiple shifts for one volunteer at the same time. Because they had to each shift had to be put in separately, it became VERY time consuming and frustrating. There was also no reminder to save your work as you went so if you forgot, you lost everything.

Otherwise the program had potential and Marcia appreciated the ability to print reports as well as not having to report all changes because the volunteer manager had access to the same program.

**Challenges faced**
Our committee was predominantly made up of staff and board members. This didn’t not serve us well as we got closer to the games. If we had an opportunity to do it again, we would recruit more committee members who were able to be more hands on and committed to the committee leading up to and during the games.

**Recommendations for future Host Society**
Things we may have done differently:
1. Recruit more committee members who were able to be committed to Merchandise
2. Purchase more collector items – patches, baseball caps, lower price point trinket items (keychains, etc.)
3. Purchase scarves for pins. We had a few left over from a different event and they sold instantly.
4. Separate all giveaways and promotional items from merchandise. When people began giving away items we were selling as official merchandise, it would get pulled or given away without going through proper channels creating discrepancies in our sales goal potential as well as inventory.
5. Purchase less high price point corporate wear, ie: Cardigan.
6. At one point, the location of our booth at one of the venues changed to a poor location for visibility. We should have moved to a different venue immediately instead of waiting it out.
7. Less variety in merchandise
   a. Consider the store size – We could barely fit everything in the store which limited the quantity of each size we could put out on the floor. This lead to having to restock the store constantly
8. Sample clothes prior to ordering if possible
   a. Many of our product seemed to run small which we didn’t realize until after the products arrived
9. Make purchasing decisions based on trends
a. Think ahead about re-orders
b. Make sure to reorder best sellers
   i. Communicate with Sales reps to find out what is being demanded
c. Hats were being asked for all week long and we ran out by Sunday
d. We have lots on larger sizes left and sold out of most Smalls and Mediums

10. Have a restock plan for all stores and follow through.
   a. At HQ we were out of sizes all week due to merchandise not being stocked daily based on sales

11. Utilize lead volunteers to be “store managers.” Have volunteers work at same locations week long for consistency purpose and so that they get used to the merchandise and the flow of operation.

12. Train volunteers in advance so they feel comfortable during games to troubleshoot POS and to make minor decisions

13. Plan store hours strategically.
   a. During games week, we advertised stores to be open 8am – 8pm daily. At the very last minute we decided the store would close for opening and closing ceremonies at 5pm. This caused some headaches trying to close down early as many customers were unaware of the early closer.

Things we did well and recommend:
1. Buffs and sunglasses sold really well
2. The store at Athletes Village did really well
3. Purchased a VERY GOOD Point of Sale system
4. Created training opportunities for our volunteers
5. We reached out to local retailers who were willing to donate much of the supplies we needed for games week – specifically large hardware (rounders & 4 ways). These items are extremely expensive and the shipping was incredibly high. Because of our very generous community we were able to save thousands of dollars and still offer professional looking retail stores.
Pin Committee Report

Structure & Organization of Committee
Charity Gadapee, Board Member, Committee Chair
Karen Lane, General Manager, Host Society
Jeff Jacobson, Board President, Host Society
Gina Kalloch, Cultural Chair
Mike Bork, Chair of Folk & Fiber Fest (primary location of pin sales)
Jill Marshall, Graphic Designer

Planning Meetings
The Pin Committee had its first meeting in December 2012. The participants in the committee were chosen based on their knowledge of past Games pin designs and an understanding of the culture of pin trading at the Games. From the beginning we included our preferred graphic designer to be part of the discussion. Her knowledge of a vendor (Lapel Pins R Us, www.lapelpinsrus.com) and necessary artistic components needed was invaluable to the process as it saved us hours going back and forth approving designs.

We would meet monthly while the pin design process was active. Once the required pins were designed and approved, the meetings transitioned to an as needed basis. In total, the committee met 12 times. A quarter of the meetings were devoted to the decision of the pin release schedule. Our decision on when sports pins were to be released revolved around the sports schedule. The contingent pins were released with the hosting contingent being released first as a standalone release. The remaining eight contingents were paired together in random order.

Public Outreach
For Fairbanks, where pin trading was a foreign concept, the committee knew it important to provide extra information about what it was and how it would happen throughout the week. The committee produced a Pin Trading brochure to be placed at Pin Trading Central. The graphic layout of the brochure proved to be beneficial as parts and pieces were used by the Merchandise Committee and the Folk & Fiber Fest Committee to help notate the pins that were being released daily and what was sold out.

A small selection of pins was designed to denote special events through the Games planning process such as the Torch Relay pin and the Cauldron pin. Recognition of volunteer hours was something the committee believed was very important and designed pins denoting total number of hours volunteered during the planning and execution of the Games - 100, 250, 500, & 1000 hours.

Budget
The Pin Committee operated on a budget of $55,000US. In total, 64 pins were designed and purchased. Additional items purchased through this budget include the previously mentioned Pin Trading brochure and heavy cardstock postcards to allow multi-piece sets to be displayed for purchase.

Pin sales were budgeted to provide $25,000US income. Final revenue surpassed $75,000US.
Interdependencies
Interdependencies between the Pin Committee and other planning committees included Graphic & Signage, Merchandising, Ulu News (pin release daily spotlight), & Social Media. During Games week, the committee members fulfilled other responsibilities associated with different committees. The one special program that was done during the week was a “Meet the Artist” pin signing event. Our graphic designer spent the afternoon at Pin Central talking to people about the pins and signing autographs.

Suggestions
In future Games, the Pin Committee should evaluate the quantity of pins purchased. Fairbanks followed the model set from 2010 & 2012 Games and purchased the same quantity for each contingent (500 pieces per contingent) and sport pin (300 pieces per sport). Buy smaller quantities for the smaller contingents and sports that have few participants.

Buy larger quantities of pins for the groups who interact with the largest quantity of participants. For example, the Security pin was highly coveted. They were the most visible force because of their presence at every venue.

When purchasing the pins, buying in bulk will save you money. We had calculated our budget based on a per pin type cost structure but since we ordered all the sports at one time (6000 pins), our pricing went down because they calculated the total on the bulk quantity.

Complete sets of pins will sell out immediately. Fairbanks chose to do 100 complete contingent pin sets and 50 complete sports pin sets. They were gone on the first day. The same held true for the Host Society’s multi-part Raven pin of which there were 100 complete sets originally created. By the second day of the Games, it was decided that more complete sets were to be made and sold.
Barbara Lavalle Prints & Posters

In 2012 the Arctic Winter Games Host Society Board of Directors commissioned Alaskan Artist Barbara Lavalle to create a print for the 2014 Games. It was decided that prints and posters would be produced to sell at two different price points. The original artwork was sold for $5000 and total sales of the poster and prints was $13000.

Barbara finished the print in January 2013 and the Board approved the print. Prints and posters were produced in Anchorage and the Host Society debuted them at a First Friday artist reception in March 2013. Artist Barbara Lavalle was in Fairbanks for the First Friday event and signed the prints. We also did an artist signing of the prints in Anchorage at an art gallery. The prints and posters were available from the Host Society and at one art gallery in Wasilla and one in Anchorage.

The Host Society also decided to print mini posters that were distributed to the schools and around the Interior with Welcome signs right before the Games.
PUBLIC RELATIONS
MASCOT COMMITTEE REPORT

Structure & Organization of Committee: Murial Berg (Since January 2014)

Plan & Projects Implemented

Prior to Games:

- Most mascot appearances were prearranged by other committees, such as School Programs and the Volunteer Manager. Mascot committee was simply tasked with finding volunteers to be the mascot and handler.
- In addition, mascot committee was responsible for making sure the mascot costume was available during various events and the transport of the costume if necessary.

During Games:

- Scheduling of mascot appearances throughout the week and scheduling of performer and handler.
  - I made it a point to ask if they had specific volunteers they wanted to work with (friends and/or family). I think this led to a more fun environment for them.
- Creation of individual itineraries per shift.
- A few days before the games, there was a mascot training/info session for all volunteers. At this time we went over basic expectations and experienced performers and handlers shared their expertise and tips.
- Prearrange changing room at each venue location

GEMS use by committee – challenges & recommendations for GEMS:

- All volunteers during games week was scheduled using GEMS

Challenges faced:

- The biggest challenge was finding individuals that fit the specific height requirement that was willing to be a mascot
- Also prior to games, finding volunteers for day-time events was a huge challenge for most volunteers work a full time job

Recommendations for future HS:

- Consider getting 2 costumes
  - This will not only allow for more time to air out the suit after each use but you can also increase mascot presence during games week.
- Have at least one person that can really dedicate their time in planning mascot appearances during Games week.
  - Definitely try to have a committee
  - It may be helpful to have a committee with individuals that can be the mascot.
- Create itineraries for every shift with specific information
  - This was extremely helpful considering how busy I was during Games week. My volunteers were able to see what was on the itinerary and were able to take care of themselves for the whole shift. **I didn’t get a single phone call from them asking what needed to be done during their shift.**
• Scheduling so volunteers can work with friends or family.
• Mascot vehicle was very useful to have. At venues where we could not secure a break room, the vehicle doubled as a break room.
School Programs Committee Final Report

Structure and Organization of Committee

Committee Members

Trish Warner, Susan Burgess Co-Chairs
Bill Bailey
Marlin Collins
Kayla Clark
Laverne Haakanson
Pat McDonald
Kay Sanders
Sandy Lanning
Johanna Carson
Lynn Slusher

First Committee Meeting: September, 2012

How Tasks Were Divided

The first meeting in September, 2012, was a brainstorming meeting to define goals and projects for the School Programs Committee. These goals and projects were discussed at subsequent meetings and committee members volunteered for associated tasks in the planning and execution of projects.

Plan and Projects Implemented

- Coordinated with the School District to work within the curriculum guidelines to prepare and share Social Studies, Art, and Physical Education lessons, as well as lessons highlighting information about the Arctic Winter Games for all schools in the state. Many of these lessons were put together by committee members and then they were put online at a site accessible by the public.
- Presented completed art projects from the Art Kits, created by the fabulous Art Specialists, to the International Committee and they were excited to have them shared with all teachers in the state. Wells Fargo provided the funding for 8 sets of art kits to be shared with teachers all over the state including Anchorage, Bethel, Kenai, Juneau, Delta, Healy, and Nenana. We scanned all the lesson plans so they were available to teachers everywhere.
- Partnered with the Fairbanks North Star Borough School District for a Welcome Back event presenting information about the Games for over 900 teachers and staff. Also provided a Lunch On! opportunity for teachers to learn more specific details about AWG lessons.
- Coordinated an In-service sectional for K-12 Physical Education teachers in Fairbanks and Anchorage.
- Taught several of the Art Projects and Social Studies lessons in classrooms around the School District.
- Made presentations about all the lessons and excited audiences about the 2014 Arctic Winter Games to a statewide audience in Anchorage and several other communities around Fairbanks.
• Coordinated several contests to involve middle school and high school students. We had a contest for students to design banners using professional graphic art software. Nine of the designs were made into banners, and 11 were produced as posters. We had an exhibition of all the art work submitted and recognized the students for their accomplishments. During the Games, the artwork was displayed at venues. We also had a contest for students to put together a video exciting people about the Arctic Winter Games. We had many submissions that were judged and people also voted online and chose three winners for First, Second, and Third. Two videos were shown at the Opening Ceremony.

• Partnered with Ryan Middle School to organize a community wide event previewing the Arctic Winter Games.

• Presented Assemblies at numerous schools in the weeks prior to the Games and used the Contingents' Flags, displayed the Sports, had a demo of the Native Games, and had the mascot Raavee make appearances.

• Encouraged students to make welcoming signs and motivational signs for athletes at the Games. We were able to give them phrases in the foreign languages of the different Contingents. We collected the signs and student art work and displayed them at the Games.

• Created activities about the Arctic Winter Games to be used at the Children's Museum at the University.

• Presented information during the Games at the Noel Wien Library for children to learn about the Games.

• Recognized the birthdays of the athletes during the Games by displaying their names on a Birthday Bulletin Board each day, and by putting a cute display on each of their doors for their birthdays.

Gems Use by Committee

Our committee used GEMS for scheduling only 6 shifts.

Challenges Faced

1. Not enough volunteers

As we said in forming the committee, it is important to have members that are familiar with the workings of a school. Educators that are presently working and retired educators are the ideal volunteers. Unfortunately, these people are very busy, so therefore not able to give much time to the committee work.

2. Communication between committees

While working on School Programs we sometimes replicated efforts and were unaware of activities that other committees were doing that would have enhanced some of our dealing with the schools. Having the monthly chair meetings helped and the meeting where we met with the sports chairs truly gave us a better understanding of the needs at the venues.

3. Mascot availability

We did many school presentations informing and exciting students and staff about the upcoming Arctic Winter Games. All of our programs would have been enhanced by the presence of
Raavee. The mascot was not available for many of our presentations. We finally asked permission to have one of our committee members be Raavee and had to pick up and return the costume, each time. This required much extra coordination.

4. Access to Online Resources

Our committee used several resources, and created lesson plans for educators to use with their students. The lessons were scanned into the computer so that educators from all over the state could have access to this information. Unfortunately, the process for accessing the lessons was very complicated, leaving many educators in the dark about the online lessons. We feel there should be an Educational Resources tab right on the opening screen of the AWG web site to access lessons.

**Recommendations for Future Host Society**

- The School Programs Committee works best if the members are very familiar with the workings of the School District and individual schools. Retired educators and current School District employees have a working knowledge of how to get things done within the school environment.
- In working with the School District, planning needs to begin at least a year in advance, and preferably a year and a half. School District planning takes place within that time frame, so it is important to get Arctic Winter Games activities on the agenda early.
- Informing and educating School District Administrators, Principals, Teachers and other school staff is the first task. The more information the adults have, the more information will get to the students and their parents. That impacts a large number of people.
- Two people working as Co-Chairmen divide up the work and gives support to each other.
- If lessons are developed, make them easily accessible on-line.
- Consider educational outreach to as many surrounding communities as possible.
- Consider establishing a liaison in each school. This person would communicate information to their colleagues.
Photography Committee

Structure and Organization
Division – Public Relations
Chair – Camille Relatado (Marketing & Merchandise Manager for the Host Society)
Host Society – Murial Berg (Marketing & Merchandise Coordinator)

Tasks
The sole purpose of the committee was to photograph pre- and Games week events.

Plan & Projects Implemented

- January 2014 – Host Society General Manager and Marketing/Merchandise Manager hired a professional photographer, Greg Martin
  - Greg’s role would be two-fold: act as the professional photographer of the 2014 AWG and coordinate volunteer photographers
- February 2014 – Photography trainings occurred with volunteers extracted from GEMS
- February 2014 – Greg and Camille developed a strategy for Games week photography; each photographer would select 25 of their best photos from their shift, upload immediately to the AWG SmugMug account (locked); shortly thereafter, a photo liaison would ensure that the © AWG 2014 / Photographer’s Name was copyrighted on each submitted photo and would upload to the public folder and AWG website on a daily basis for media, Ulu News reporters and families to use, download and view
- March 2014 – Working off of GoogleDocs, Camille scheduled 50 volunteer photographers into GEMS on a hour-by-hour basis; each photographer was to show up to their shift, take photos, edit, add copyright and upload to SmugMug; Greg and his wife, Sherri, were in charge of making sure the photos got to the public folder so that Media could access them, and also to the AWG website so families from around the world could view them within a day’s time.

GEMS Use by Committee

GEMS was used by this committee mainly as a guide. Each photographer signed up for specific hours on the extensive Google Doc and that was what they went by; however, GEMS was also used so that there would be no security issues for the host society volunteer photographers

Challenges Faced

1. The only challenge faced by this committee is that there were really too many great photographers! It was oftentimes cumbersome to schedule 15-20 photographers per day at multiple venues. We covered a lot, but it was worth it.
2. The 50 photographers uploaded over 15,000 photos; the AWG 2014 SmugMug website received over 6 million views… and that number continues to climb.
3. A month after the Games, Greg opened up all 15,000 photos to be able to be uploaded for reprinting purposes. The disclaimer that all photos belong to the Arctic Winter Games
International Committee for personal use only was highlighted on the SmugMug account.

Recommendations

1. Hire a professional photographer and have him/her manage the volunteer photographers.
2. Use SmugMug for daily uploading of photos!
Social Media Committee

Structure and Organization
Division – Public Relations
Co-Chairs – Andrew Cassel, Karen Wilken
Host Society – Camille Relatado (Marketing & Merchandise Manager)

Tasks
Pre-Games
Facebook, Twitter, Instagram, YouTube and LinkedIn were the social platforms utilized by the Fairbanks 2014 Arctic Winter Games Host Society; majority of content pre-Games was curated and created by the Host Society; Camille was most connected to the daily happenings in the Host Society and was able to post and tweet in a timely manner.

Games week
During Games week, the co-chairs Andrew and Karen took over and implemented their social media plan which involved members of the Public Relations committee tweeting and instagramming every day of Games week.

<table>
<thead>
<tr>
<th>Social Media Platform</th>
<th>Handle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>AWG2014</td>
</tr>
<tr>
<td>Twitter</td>
<td>@awg2014</td>
</tr>
<tr>
<td>Instagram</td>
<td>@awg2014</td>
</tr>
<tr>
<td>YouTube</td>
<td>arcticwintergames14</td>
</tr>
<tr>
<td>Hashtag</td>
<td>#awg2014</td>
</tr>
</tbody>
</table>

Plan & Projects Implemented
- See Games week AWG 2014 Social Media Calendar and AWG 2014 Social Media Quick Guide for reference.

GEMS Use by Committee
GEMS was not implemented by the co-chairs specifically. All public relations committee members were scheduled by the public relations committee, since social media was a task that fell under PR, and covered social media while they were on shift.

Challenges Faced
1. The AWG 2014 Social Media program was quite successful in delivering appropriate and up-to-date content on all channels. Most successful, was the Host Society’s implementation of the #awg2014 hashtag which was used by the Host Society, AWG volunteers and the general public across all channels in a cohesive manner.
Tourism Committee

Structure and Organization of Committee

Jason Avery- Chair
Allison Thompson- Committee Member
Shelley McCool- Committee Member
Charity Gadapee- Committee Member
Karen Lane – Staff Liaison

The Committee started meeting monthly approximately 15 months before the games. Tasks were divided among committee members depending on expertise.

Plan and Projects

One of the first tasks addressed by the committee was compiling hotel and rental car rate information and listing them on the Arctic Winter Games website. A link was also developed to the Fairbanks Convention and Visitors Bureau (FCVB) to address any questions for activities available in the Fairbanks area before, during or after the games. The committee also developed a FAQ sheet that gave basic information about the games to the front line staff of hotels so they could answer questions as reservations were being made. The FCVB in cooperation with the tourism committee hosted multiple trainings to FCVB members highlighting the games. A binder was created and distributed two weeks before the games to all the major hotels, dormitories and sporting venues. This binder provided extensive information on the games, community activities, important phone numbers, shopping opportunities and public transportation.

The Tourism committee worked closely with other committees on the development of the map that would be given to participants as well as spectators. In addition to sporting venues, the map included shopping districts, points of interest and public transportation options.

Welcome signs and buttons were developed in cooperation with the signage committee and were distributed to hotels and local businesses throughout the community to show support for the games.

An information kiosk was manned by the tourism committee throughout the games. This was a roving kiosk that was located at the main venues throughout the games.

GEMS

GEMS was used by the committee for scheduling volunteers to distribute binders, welcome buttons and signage pre games. It was also used to schedule volunteers during the games at the information Kiosks.
Media Center Report

Registration & Accreditation
Most media registered in advance online. A letter was sent to media outlets that attended the 2012 Arctic Winter Games in the fall of 2013. A follow-up letter was sent in January, 2014 with a link for registration.

Games Week
- Pushing out media updates via Twitter: did not work, people did not include their twitter handles, we may have been ahead of our time.
- When media wanted access to venues/athletes, the media center was able to arrange that.
- Media Liaisons (volunteers) staffed the Media Center at the Carlson Center daily.
- Four computers were set up at Media Center. The media had their own computers. The computers were mostly used by the people uploading social media and photographs.
- There were two people fulltime to staff the media center – 1 person to greet and direct, 1 person to set up interviews.
- Media Briefings were held each morning at 8am. One volunteer came in to run the Media Briefing and had guest speakers and athletes attend each day. This also was an opportunity to brief media on any issues or events that may have arisen.
- The Hodgson Trophy Ballots were turned in at the Media Center. It worked out well that ballots were returned to the Media Center.
- The Media Pins and Social Media Pins were very popular.
- A Media Orientation was held at the beginning of the Games.
- At each venue there was a Media Liaison (volunteers). Media Liaisons wore their AWG media uniform: purple jackets and teal blue t-shirts, clearly identified as “PR/Media” and the 2014 AWG Host Society logo on their uniform. They assisted Media in finding Media Zones, arrange or facilitate any special interview requests and answer questions that arose.

Transportation & Parking
Accredited media were able to use the MACS public transit for free during Games Week (March 15-22). The bus routes were available in the Spectator Guide, Z-map, AWG website (www.awg2014.org), Ulu News and the free mobile app. Several media rented cars.

Recommendations
- Future Host Societies should consider having a media shuttle.
- Print hard copies of the results from website to have at the Media Center.
- Make sure that the Media Center is made aware of schedule changes so they can communicate that to the public and media.
- Online Press Kit should be available early and put all press releases related to Host Society, Community Information, etc on it. Maintain the Press Kit until Games Week. Have a few copies of Press Kit available at the Media Center.
- Make decisions early on about Media Zones. Do you want the media to be in certain areas? Can they be wherever the public is? Are you going to have Media Liaisons (volunteers) at each venue to make sure that media are not blocking the public view or getting in the way of competitions?
• The 2014 Host Society recommends that media be allowed anywhere the public is but to have Media Liaisons monitor and be available at all venues to assist media and make sure everything runs smoothly.
• Need to have clear communication with media and Media Center about credential location and times.
Community & Statewide Relations Report

Plan and Projects
The goal of the Host Society was to implement a Community Relations and Statewide Relations Plan.

Community Relations
Community Relations was well received in the Interior of Alaska. The first part of the Community Relations was educating the public about Arctic Winter Games. Since the Games had not been held in the Interior (Fairbanks) since 1988, there was a whole education process that needed to take place.

The Host Society was present at every public event from April 2010 through February 2014. This included having informational booths about the Arctic Winter Games. At first it was education about the games and then moved to recruiting volunteers. Starting in November 2011 we had merchandise to sell along with providing education at community events.

Another portion of Community Relations was many presentations at local meetings such as City Council, Borough Assembly and Service Organizations. This was important to reach many different people in the Community.

Besides presentations, the Host Society did radio, tv and newspaper interviews on the planning of the games along with updates through the 2014 Games.

Statewide Relations
Statewide Relations was successful but the Host Society feels that it could have been larger with more focus.

Press Releases were sent to Statewide Media. There was statewide advertising done before the Games. There also were several media interviews done in Anchorage during a concentrated effort in September 2013.
PARTICIPANT SERVICES
Catering Committee Report

Chair  Amy Rouse
Committee  None

There was not an official catering committee. I tried on several occasions to find a co-chair but was unsuccessful and eventually found it easier to complete many of the tasks myself. The following is a list of tasks completed:

- Menu Development
- Production Requirements & Records
- RFP Documents for food, non-food, and equipment
- Serving Area Design
- Staff Hiring & Scheduling
- Order Submittals
- Delivery Arrangements
- Product Returns
- Meal Arrangements for Off Site
- Invoice & Time sheet Submittals
- GEMS Workforce Plan & Scheduling
- Facilities Coordination regarding electrical, mechanical, garbage, equipment, and water needs
- Food Service Liaison Plan
- Staff & Volunteer Training

Arctic Winter Games staff provided support and assistance during the two planning years, which was sufficient to meet the committee’s needs.

Three weeks prior to AWG, I held meetings with the shift leaders who oversaw the food service employees and operations during the Games. Our discussions included daily operations and needs, staffing, supplier discussions, and what-if scenarios. Our goal was to be better prepared by completing these tasks. Since many of us work for the school district nutrition services department, we approached the Games with the same mentality that we approach the beginning of school, “we have a plan, we know the plan will change, and we will continue to adapt until we find what works”.

The goal for feeding 2000 participants was complex yet simple. We wanted to provide food service that met or exceeded what had been accomplished in 2012 in terms of variety and availability. In addition, the items needed to be nutritionally sound, of quality, all the while being conscious of allergies and other food intolerances. Once the menu was reviewed and approved, I could move forward with product determination. This was an extensive process that took several months to accomplish as it included gathering printed information as well as testing and sampling.

Upon completion, I submitted the Request for Proposal (RFP) documents to the Arctic Winter Games General Manager for publication. Submittals were due from prospective bidders in early December 2013 with a decision made later in the month. Meetings were held with the successful bidder in early January 2014 to ensure all food and non-food items would arrive in time for the Games due to the 6 week lead time needed for order delivery.
During the Games, we were prepared to open the Dining Facility at 6 am on Saturday, March 15, 2014, with breakfast. As stated above, our plan was relatively simple – provide meals that were visually appealing, taste good, and ensure there was plenty available. Our shift leaders ensured that the serving areas remained full and the cooks maintained enough food ready for re-filling. Many times during the week there were teams who arrived at 21:45 or later to eat. Our staff was able to accommodate everyone, even when they arrived after the 22:00 closing time. All in all, they did a fantastic job ensuring all participants received food when needed.

For the first time in Games history, a Food Service Liaison protocol was created and implemented. Each contingent named an individual to be their liaison who I, or the shift leaders, would work directly with, ensuring the food needs of their contingent were met. The liaison and I would converse in person, via text or email and take care of several things at one time. Many situations were resolved for all contingents by one of them contacting me. Instead of multiple calls to me, I was able to contact the liaisons of those affected and ask if they would require the same (e.g. biathlon coaches wanting to pick up meals for their athletes).

The number of phone calls and emails I received during the week was minimal. I wonder if it was because the Food Service Liaison protocol was implemented. From my perspective, the protocol worked well and the feedback I received from the liaisons was positive as well. The only things I would suggest for improvement are 1) the chefs to share with their liaison information obtained at the morning meeting, and 2) ensure the contingent mission staff and coaches are aware of who their liaison is and communicate with him/her before contacting the catering chair. Both of these would allow the liaison to perform the duties effectively, efficiently and maintain good communication processes.

The Participant Snack Room was utilized by 2,271 people during the week. There was a wide variety of items available for the participants to choose from. The first couple of days were interesting as everyone learned the protocol but after that it went smoothly. Each contingent had a clipboard on which was the list of participants who were able to enter. Upon highlighting their name, a paper bag was given to them and they entered the room. They were allowed to choose whatever they wanted to put into the bag. We received positive feedback on the variety of items and the only complaint I heard was about the hours of operation. Many times our volunteers allowed people to enter late and I took a team after the volunteers were gone. My suggestion would be to determine how to have more flexibility with the hours or allow coaches to pick up meals. We allowed coaches to pick up meals, however, we were concerned about the athletes receiving food items they would want to consume.

**Recommendations:**

- Continue the food service liaison process.
- Implement the participant snack room concept with adjustment of the hours.
- Be organized and flexible.
- Have product labels for food items available & staff knowledgeable to answer allergy/food intolerance questions.
- Develop shift leaders or a committee that will oversee the daily operations, staff, and volunteers in the dining facility.
- Coordinate with sports chairs a lunch period (if possible) for venues that are receiving hot meals.
- Highlight/advertise/signage for gluten-free, lactose-free, etc. food and beverage items. We had many with questions and could have done a better job of signing.
- Identify equipment needs and order early.
**Security Committee Report**

**Successes**

- With only a few exceptions, the Venue Captain method of supervising security operations was a resounding success. They did a phenomenal job and worked nearly autonomously.
- The popularity of the security and FPD pins had a direct, positive impact in promoting interaction and friendships between participants and security volunteers/police officers. Highly recommended for future games.
- Providing distinctive uniform attire to the police officers assigned to the games made them readily identifiable and routinely sought out by participants whenever they were on duty.
- Large scale laminated floor plans were indispensable for planning and displaying security checkpoints and other points of interest. Using dry-erase markers provided the ability to make adjustments to venue security plans on the fly.
- Establishing a 24/day Security Operations Center (SOC) was key to providing adequate staffing at the venues and supporting night shift venue security operations. Scheduling, due to shortages, cancellations and no-shows, became a 24 hour/day operation and having GEMS trained staff on duty 24 hours/day became a critical part of security operations.
- Federal, state and local law enforcement support was outstanding. Everyone came to the table with full capabilities, some without having to be asked, and enhanced our own security efforts throughout the week.
- Working directly with facility staff at select venues proved extremely valuable, especially those with their own security staff. At venues like the Carlson Center, there was no need to provide any security volunteers to adequately secure the venue. At others, like Birch Hill Recreation Area, Jeff Studdert Racegrounds, and the Curling Club the operations was managed entirely by facility staff who really didn’t need our help. We simply assigned a Venue Captain to the venue as a point of contact for the SOC.
- Venue Captains adopted a practice of signing in and physically posting each of their volunteers as they came on duty, which proved very valuable, since they were able to personally brief each volunteer on the duties specific to the post.
- Having two fully functioning computers, with a printer, networked to our home domain at the police department also proved essential to being able to adequately manage both games and department resources while we were all tasked to the games.
- The communications assets that were obtained and utilized for the games were essential and well worth the expense/donations. These included:
  - Smart phones issued to all key committees, mission staff and accommodations venues provided the first/best means of communications with all concerned through local numbers. Likewise, the electronic distribution of the Games Phone Directory and pre-loading it on all issued phones was outstanding.
o Base station and radios for use by security at most venues provided a secondary and, at times, more immediate means of communication between venues, and was the primary, and in many cases, only means of communication intra-venue.

o Use of the PA system in the schools (accommodations venues) was critically important to getting important information out quickly and to the largest audience.

- Having the school safety assistants working the accommodations venues with their commensurate knowledge of the buildings, additional key sets, and skills working with youth proved them to be a tremendous asset for security.
- Use and availability of LE Explorers, Safety Assistants and select volunteers who were willing to fill critical scheduling gaps was essential to meeting staffing requirements. Were it not for them, we would have suffered some significant shortfalls due to cancellations and no-shows. It is crucial that each committee have a reserve of stand-by volunteers on hand to fulfill those last minute requirements.

Recommendations:

- We greatly underestimated volunteer requirements for security. We estimated that we would need about 250 volunteers and wound up using close to 450 by the end of the week. That led to a resultant shortage of shirts and jackets, even after additional orders of 100 each, which made for some unhappy volunteers. Definitely better to overestimate and sell the surplus after the event than to run short.
- Workforce management in GEMS worked but presented some challenges. Some were inherent with GEMS, and some were present due to operational limitations emplaced by the Host Society. I encouraged GEMS to come to the SOC and spend some time with our schedulers to obtain some valuable feedback on their application, but they never did.
- Occasionally our venue captains made decisions or implemented measures that exceeded the scope of their authority. It is important that whenever these kinds of decisions are contemplated, especially when they may impact other committees, that the SOC be consulted prior to implementation.
- Some of the most critical venue rules were not adequately trained, disseminated and enforced with Venue Captains and security volunteers in advance, which led to some inconsistencies that had to be corrected during the week. This included measures such as:
  - No one allowed into accommodations rooms/hallways at the venues without proper accreditation, no exceptions. We learned that in a few cases parents and others were escorted into the area for various reasons, which is contrary to our rules and not allowed by mission staff or the International Committee (IC).
  - Coaches and mission staff should not be permitted entry/access into accommodations areas of the opposite gender of their own.
  - Team meetings cannot be located in accommodations areas that would create the need for those of one gender to enter or traverse the accommodations of another gender.
- In the same manner that we utilized a Venue Captain to manage and supervise volunteers at each venue, it seems that concept would have worked equally well to have a similar person managing the general volunteers at each venue. It seemed that in the
absence of such a supervisor, we were placed in the position of the Security Venue Captain being looked to for guidance with all manner of volunteer needs and guidance.

Other challenges noted:

- Central management of Lost and Found would have been more effective. We should have been clearer on the process to be followed at each venue, and then required the venue captain to turn-in all property and reports to the SOC. That way, there would have been one central repository for all found property where personnel could look for it.
  - Related to this and for other uses, it was imperative that the SOC have a master housing list for all contingents. Once we had that on hand, it was indispensable.


Transportation Committee Report

Structure & Organization of Committee
Committee Members:  Adam Barth (Chair)

Committee Members:  Danielle Cox, Jacob Lyon, Barb Shumate, Charity Gadapee

The committee started working in 2012 to start discussing how to plan the transportation for the games. Choose committee members who have transportation experience, or operate a transportation system. Those with event planning and operations, and transportation would be even better. The committee members in Fairbanks were operators of different transportation systems, but mostly included tour/charter bus operations. The chair operated the public transit system in Fairbanks.

Since the committee members were potential bidders on the transportation, the chair created the plan and asked for their input on how to better structure the plan. This included both the motor pool operation and the bus transportation system for the contingents. Looking back, the chair should’ve delegated more of the planning to the committee members.

Plan & Projects Implemented
The chair met with other chairs to figure out transportation needs during the planning phase, thought it was mostly the sport chair. The transportation needs were always changing, even during the games. Be prepared for constant changes to the transportation plan due to more time needed before/after sports than anticipated.

The committee members were helping to carry-out the bus transportation plan, and luggage plan. The chair dealt with transportation changes, and managed the motor pool operation.

GEMS use by committee
GEMS was used to schedule the motor pool drivers, dispatchers and bus attendants.

Challenges faced
The constant changes of transportation needs were a challenge.

The lost and found situation was daunting, as most people lost cell phones or other personal articles on the bus. The chair would get calls about such items. A plan was worked out where the driver would give lost items to security, who would log them. That seemed to work well.

In the motor pool, there were times that we didn’t have many rides at times. If you want it utilized, need to promote and advertise it more.

Recommendations
Get the chair on quickly, and bring on potential providers into the meetings quickly. Give dispatching responsibilities to the company to handle. Make the motor pool and transportation dispatch separate people, so that they can focus on separate functions. This would help the constant changes that occur, and not burden one person with that responsibility.
Mission Headquarters Report

Structure & Organization of Committee
Charity Gadapee, Board Member, Committee Chair
Karen Lane, General Manager, Host Society

Planning Meetings
Planning meetings between the General Manager and Committee Chair outlined the location of Mission Headquarters, the hours of operation, & the technical requirements (phone, copier, fax, etc.).

Budget
The Mission Headquarters operated on a budget of $3,000US. This sum allowed for the purchase of office supplies for each contingent, as well as, daily snacks which were kept in the Headquarter Office to allow the Mission Staff access throughout the day. In Fairbanks, Mission Headquarters was located upstairs from the cafeteria, which allowed the staff to have access to full meals.

Volunteers
Two volunteers were scheduled together in 3-hour shifts from 7am-10pm. They unlocked office doors, replenished snacks, made coffee, and showed mission staff to the copier room when they couldn’t find it themselves.

Interdependencies
Interdependencies between Mission Headquarters and other planning committees included Graphics & Signage, Telecommunications/IT, & Security.

Graphics & Signage
Provide signage to mark each doorway to the contingent’s office space. Additional signage was needed to lead people from the front entrance to the Mission Offices

Telecommunications/IT
Provide assistance when cell phones were not working. In Fairbanks, smart phones were used and allowed the Mission Staff to load their email accounts for ease of access. IT was responsible for troubleshooting any problems that arose. They networked personal laptops to printers in classrooms. They assisted in recording the voicemail message on each contingent’s office phone.

Security
Mission Headquarters is not to be accessible by participants, only mission staff with the appropriate credentials. They will also be the people to oversee the keys to the offices when Mission Headquarters closes for the day.

Daily Morning Chef de Mission Meetings
As the person providing oversight for Mission Headquarters, it was the committee chair’s responsibility to set up the room for the daily morning meeting including handing out agendas, taking the minutes at the morning meeting, typing and distributing the meeting minutes and the
following day’s agenda to all International Committee members, Chef de Mission and Assistant Chefs, & Host Society Board of Directors.

Be sure to send the meeting minutes as the body of the email vs. sending it as an attachment. This was appreciated by all because it depleted the possibility of attachments not opening or being too large.

**Suggestions**

Make sure you know how long the Mission Staff will be in their offices and mirror the same office hours. Mission Headquarters was open too long each day and volunteers had little to do and answered few questions.

One of the first items to figure out is the plan for how the office doors will be unlocked or locked. Mission Staff does not want to be in control of their office keys. They want one central place to retrieve a key to unlock their door and lock it again at the end of their time in the room.

Have pre-printed instructions on how to network Mission Staff’s laptops to any printer that may be located in their office space. Have preprinted instructions on how to login to their phones in their offices and record their voicemail and conversely, how to retrieve their voice messages.
Language Services Committee

Structure of Committee
Committee Chair: Mimi Chapin
  Russian:  Eve Campbell
  Native Languages: Larry Kaplan, Alaska Native Language Center  Scandinavian and Finnish languages: Dorte Dissing, Scott Brainerd, Marlys Henderson
  Marilyn Berglin: Logistics and Communications

Our committees were loosely organized and communicated mainly by email. We started working at the end of August to identify and contact possible translators for the three major language groups needed: Russian, Native languages (Greenlandic and Canadian languages,) and Scandinavian languages, including Finnish. All in all we worked with about 40 interpreters with native speaker fluency in 7 languages.

Plans Implemented: Each Committee assisted with all of these projects except (5)

1) Re-working of the “Welcome” page of the Spectator Guide to better identify language groups and provide accurate translations of more useful phrases with accompanying pronunciations. These phrases were also used to develop signs in the schools.
2) Translations of Immigration Documents, Customs Declaration Page, Prohibited Items Brochure,
3) Development and scheduling of interpreters to assist with arrivals and departures, sports coaches’ meetings, and as needed at sports venues.
4) Scheduling of on-call interpreters in all languages 24/7 during all the time the teams were on the ground.
5) Identification, invitation, and hosting of a Greenlandic speaker from Anchorage to assist the Greenlandic team. (Native Languages Committee)
6) Assistance with pronunciation of national anthems for opening ceremonies.

GEMS: Scheduling was done exclusively by the Committee Chair using the GEMS system. It was easier to have only one person responsible. My recommendations:

1. Make it easier for schedulers/committee heads to view all volunteer profiles and make this information available earlier.
2. Send an email message to the scheduler when a volunteer declines a shift.

Challenges faced:

1. Requests for translations of documents should have been made well in advance as stipulated in the guidelines.
2. Difficult to be sure adequate information about how to contact interpreters in case of emergency was distributed and displayed.

Recommendations:

1. It was important to have Finnish and Greenlandic translators.
2. If there are enough translators, they should be encouraged to volunteer at the venues as announcers, computer lab monitors, at social events, as bus chaperones, etc.
3. Detailed instructions should be provided to Language Services committee about how to make sure information about how to contact on-call translators in the case of an emergency.
Welcome & Sendoff Committee Report

Committee Structure:

George Berry – Committee Chair
Keri Knight – AWGHS Participant Services Coordinator

While work had been done for this area by the Host Society for many months, the committee began meeting regularly in January 2014.

Plans and Projects Implemented

Prior to Games:

- Met with the transportation, closing and opening, and the arrival and departure committees to coordinate all overlapping details.
- Created our workforce plans and scheduled our volunteers in GEMS. Our task titles included greeter, bag assembly, and escort. We scheduled around 450 volunteers.
- Created written documents to communicate the different tasks our volunteers would be doing for welcome and send off. This was then emailed to the volunteers according to their task title.
- Created a written document to communicate to the Chef’s the arrival and departure plan. This plan included details for all the committees that were a part of arrival and departure.
- Held a Welcome and Send Off orientation to answer questions and to reiterate the different tasks our volunteers would be doing.
- Appointed shift leads for each shift. These shift leads were then emailed a written document that clarified their role as shift lead and explained why they were important.
- Gathered and assembled all supplies that would be needed into boxes that were separated by school.
- Created a shift folder for each shift that had sign in sheet and task descriptions.
- Created excel time sheets that had the shift times and shift lead for each shift at each school and airport.

During Games:

Arrival

At the airport:

- Greeted the participants at the airport with rally towels, arctic buffs, thunder sticks, welcome signs and live music.
- We also coordinated with the Chefs on how they wanted to gather and pass out badges to their participants.
- In the airport, we coordinated with transportation to gather the participants by accommodations and send them out to the bus.
At the 6 different schools:

- We transported all the sleeping bags and participant bags from the warehouse to the six different schools.
- In the designated location in each school we set up three tables with signs indicating the different stations.
- At the first station our volunteers manually checked in the participant. The second station is where the participants picked up their sleeping bag and participant bag. The last station a volunteer punched the participant’s badge to indicate they received their bags.
- My Co-chair and I would visit each school to make sure that everything was running smoothly and answer any questions our volunteers had. We did this each shift throughout the two days.
- After the check in process was complete on Saturday, my Co-chair and I went around to each school and collected all the leftover sleeping bags and participant bags. We also cleaned up and took any of the supply boxes we made.

Departure

At the six different schools:

- We had a different station in the gym of each school for each flight. Signs were placed on the wall to help identify the different areas.
- At the main entrance we had one volunteer help direct the participants to their right flight station.
- At the flight station we had two volunteers. One volunteer would mark the participant down on the manifest and indicate how many bags they had. They would then write the participants’ name on the bag tag and circle the final destination according to the manifest. The other volunteer would put a color-coded bracelet on their bag and place it with the other bags. Each flight had a different color code. This helped the people loading the bags on the bus and airplane double check the bags.
- As the bags were being transported to Lathrop from the other schools, my volunteers helped double check departure destinations on the bag tags. They also made sure all the information on the bag tag matched the color coded bracelet on the bag.

GEMS use by committee

- GEMS was used to schedule all volunteers needed for Welcome and Send off.
- GEMS was useful for work plans, schedule extracts and full schedules.

Challenges/Recommendations

- We used job task titles like bag assembly and escort to be an inclusive job title for our volunteer tasks with Welcome and Send off. However, what we found out was people thought bag assembly and escort entailed something completely different than what it really was. My suggestion is to be as specific as possible with your job tasks for your committee. Also think about what will appeal to the volunteer.
Challenges Faced

- Due to the fact that my Co-chair and I had greeting at the airport and check in at the school at the same time it was hard to make sure everything was running smoothly. We had to really rely on our shift leads to set up and run everything.
- Welcome and Send off had to run the check in that usually happens at the airport in the gyms of all the schools. This was difficult because neither my Co-chair nor I had any airport experience. We had numerous airport questions that we could not answer that we had to call a third party to get answered.
- We had to sort some of the Contingents boarding passes by team and accommodation. This was hard because a lot of the boarding passes ended up at the wrong schools and the boarding passes we were given also had fans and officials in them.
- Having to create and sort all the bag tags and color code bracelets by accommodations was very time consuming.

Recommendations for future Host Society

- Make check in at the schools a separate committee from greeting at the airport. This would have helped my Co-chair and I from being spread thin between the airport and six schools.
- The boarding passes needed to be given to the Chefs instead of having our committee try to hand them out. This would have helped eliminate a lot of the chaos and confusion.
- Omni logistics should have ran the baggage check in at the different schools during departure and then use our volunteers where they needed them. Since neither my Co-chair nor I were airport people it did not make sense why we ran the airport baggage check in. There were too many questions we were not able to answer. Having Omni run the check in would have made things a lot simpler.
- Have all officials, fans, and VIP’s check in at the airport during a pre-determined time. Having them check in at the schools with the rest of the participants made things more difficult. They should have been treated like regular passengers.
Participant Registration

Committee Members:
Ashley Johnston (started March 2013), Keri Knight (started January 2014)

Timeline:
October 2013 – Launch GEMS.pro Participant Registration Module
January 30, 2014 – All participants were required to be registered in GEMS.pro

Process:
Building the registration form requires input from all participant services committees to ensure that all of the questions they need answers to are included in the form before it goes live.

Once the Sport Manager and Assistant Sport Manager finished creating the sports, disciplines and other sections required for Participant registration we opened the athlete and cultural participant registration pages on our public registration site and “pre-registered” the Chef de Mission, Assistant Chef and any other designated GEMS admin for the contingents.

In a change from previous years, only athletes and cultural participants could register themselves via the public registration page. Instead, we worked with the contingent chefs and mission staff to register their own Mission Staff, Coaches, Chaperones, etc. The purpose for the change was to avoid incorrect registration types (i.e. a volunteer registering as a chaperone).

Athletes were not considered “Registered” and available to assign to competition and print accreditation until approved by their contingent GEMS admin, which in some cases was the chef or a mission staff person, and in others was the individual coaches.

Successes

- While not having public registration for coaches, mission staff and chaperones required a lot of support on our part, the end result was very few incorrect registrations.
- Several teams did all of the online registration for all of their athletes and were very organized.

Challenges

- Contact information for the contingents is not easy to find on the registration page, which resulted in Host Society staff spending a significant amount of time fielding troubleshooting calls from parents having issues with the registration form or their participant profiles.
- There was no way for a coach or athlete to register for multiple sports or genders. While there weren’t very many in this situation, it proved difficult and confusing in every case. This is also true of situations where athletes are also coaches.
- We provided registration deadlines but, as expected, there were some situations where they were not met. It is understandable, just difficult on the registration side.
- There was no “timeout” indicator or prompt to “Save or Apply Changes” while participants were filling out the registration form. If the form did timeout and participants clicked “Submit/apply”, they weren’t given a confirmation screen, but they also weren’t
told that something went wrong. This led many volunteers to believe they completed the registration when it had never actually been entered.

- Many people had trouble with the photo upload feature, depending on the browser they were using or photo file type. We were able to get around this by offering to upload emailed photos to their profiles, but this was time consuming and delayed the accreditation process.

**Recommendations**

- Establish participant registration completion and deadlines for Chefs (or other Team GEMS admin) to enforce with their participants.
- Those contingents that have their athlete’s (or their parents) register themselves should identify a GEMS.pro administrator that is available to answer questions and provide registration support for athletes.
- Hire a Host Society GEMS administrator to provide tech support to participants (and their parents) on issues with their registrations and provide reports and GEMS training to Chefs and GEMS admin mission staff.
- Work with GEMS to find a way to make the consent forms and waivers easier to find. They were often overlooked or mixed up in the small text at the end of the form.
Participant Entertainment

Structure & Organization of Committee

Committee was working October through games week.

Sunya Maxwell (Co-Chair)- Helping plan events, volunteer training for activities, contacting vendors.

Brittany Lane (Co-Chair)-Helping plan events, Volunteer scheduling and managing, supply ordering, creating needed documents, volunteer training for activities, contacting vendors.

Karen Lane –Helping plan events and contacting vendors.

Recommendations for future Host Society

If a scholarship or talent show is planned advertise directly to the participant’s months ahead of time with the information for them and ask for sign up information. We did this but didn’t have response I would suggest doing it earlier. Both events were a success; however, it took extra effort and time spent during Games week to get participants signed up for these events. We did a health fair and it went great. If we had done it at a different location and later into the night (instead of morning/day) I think we may have had more people. Also the college fair was held at the university and we had transportation there from Lathrop however if we had it somewhere more accessible we may have had more people there.

Participant Entertainment Plan & Projects

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Event</th>
<th>#of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saturday March 15</td>
<td>0830-1200 &amp; 1300-1500</td>
<td>Athlete Village Cafeteria (LHS)</td>
<td>AWGs Got Talent! Sign Up</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1600-2000</td>
<td>Athlete Village Cafeteria (LHS)</td>
<td>Scavenger Hunt Sign Up</td>
<td>24 groups signed up (3-5 participant per group)</td>
</tr>
<tr>
<td>Saturday March 15</td>
<td>1900-2030</td>
<td>Hering Auditorium</td>
<td>Concert</td>
<td>345</td>
</tr>
<tr>
<td></td>
<td>2115-2245</td>
<td>At each Accommodations Venue</td>
<td>Safety Briefing/Map Activity</td>
<td>All Participants</td>
</tr>
<tr>
<td>Sunday March 16</td>
<td>1200-1400</td>
<td>Athlete Village Cafeteria (LHS)</td>
<td>Scavenger Hunt Sign Up</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Location</td>
<td>Event</td>
<td>#of Participants</td>
</tr>
<tr>
<td>---------------</td>
<td>---------------------</td>
<td>------------------------------</td>
<td>--------------------------------------------</td>
<td>-----------------------------------------</td>
</tr>
<tr>
<td>Monday March 17</td>
<td>1930-2130</td>
<td>Hering Auditorium (LHS)</td>
<td>AWG's Got Talent!</td>
<td>27 acts 54 participants 900 spectators</td>
</tr>
<tr>
<td>Tuesday March 18</td>
<td>0900-1200 &amp; 1600-1900</td>
<td>Barnette Magnet School</td>
<td>Health Fair</td>
<td>63</td>
</tr>
<tr>
<td>Tuesday March 18</td>
<td>2200-2230</td>
<td>Near LHS</td>
<td>Fireworks Extravaganza</td>
<td></td>
</tr>
<tr>
<td>Wednesday March 19</td>
<td>0900-1200 &amp; 1600-1900</td>
<td>University Alaska Fairbanks-Great Hall</td>
<td>College Fair</td>
<td>63</td>
</tr>
<tr>
<td>Wednesday March 19</td>
<td>1600-2200</td>
<td>Athlete Village Cafeteria (LHS)</td>
<td>Scavenger Hunt Turn In</td>
<td></td>
</tr>
<tr>
<td>Wednesday March 19</td>
<td>2000-2130</td>
<td>Hering Auditorium (LHS)</td>
<td>Movie Night</td>
<td>444</td>
</tr>
<tr>
<td>Thursday March 20</td>
<td>1700-1900</td>
<td>Athlete Village Cafeteria (LHS)</td>
<td>Scavenger Hunt Turn In</td>
<td>2 teams completed/turned in forms(10 participants)</td>
</tr>
<tr>
<td>Thursday March 20</td>
<td>2000-2200</td>
<td>Westmark-Gold Room (Shuttle from LHS)</td>
<td>Dance I</td>
<td>246</td>
</tr>
<tr>
<td>Thursday March 20</td>
<td>1915-2130</td>
<td>Ice Alaska-Ice Park(Shuttle from LHS)</td>
<td>Ice Park I</td>
<td>44</td>
</tr>
<tr>
<td>Friday March 21</td>
<td>2000-2200</td>
<td>Westmark-Gold Room(Shuttle from LHS)</td>
<td>Dance II</td>
<td>335</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Activity</td>
<td>Location</td>
<td>Notes</td>
</tr>
<tr>
<td>-----------------</td>
<td>---------------</td>
<td>-----------------------------------</td>
<td>---------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Friday March 21</td>
<td>1915-2130</td>
<td>Ice Alaska-Ice Park (Shuttle from LHS)</td>
<td>Ice Park II</td>
<td>62</td>
</tr>
<tr>
<td>Saturday March 22</td>
<td>1915(3/22)-0700(3/23)</td>
<td>Athlete Village Cafeteria (LHS)</td>
<td>Send Off Celebration</td>
<td>All Participants</td>
</tr>
</tbody>
</table>
Medical Committee Report

Medical Committee Structure
Medical Committee consisted of a small main group of medical professionals.

Committee Chair: Buddy Lane
Committee Members: Dr. Westfall, Games Medical Director, Dr. Steiner, and Dr. Keller

The Medical committee was formed early in the planning stages of the 2014 games. Meetings were held to organize structure for the games and to assess levels of protocol for each of the games events. Each sport/event was given a level of concern based on the sport and risk of injury. Based on the risk and severity of injury determined what level of medical staff would be scheduled for competition. Those events with the highest risk of injury were assigned a Physician, Physician Assistant, Physical Therapist, or Physical Trainer plus at least one Paramedic or Emergency Medical Technician.

Training
Prior to games week several trainings and briefings were held to handout uniforms and educate the volunteers on the medical protocols. During the briefings volunteers were given information on the history of the games, host society policies and code of conduct. Briefings lasted approximately an hour to an hour and a half.

Polyclinic
The polyclinic was staffed 24 hours a day starting with the arrival of the first team till the last team was en route to the airport. The clinic was staffed with a Physician or a Physician’s Assistant from 6am to 10 pm every day. From 10 pm to 6 am the Clinic was staffed with a Nurse or Emergency Medical Technician. The Clinic was also staffed with nurses and administrative staffing to help with checking in the participants.

Challenges for the medical staff started with the arrival of the first participants. The first arriving airplane had participants that were sick with a stomach virus. At least two, but as many as eight, participants were quarantined every night due to a virus that made its way through the Games. Four quarantine rooms were established during planning sessions. A fifth room was actually opened mid-week to handle coaches that became ill. The virus was suspected to be from a participant that had been diagnosed by their Physician with a flu virus. The participant was prescribed medications but did not take them, possibly infecting participants that shared the airplane as they traveled to the games.

Recruitment
Recruitment was split between the Medical Director and the Medical Chair. Dr. Westfall recruited all of the Physicians and advanced medical personnel. Buddy Lane recruited all of the Paramedics and EMT’s.
Plan & Projects Implemented
A medical manual was developed for Games Week. The manual included all medical protocols based on level. Also included in the manual were pertinent phone numbers, maps of the venues and policies for the medical staff to follow during Games Week.

Each venue was equipped with medical supplies to handle the anticipated injuries. Fairbanks Host Society was fortunate that the local hospital and clinics donated most of the equipment that was used in the Polyclinic. Equipment that was needed at each venue was rented from a local medical supply warehouse while supplies for each of the venues were purchased from a local vendor. Most of the unused supplies were returned for credit saving the Host Society money. Each venue had a list of supplies and volunteers were required to match the list against what was actually in the medical kit. If there were supplies missing, a message was sent to the Polyclinic. A supply run to each of the venues was done every day. Due to the nature of some of the sports, extra supply runs were done to a couple of the venues each day.

One of the key medical positions for the games turned out to be the Runners for the Polyclinic. The Runners were used to take needed supplies to each of the venues as well as pick up and transport to the Polyclinic participants that were sick or injured, but did not require an ambulance. Having the runners available to transport, reduced the amount of ambulance transport down to just a few.

Each of the venues were located within an ambulance response area. Agreements were made with the local area Governments that if an athlete were to be transported by ambulance, there would not be a fee associated with the transport. This would save the athlete approximately $1,000.00. Only a couple of athletes were in fact transported by ambulance.

The medical staff at each venue was issued a radio for communicating with the polyclinic. The communications between the medical staff was very smooth throughout the entire week.

GEMS
While GEMS has several strengths for use during games week, it also has several weaknesses. Developing schedules proved to be very difficult and repetitive. Creating shifts for each of the venues took many more hours than it should have. Having a way to copy a schedule would save many hours of repetitive work. The biggest thing to remember here is that the people that are creating these schedules are volunteers themselves. Having to spend the amount of time it took for creating schedules was very discouraging for those that created them.

The use of GEMS as a patient reporting tool seemed to flow well during Games Week. Tracking participant’s treatment and follow up as well as their treatment record flowed very well. The simplicity of the system made it very easy for the person entering the data into GEMS.

Although not a lot of help to the 2014 Games, meeting with the GEMS staff at the Games, we were able to talk about the short falls of the program. I hope that they take heed to many of the recommendations that were passed on to them.
Challenges
Having enough personnel to staff each event at the desired level proved to be the biggest challenge. Some 150 volunteers were recruited and scheduled for 550 shifts. Each shift was staffed by at least two personnel. During Games Week we were very lucky as there were only two shifts that required moving personnel around to cover for someone that did not show up. The volunteers that signed up for the Games were very dedicated to making sure the games were successful.

Early on in meetings with the contingents it was stated that we wanted health insurance information to be forwarded to the host society to insure no confusion during the games. The goal was to be able to give the contingents insurance information to the local medical provider offices so that if a participant needed to be seen, other than at the polyclinic, the provider would already have the insurance information. Insurance information was a continual problem throughout the games.

Having coaches or mission staff monitor their athletes that were quarantined proved to be a bigger challenge than it should have been. On many occasions it was found that the athletes were left unmonitored for hours at a time, causing the polyclinic staff to have to monitor them. This took the medical staff away from the clinic. During the morning briefing the contingents were asked to make sure that their own staff or coaches monitor their quarantined athletes. For some reason this continued to be a problem from day one to the very last athlete being discharged from quarantine.

From the very first meeting with each of the contingents in 2012, it was made clear that there would be no taping service provided by the 2014 Host Society medical staff. For some reason this policy did not make it to the coaches. There were several demands for tape and taping service throughout games week.

Recommendations for future Host Societies
Start recruiting very early on. Plan early to possibly recruit from outside of the local area. Our biggest challenge was having enough volunteers to staff all of the required shifts. Staffing all of the events with at least two medical personnel proved to be difficult.

Brief the contingents on medical policies early in the planning process. During each of the contingent visits revisit policies that might cause problems during the games. Also know that even though the policies have been discussed, most likely the information hasn't made it to the coaches.
Accommodations Committee Report

Structure & Organization of Committee
Committee Members: Karen Lane, Pat Kougl and Sunya Maxwell

Plan & Projects Implemented
The committee started working in 2011 to determine the number of schools that would be needed to house the participants of the 2014 Games. Each school was looked at with the number of rooms that were available in each school and the square footage of useable space in the school. A spreadsheet was created with the number of available rooms. This process was done again in 2012 and 2013 to determine changes in the schools that would affect the number of participants that could be housed.

The committee did two practices with classroom set up. Their first one was done in January 2012 and the last one done in early 2014. The second practice was videotaped and put on a DVD to show teachers how their classrooms would be moved and set up during the Games. The classroom set up took approximately 20 minutes per classroom when using cots.

Bedding
Bunk beds were purchased from the 2012 Host Society. It was determined in Summer 2013 that there was not going to be a lot of time for conversion of the classrooms so the Host Society sold a bulk of the bunk beds and opted to purchase cots, which were approved by the AWGIC. Bunk beds that the Host Society did have left were set up at one school. The process of setting up the beds did take a long time.

Cots were acquired for use at the Games from various statewide agencies such as Red Cross, FNSB Emergency Services, FEMA, Eielson Air Force Base, and Health & Social Services. Using these cots helped the Host Society reduce the number of cots needing to be purchase.

Sleeping bags were purchased from a sporting goods store for $15 each and the participants had the option of taking them with them when they left Fairbanks or leaving them behind. Many of the ones that were left were donated to local non-profit agencies. Some of the leftover sleeping bags were sold for $10 each.

Several participants brought with them or purchased locally, padding for their beds and pillows. These were donated or sold locally if they were left after the Games.

Set Up of Accommodations
Accommodation volunteers were recruited for set up and take down of the accommodations. Venue Captains were selected for each accommodations venue. These Captains were in charge of the volunteers for that accommodation. They were in charge of the plan for set up and take down. Large schools had four Venue Captains and small schools had two Venue Captains. Two weeks before the Games the Venue Captains, Principals from the schools and the Accommodations Committee went through each classroom and determined how the classroom was going to be moved around to accommodate the cots or bunk beds. Pictures were taken of each room prior to the Games and put in a notebook so that the Venue Captain could make sure the room was re-set after the Games the proper way.
The original goal of the Accommodations Committee was to have all rooms set up by midnight of March 14. With the first teams arriving at noon that day, it put extra pressure to set up the rooms early even though the Staging Manual does not require this. The first schools were available to the Accommodations Committee at 2:45pm. Other schools were available after that time. The Venue Captains started conversions at 3:15pm and most of the schools were set up by 8:00 pm.

**Take Down of Accommodations**

Take down was also run by the Venue Captains and went rather smoothly. There were a few instances when teams did not clear their rooms when they were supposed to and that caused delays with the plan for the day and also effected luggage pick up. Once the room was cleared and it was determined there was no damage, the cots were wiped down and put in bags and returned to the correct source. The room was rechecked before completion by the Venue Captain to make sure it was put back the way it was prior to the Games.

**GEMS use by committee**

GEMS was used to schedule the volunteers and Venue Captains.
SPORTS
Sport

Sport Manager – Holly Odegard – hollyodegard@gmail.com
Assistant Sport Manager- Naomi DuCharme - naomiducharme@gmail.com

Work plan and Timeline:

After looking through the entire past host society reports and the staging manual we developed a work plan that would best fit the need of the Fairbanks 2014 Host Society. Using the time line provided in the staging manual helped tremendously in keeping pace so we would not fall behind and be panicked in the end.

The best resource that helped Holly keep up on the pace to make sure we were right on track was talking to Ian Legaree on a regular basis to ask any questions that Holly had or to discuss situations and ideas. Ian’s expertise, knowledge and guidance were extremely helpful to our success.

Sport Chairs:

Most sports in Alaska have local youth sport organizations that are affiliated with the state or national organizations. Our sport chairs were chosen with the initial bid package however we did have changes throughout the 2 years mainly due to family, job or life changes. Our sport chairs were selected mainly because they had a passion and love for the sport and had been involved with their sport at some level with the exception of Badminton.

The only sport we had trouble finding a sport chair that had expertise about the sport was badminton. It is played recreationally but not competitively at all in our state. However we did have two outstanding ladies who stepped forward with no knowledge of badminton and worked hard to make the badminton venue and tournament work effectively for athletes and coaches.

Our sport chairs were an amazing group of dedicated people who worked hundreds of hours to make the venues and competitions run smooth.

Starting in August of 2012 we began to hold monthly sport chair meetings. We decided that the third Sunday of the month in the late afternoon would be the best meeting time. This meeting time worked well and we also gave a call in option for those who could not make the meeting. We met every month though sometimes the meetings were short and sweet it gave people a change to check in.

Each month Holly gave them small tasks to keep engaged in the two-year process. Listed below are some of tasks that were given:

a. Read over last two games sport chair notes and the Technical meeting notes.
b. Begin to find your key volunteers and committee members
c. Read, review and learn the technical package and the Governing rules
d. Review schedule and one pager
e. Make equipment / wish list

One year out (March 2013) we had one-on-one meetings with each sport chair. This gave Holly an opportunity to go over the equipment / wish lists, one pager sport descriptions and schedules as well answer any questions the sport chairs might have.
We continued to hold sport chair meetings through the summer. This, Holly felt, helped people to stay engaged. In December we had a meeting with all committee chairs and sport chairs. Our sport chairs felt this was very beneficial. This was a time where the sport chairs met the other non-sport committee chairs such as ticketing, security, medical, etc.

This meeting was set up as a speed dating exercise where sport chairs were set up in a circle and committee chairs went to talk with each sport. This was the only meeting of the sport chairs and non-sport committee chairs. Though this was very valuable a longer time to meet would have been more beneficial. In hindsight Holly wished we had done this exercise at least once if not two more times before the games.

As we got closer in January of 2014 we started twice a month meetings and had another round of one-on-one meeting with sport chairs. In February we then divided up by snow sports, ice sports and inside sports and held weekly meetings.

**Suggestions for future Sport Managers:**

A. Read the past sport manager reports though every host city is different they provide useful hints of things that worked and things that did not and share this with your sport chairs

B. Develop a strong and respectful working relationship with your sport chairs.

**Venues**

Fairbanks has some incredible venues. Being able to work with Pat Kougl of the Fairbanks Northstar School District and Sherry Renson and Mike Sfraga of UAF and the staff of the Fairbanks North-Star Borough was very helpful. They were very instrumental in ensuring that we had the use of all necessary facilities/gyms and equipment and supplies needed to run the competitions.

**Lessons Learned:**

There were a few sport venues that we had challenges with, but we were able to make them work out well for coaches and athletes.

A. Though Birch Hill is a world-class area, having four sport competitions at one venue posed scheduling difficulty. The area, though big enough, made for late competitions for snowshoe athletes.

B. Checking and double-checking the lumens (lighting) in the venues. Though we had a great set up for table tennis we did not have the correct lumens and when we had realized this it was too late to make changes.

**Suggestions for future Sport Managers:**

A. Have the Sport manager part of the selection of venues.

B. Have all lumens checked in the venues before you begin to place what sport will be in which facility. The lumens are important for the sports of table tennis, badminton, volleyball and basketball and are specified in the international rules.

C. Establish a good working relationship with the people who are in charge of the facilities that you are going to be using as sport venues.

D. When looking at the proximity of the venues to one another, it would be beneficial to have them close and in the same area/town. We had two venues in the town of North Pole and
though the gyms were nice the events out there were not well attended and the participants did not get to see much else.

E. When selecting the venues make sure that these things listed below are kept in mind. Does this venue have …
   (1) Seating capacity,
   (2) Media access,
   (3) First aid Area
   (4) Locker rooms/ warm up areas
   (5) Correct Lumens
   (6) Parking
   (7) VIP Areas

**Budgets and Equipment**

In September of 2012 the sport chairs were ask to make up an equipment list of their needs for their venue. This list was to incorporate everything from pencil/ paper to large equipment. They were asked to list their equipment in three categories. Already Have, Need and could use if the budget allows and is available. The sport chairs were also asked to provide vendor list and cost for each item.

From there we created the sports budget for each sport. The board then approved most all budgets. Holly thought the equipment ordering process would go fast and smoothly, but that was not the case. As we had gotten most of the supplies and big equipment in early we knew that there were incidentals that we had budgeted for towards the end that sport chairs would need for their tournaments.

Our major purchases for the games were table tennis tables, ski tower pads for the ski area, upgraded ski racing equipment, Biathlon stadium and shooting range rebuild. All these items were left to the sport clubs and/or governmental/school administrative units as a legacy of the Games.

**Suggestions for future Sport Managers:**

A. After sport budgets are received meet with your sport chairs one-on-one to fine-tune their request.
B. Strongly suggest setting up purchase order forms or the ability to order with a credit card.
C. Keep your own books for your sport budgets.
Officials

The recruitment of officials began in September of 2012 just before M1. With notes from Whitehorse we were able to identify what the officials needed were for each sport. In September with the sport chairs we asked each one to search within Alaska for a head official. With the exception of badminton we were able to identify all the head officials for our state. Listed below is what we asked the head official to do.

A. Assist the Chefs and the Host Society in selecting officials by providing names and certification levels of suggested officials.
B. Work closely with sport chairs.
C. Schedule the officials for each competition. Select appropriate officials for medal rounds and schedule them accordingly.
D. Be a member of the Sport Technical Jury for protests.
E. Evaluate and mentor officials so all officials have the same understanding and interpretation of the rules of play.

After M1 the Chefs passed names of officials from their areas. This provided a good groundwork to begin the process. It would be ideal to have officials from each contingent represented from each sport but this is too cost prohibitive. As names were passed forward there was still hesitation of how many officials to ask from each contingent. So this stalled our process with asking from outside Alaska.

In an ideal situation it would be good to know up front how many officials each contingent could bring on their charters.

As M2 neared we were behind on the official process. It was not until Naomi DuCharme, the Assistant Sport Chair, began the process of really pushing the officials to commit that we got back on track.

This process was also hindered by the fact that we did not have GEMS up and running and though officials committed by email we could not have them start the next step of registering. Once GEMS was up and running and we got the commitment of how many officials could come on the charters and how many airline tickets the Host Society needed to buy it went much easier.

At the games we made sure that the hotel where the officials stayed had bus transportation available to them as well as motor pool. All officials were picked up at the airport or met at the hotel and receive their credentials, t-shirts and coats.

Our official chair handled all of the logistics of this as well as planned day trips for officials that had the day off.

Lessons learned:

A. We identified a volunteer officials chair early on but had not realized the huge undertaking this was for one person. With that said my recommendation is to find someone who is just in charge of the officials when they arrive and that they have sent out at least one correspondence to the official introducing who they are.
B. Have GEMS up and running early so officials can receive an email with the GEMS link and right away get registered.
C. It is a great financial relief for the Host Society to have the officials from other areas come on the contingents’ charters. I wasn’t taking into consideration that our host society still paid parking, gas and sometimes air travel, etc., for the officials to get to the airport within their areas. This is something to be aware of when utilizing officials outside of host area.

D. To keep expenses down I did not look for officials in northern Alberta because at first they had no room on their charters. So when charter space opened up I had already ask officials from Edmonton, Calgary and BC and did not need any other officials. If there could be a designated minimum amount of charter seats available to transport officials this would take the pressure off not having representation of officials from that area.

Suggestions for future Sport Managers:

A. Have chefs recommend officials from their area one year out.
B. If possible, have Chefs let the Sport Manager know how many officials they could put on their charter so you know how to adjust your officials travel budget and how best it can be used.
C. Have a list of alternate officials that could be called in at the last minute. In February we had about 20 officials not be able to make it due to various reasons.
D. The sport manager should be the only point of contact until you get close to the games then an officials chair should take over to handle games week.

Sport Schedules

Sport Scheduling is an ever changing process from the first draft to the final schedule. The initial schedules are started in the fall of the first year. In September of 2012 the chef from Team Alaska and myself did a draw for each sport. I am not sure if that made a difference or not. It did add to boys and girls playing at the same time in Volleyball. The draft schedules are then set out for review and corrections and changes are made for the suggestions of the chefs and sport chairs.

Challenges faced in scheduling:

A. One of the major challenges in our scheduling was holding 4 sports at one venue. We did make it work but it made for some late competitions a few days.
B. Another challenge was trying to find the best schedule with figure skating, speed skating and opening and closing ceremonies. We only had one Olympic size sheet of ice and this is where the opening and closing took place (not to mention UAF playoff hockey games up until the night before). With that said, we had to set the speedskating track after the UAF playoff game, set up for opening ceremonies, set up the mini system for figure skating etc. For the most part it was a good end product because all these groups worked well together.
C. All committees and staff wanted the “Real” schedule very early on. Holly gave them a schedule that just had the times. However they wanted more detail. Standing her ground and not giving that out until we put it on the GEMS site made a few unhappy. However, not giving final information out until closer to the Games did reduce problems with “version control” of schedules.
D. In the approval of all the schedules all suggestions and corrections were made. It however was frustrating one month out that the coaches began to look through the schedules and added comments. They had very valid comments and concerns we could not accommodate the changes. I cannot stress enough to really push hard for the chefs and coaches to review and comment very early so changes can be made.
Sport Scheduling & Results in GEMS

The GEMS system is very useful in that it captures nearly all aspects of an event the size of Arctic Winter Games. However, we found it very difficult to manage our time in achieving the task of building each sport in GEMS, as we were not provided any kind of manual or timeline in which these tasks should be done. We had no concept of how many man-hours it actually takes to build the sport, define how the results are kept, and input the schedule.

The input of each sport’s schedule was a very tedious task, as each sport had to be built according to the GEMS system standard before you could input any kind of schedule. We began this task approximately 10 months prior to the games. Unfortunately, we didn’t get the next piece of the puzzle until 4 months prior to the games which caused a massive scramble to input each event and create a results committee.

What went well:

Approximately 4 months prior to games, we were given a sport contact from Kimik-IT, Adam Purdy. He was dedicated to assisting sport in completing the schedules and building the results system. His knowledge of sport and willingness to be available for questions along the way was invaluable.

Our results system worked very well. We had a Venue Results person at each venue, and a Results Center that worked together to report results as close to real-time as possible. The Venue Results person had an iPad to input results at the venue and take a photo of the score sheet to send to the Results Center. The Results Center was located in the computer lab of a local Middle School. The Results Center was manned by 5-7 volunteers at all times. Once an e-mail was received at the Results Center, the score sheet photo would be compared to what was entered into the GEMS system via iPad. Once verified, the Results Center would change the status of the results to Final, and upload the score sheet as a PDF to GEMS.

Lessons Learned:

A. GEMS can be very useful as a finished product, but the amount of effort that is required to build and utilize the system can be overwhelming. The Sport Manager and Assistant Sport Manager built every sport and input the schedules. When we realized what it would take to build the results it meant recruiting more help, and imparting a lot of knowledge of how to utilize the GEMS system.

B. It is impossible for 1-3 people to be experts in 20 sports, so delegating this work to the sport committees would have saved a lot of confusion and last minute corrections. I also believe the sport committees would have been willing to take this task on if everyone would have been more aware of the big picture and final product that GEMS produces for each sport.

C. Get dependable people. Two months prior to the games our Results Chair resigned. At that point we realized how much work we had to do in forming a committee, and training upwards of 25 people on how to enter results and edit schedules into a system that was already built for them. This required biweekly meetings and numerous one-on-one training 6-8 weeks before the games.
Suggestions for future Sport Managers:

a. All future games obtain a manual from GEMS so everyone is aware how much time and effort is required in building the foundation in GEMS before you can even begin entering schedules, locations, etc.
b. Include a GEMS timeline in the staging manual.
c. Delegate the GEMS duties to the individual sport committees or to a scheduling and results committee that must be formed one year in advance.
d. If delegated to sport committee, appoint 2-3 people in the committee to handle building the sport, inputting the schedule, and managing real-time results.
e. If scheduling/results committee is formed, ensure that they complete all tasks from the beginning. Having a basic understanding of GEMS from the beginning makes reporting real-time results very simple.

Final Thoughts:

a. Build strong relationships with your stakeholders.
b. Keep in constant communication with sport chairs, board members and the chef de missions
c. Reach out if you have questions on scheduling, equipment, officials to the chef de missions of the contingents for most of them they have had years of experience.
**Logistics of Sport Venue Set-up and Takedown**

**Committee Chair:** David Lorring

This committee worked in a close team relationship with the sport chair and assistant sport chair. In the final months, key volunteers were recruited for those complex venue set-ups.

**Team Members:**

Sport Manager; Holly Odegard

Assistant Sport Manager; Naomi DuCharme

Key volunteers: Dave Cox, volleyball; Phil Schad, speed skating; Helena Rueter, biathlon; Terry Lorring, badminton and wrestling, Ken Larimore, court taping; Kevin Turnbough, Dene snowsnake and pole push; Bob Baker, waxing trailer setup and take down; Janet Smith, dog mushing; Julie Hnilicka

This committee chair started in the *spring of 2012* and worked in conjunction with the Sport Chair in pre-Games planning and equipment purchase. The Chair attended all sport and venue related meetings, staff meetings, and AWG Board meetings as required, and M1 and M2 meetings. The Chair also helped AWG staff with all projects that required additional support.

The logistics chair attended all sport meetings on a monthly, bi-monthly, and weekly basis up to games week.

The committee worked closely as part of a three person team that included the Sport Manager and Assistant Sport Manager throughout the planning phase and the actual transition to venue set-up and take down.

*One year* prior to the games, the track for the Snowshoe track events was set at the venue using the Borough snow cat to pack down the track. This was accomplished to determine how much lead-time was needed to set the track and determine the level of grooming needed for competition.

*Six months* pre-games, the Chair started to make routine venue visits and contacts with the venue facilities manager. During these venue visits, locations for venue flags, results boards, sport venue signage, were determined. These visits were specifically tailored for sport issues and were in addition to venue visits with all committee chairs for determining locations for all other games week needs.

*Four months* out, the chair started the recruitment process for key volunteers to assist in venue set-up and take down projects. Key volunteers were recruited for Dene Games Snow Snake and Pole Push venue construction, volleyball set-up and take-down in two venues, Ski and Snowshoe Biathlon course preparation, Speed Skating ice rink set-up and take-down including surveying the rink for course construction, and transporting speed skating pads from Anchorage and from the Fairbanks warehouse to the venue, Cross country ski waxing trailer set-up and take down, Dog Mushing set-up and take-down, GEMS work force scheduling, oversight for venue set up for wrestling and badminton, including badminton court taping, basketball court taping. These key volunteers played valuable role in the overall success of games week.
Three months out, the chair met with the Protocol Chair and set up a schedule for placement of the venue flag sets, we also set up a plan to construct flag sets specifically tailored for installation at each sport venue. Many of our sport venues were school district facilities and as such set up dates were pre-determined based on time and date classes ended for spring break. Meetings were conducted with the signage chair and final orders were placed with her for sport venue signage. High school wood-shop classes constructed fifteen sets of medal/Ulu award podiums and Dene game sledges. A volunteer constructed the badminton umpire chair booster podiums.

At two months prior to games week, final venue setup plans were made for those venues that needed work crews to make the venues competition ready. Those venues included snow snake, biathlon, and short track snowshoe. The logistics chair started to meet three times a week with the work force plan volunteer. The GEMS training had been completed prior to these meetings. Venue set up and takedown job descriptions were created and time and locations were attached to each job description. The key volunteer has been given basic access to the program and together we worked our way through the process. Throughout the next month, work force plans were developed and volunteers were selected. After six joint sessions, the key volunteer worked independently and implemented plans and changes as needed. The logistics chair met continuously with the Volunteer Recruitment and Recognition Chair to find large groups of volunteers to work as a cohesive unit in completing larger set up jobs. The GEMS work force program was ineffective in this area when large groups of people were need to work a fluid schedule.

Active sport clubs and active involved sport chairs setup several of our more complex venues. These venues included the snow board venue, cross country ski venue, dog mushing venue, gymnastics venue, alpine skiing venue, curling venue, and two hockey venues. Several of these sport chairs created committees and designated specific assignments to their members up to 18 months prior to games week. These engaged sport chairs were a vital component to the success of my mission and overall success of the games. All that was needed from the logistics chair was support in locating and constructing needed sport equipment and getting that equipment delivered to the venue location.

At one month prior to games week, the logistics chair and the Sport and Assistant sport chair met twice a week away from the office to discuss issues and strategies to handle impending deadlines and problems. These meetings were invaluable in the final preparation process. The office environment was so busy that it was impossible to work without continual interruptions. All three chairs discussed their progress on essential duties and a coordinated plan was developed to insure that the job was properly completed. This team crossover concept took pressure off the shoulders of individuals and directed well thought-out plans of action towards logistically complicated issues.

In the final month, the Logistics chair met with and assisted the protocol (flags) chair, signage chair, and other staff, and assisted them in their duties. The logistics chair meet with the sport venue chair at their respective venue, and with the assistance of a venue map, completed a final walk through of the sport venue. The head custodian at each school venue location and managers at private and non-school venues were identified and brought on as a venue team member at this time. All support equipment (tables, chairs, pipe and drape, etc.) was delineated and located.
In the final two weeks the snowshoe track was put in shape by Borough personnel and equipment, the snow snake and pole push venues were constructed; the poles for pole push were constructed, picked up and stored at the warehouse until games day competition. The final set up plan and transportation of the soccer wall modules to the venue was completed and the wall constructed. (The soccer wall was engineered and constructed as a modular system by the Carpenters Union apprenticeship program). A full time staff runner was assigned to the Sport/Logistics team. That person provided valuable assistance in completing tasks on an “as-needed basis”.

Three days prior to games week, the logistics chair placed all large venue sport signs in front of the venues, completed the hanging of the contingent flag sets, delivered the remaining competition equipment and results boards, delivered the medal/Ulu awards podiums, delivered the flag poles used for medal ceremonies, and completed last minute set up jobs.

During games week, the logistics chair worked on an “on call basis” addressing venue needs as they arose. There were very few significant problems during games week. Several of the sports needed their signage and equipment moved from their primary location to secondary competition sites. This was accomplished very efficiently because of prior communications and continual venue visits and update meetings with the sport chairs during games week.

As competition came to an end, the venues were immediately de-mobilized. Equipment and signage that belonged to AWG or which had been borrowed from other owners was returned or moved back to the warehouse, and the venue cleaned. The larger takedown projects, such as the soccer wall, were completed quickly by using large groups of volunteers. All designated equipment and contingent flag sets were taken apart and prepared for shipment to the next games site.

GEMS

In my capacity as logistics chair, GEMS was a very difficult program to use. After the initial training, it still took my key volunteer and me several two-hour sessions to comfortably develop a work force plan. Once the plans were developed and volunteers assigned, very few plans were usable during the games week implementation.

Problems encountered: once a workforce plan was developed and volunteers assigned any changes to the schedule required a complete redo of the plan. In the venue setup and takedown process, the times, dates and sometimes locations of each job changed several times. This “fluid” status made GEMS pro unusable for the scheduling aspect of this committee’s job. GEMS pro also does not give an option to include a short summary of a specific work force plan. For example if there are three jobs beginning at the warehouse on a specific morning there is no way to use this program to designate which job is which by job description. We had to keep a separate list of jobs with descriptions and volunteers assigned. I received numerous phone calls from volunteers requesting information regarding what their specific assignment entailed. I spent a significant amount time trying to answer these questions from a GEMS Pro approach because the work force plans did not have a job description listed. I abandoned this approach and reverted back to my secondary system of hand written work plans and emailed each individual their updated schedule times and a job description summary.

I finally abandoned GEMS pro prior to games week except for the ability to find a specific individual’s contact information. We used numerous large groups of volunteers for setup and
takedown projects and went directly to our Volunteer Recruitment and Recognition chair for those assignments. I also used him for last minute job needs.

**Challenges faced/ and Things done right**

As with any complex job assignment, the first time it is attempted, there is a fairly steep learning curve. In my capacity as committee chair, I had the support of several experienced individuals that have worked in various capacities of games management. Our team met weekly with these experienced people and implemented and adjusted work plans throughout the lead up to games week.

- Key volunteers were not selected early enough. It is essential that key people are recruited no later than four months prior to the games and that bimonthly, weekly and then bi-weekly meetings with these key staff be conducted.
- Meetings with the individual sport chairs did not start early enough to discuss specific venue setup issues. I did conduct these “venue walk through” meetings with staff during the two week pre-Games period with a positive result, but an earlier start would have relieved a lot of last minute stress.
- Needed to communicate often with the General Manager when purchasing items that committees needed so as not to duplicate purchases and/or incorporate needs into a larger order of similar items at a cost reduction.
- Incorporate as team members all the people who oversee the sport venues, school principals, parks and recreation departments, school district maintenance, and others that have a large part in making all the pieces of a successful games week fall into place. It is important to communicate with them about everything that is developing with their venue or mission that they are involved with. This communication, and the mindset that gives them the knowledge that each one of them is involved in all the decisions as they play out in preparation for games week is invaluable. Having an “open door” policy and desire to correct the problems that come up in the best way possible as they arise was a successful tactic and played a large role in the success of the program.
## Sport Sanctioning

<table>
<thead>
<tr>
<th>Sport</th>
<th>Sanction</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alpine</td>
<td>No</td>
<td>Alpine was not sanctioned as a FIS Alpine event as the ages of the competitors are not FIS level</td>
</tr>
<tr>
<td>Arctic Sports</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Badminton</td>
<td>No</td>
<td>To have a sanctioned this tournament, it would have cost more and most of the players do not have ratings, so it would be more work and cost more for no benefit.</td>
</tr>
<tr>
<td>Basketball</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Biathlon Ski/Snowshoe</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>CC skiing</td>
<td>No</td>
<td>We chose to NOT to sanction our sport. No advantage to do it. Insurance was provided through the borough.</td>
</tr>
<tr>
<td>Curling</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>Dene</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Dog Mushing</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>Figure skating</td>
<td>Yes</td>
<td>The US Figure Skaters need sanctioned to protect their eligibility with US Figure Skating and therefore, should be sanctioned for each games no matter where they are held. Each contingent should ensure they have notified their governing body for figure skating and should be done 6 months to 1 year out.</td>
</tr>
<tr>
<td>Gymnastics</td>
<td>No</td>
<td>We could not sanction the competition because it was</td>
</tr>
<tr>
<td>Sport</td>
<td>No</td>
<td>Notes</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Hockey</td>
<td>No</td>
<td>a combination of rules to fit the AWG philosophy</td>
</tr>
<tr>
<td>Snowboarding</td>
<td>No</td>
<td>Snowboarding was not sanctioned as a FIS Alpine event as the ages of the competitors are not FIS level</td>
</tr>
<tr>
<td>Snowshoeing</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Soccer</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Speedskating</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Table Tennis</td>
<td>No</td>
<td>To have a sanctioned this tournament, it would have cost more and most of the players do not have ITTF ratings, so it would be more work and cost more for no benefit.</td>
</tr>
<tr>
<td>Volleyball</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Wrestling</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>
Sport: Alpine Skiing

Sport Chair: Tara Bellion 907-750-6286, email is tarabellion@gci.net and/or tarbellion@gmail.com

Committee members:  Dawn Montano, Race Administrator; Brendan LaBelle-Hamer and Mitch Roth, Timing and Calcs; Julie Higbee and Janice Cook, Results and Race Admin; Mark Lockwood, Equipment; Jenny Campbell, Minor Officials; Race/Course Crew Iver Evanger and Hillary Wilson; Larry Freeman, Fairbanks Ski Patrol

Head Officials: Chris Batallie, Arron Stiassny, Reini Neuhauser

Venue: Ski Land Mt. Aurora

1. Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.

First year – Attended sport chair meetings, prepped for M1 visit by providing venue information, reviewed and gave feedback on sport technical package worked with venue to get them introduced to concept of international event and scale of event.

Second year – built the equipment list, identified officials who worked well with one another and then worked with sport manager to invite officials. Continued to adjust equipment list. Checked certifications of officials. Attended M2 events.

During that summer before tested timing wires on the hill so we would know in advance if we had to replace any wires before the snow arrived. This was key!

Four/Five months out - held first committee meeting with general volunteers and began briefing them on what the event would be and how it would run and expectations of time commitments. Identified key committee chairs.

Three months out - met with key committee chairs for results, timing, minor officials and hospitality and ski patrol and outlined jobs. Held meeting to do a day by day run through and troubleshoot potential problems.

Eight to Six weeks out - Trained local officials in hand timing and gate judging and key course/race crew volunteers. Tested timing and had three dry runs of race events. Ordered last minute equipment identified as needed. Assigned workforce in GEMS.

One month out - circulated a day by day plan to all volunteers after workforce was assigned. Give volunteers their work schedule, reminded them to attend general volunteer trainings and get badges etc.

One and Two weeks out - reminded volunteers of assignments and work schedule and then also days before reminded again.

Key to success was first general committee meeting at the four month out stage to get all volunteers who had identified themselves as interested (when they signed up as volunteers) to a general meeting that was an overview of what the event would entail and what would be expected of them. This was in retrospect a vital meeting as basically had the attendees all sign in at the meeting as they left it and indicate then what committee they wanted to be on. I also
took phone numbers and email here so that I then could easily use to make an email list of key folks. I used the feedback based on interests for the race days itself to assign and make subcommittees for hospitality, minor officials, race crew, and safety (Ski Patrol). I also then had a few people who said that it was really not for them and that they were going to volunteer for something else – and it was better to hear that then instead of during the games. I then made sure that these volunteers attended separate training for course crew and gate judges and minor officials that we did at club ski racers in February and March so they knew what to expect the week of the games and knew their assigned jobs.

2. What areas did you find the strongest in your tournament games week?
Bringing in the best officials we could was the smartest piece of our plan. While our local ski club knew the locals and each other and how and where to move equipment around the venue having top notch officials who knew the rules and procedures inside and out was important to have for this caliber of an event. Our local ski club volunteers were great as minor officials and with the knowledge base of our own timing equipment but we were very glad we had the level of participation and expertise that came and volunteered from other ski clubs within the Alaska Division regarding rules and course setting.

3. What areas did you find to be the weakest in your tournament games week?
Assigning the workforce in Gems took more manpower than expected. Also we’d recommend that volunteers are security screened when they register to volunteer since we could not assign work shifts until a security clearance was passed and this came down to the wire in some cases with key volunteers.

The uploading of timed sports results to GEMS was difficult. Ski racing uses its own software and we had to export to excel CSV files and write codes to match and upload results to GEMS that didn’t drop hundreds of second’s places. It was cumbersome. We were lucky that we had computer whizzes as volunteers who could do this for us but it was one more extra step to take and without a techie it would have taken much longer to do.

Sport chairs should be made aware of how overwhelmed they will be by the media the week of the games. Every sport chair should have the same media liaisons assigned to them every day of the Games. The media liaisons should be identified at least 6 weeks prior to the games so they are familiar with the other key committee members, the venue and the sport itself. They should be required to attend at least one on one meeting with the sport chair prior to the Games. Dealing with a new media liaison everyday was exhausting.

4. What support/tools were provided to you that were most beneficial?
In the early stages it was the timeline of what you need to do for the M1 then the M2 visits and the pace that “projects” was assigned was helpful in not getting me overwhelmed.

5. What support/tools do you wish you had had to run a better tournament?
We had everything we needed and were grateful of the equipment that was provided by AWG’s Host Society.

6. Recommendations for the Technical Package that you think should be added to better the competitions.
Recommendation by officials was made at technical meeting with Chefs to change the birth years so that the selection for the age classes follows FIS rules. The junior age groups should be 15 and 16 year olds and the Juvenile age groups should be 15, 14 and 13 year olds.
Keep Giant Slalom and Slalom and have the third event determined by the terrain of the host hill(s). This games used a Kombi as the third event due to terrain limitations at the fall back venue. Interest was expressed for a dual slalom in Nuuk, Greenland but the terrain and possible limitations should dictate the events.

The terrain and surface conditions should govern the number of slalom runs for the slalom event. Typically in the US a slalom race is 2 runs. The AWG event was 4 runs. We had ideal surface conditions to support 4 runs but this may not always be the case and the technical package should make a mention of this and allow the host venue the flexibility to decide.

The referee should not be an invited official but should instead be selected for each event by the captains of each team at the daily captains meeting. Normally the referee is a participating coach and this position changes for each event and is a voting member of the race jury. A jury advisor can also be appointed by the officials. The jury advisor is not a voting member of the jury.

Correct the programming in the GEMS system so the results for team event placement so it follows the technical package and team medals are awarded overall following World Cup points places 1 to 15. The GEMS results tries to break this out by age class and medal count which inflates the points and causes confusion.

7. List the decision of why or why not you chose to sanction your sport?
Our sport was not sanctioned as a FIS Alpine event as the ages of the competitors are not FIS level. The alpine event should follow FIS rules and guidance but should not be a sanctioned FIS level event for points for racers as this would require FIS level officials, and athletes to have FIS licenses - which is costly and not recommended for the younger age groups that participate.

8. Please provide recommendations for future games.
Coaches and officials made the recommendation that other contingents should be supported and encouraged to have an alpine team or even individuals participate in alpine skiing. At the Fairbanks games only four of the contingents fielded an alpine team and 38 racers is a small field in terms of the number of athletes participating overall in the games.
**Sport: Arctic Sports**

**Sport Chair:** Carol Hull -  [akladyrider@gmail.com](mailto:akladyrider@gmail.com) (907) 891-3843

**Head Official:** Sanford “Sam” Strange –  [batrup@hotmail.com](mailto:batrup@hotmail.com) (907) 229-5236

**Venue:** Lathrop High School

1. **Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.**
   
   I was recruited June 2012 and began the planning process August of 2012. By October 2012 we had the major list of supplies/equipment and necessities lined out for Arctic Sports. Plans were put in place to build the custom kick stands needed. I attended monthly sport chair meetings. General recruitment of volunteers began in November 2013 via various platforms, Facebook, LinkedIn, person to person calls.

2. **What areas did you find the strongest in your tournament games week?**

   LOCATION! Arctic Sports/Dene Games were very successful due to the location(s) and close contact between the two venues. Arctic Sports & Dene feed off each other and support each other in all cultural games. Athletes and coaches were thrilled to have a venue where they were able to sleep, eat and hold meetings in one location that also supported their heavy game schedules.

3. **What areas did you find to be the weakest in your tournament games week?**

   GEMS volunteer scheduling. The volunteers that did commit to the event were absolutely fabulous. I received several comments in person and via email on how much they enjoyed volunteering for Arctic Sports and to be able to witness the camaraderie of the teams.

   Make sure that there is enough water at the venue.

   The flag set at Arctic Sports. We used a cheat sheet for which flag is which. Maybe put a printed sticker with a photo of the flag and name of the country on the flag stand to expedite the set up and identifications of the flags.

4. **What support/tools were provided to you that were most beneficial?**

   iPads! What a wonderful addition to the logistics of the event. Having the anthems pre-loaded to plug in and play and then have the ability to electronically send the results to the results center once tabulated was not only time saving but it gave us the ability to troubleshoot in a more timely fashion. We were fortunate to have a printer for our venue and we found out that a copier/printer would have been more beneficial.

5. **What support/tools do you wish you had had to run a better tournament?**

   Copier. More water. A lockable box to store equipment (i.e.: seal skin kick balls, caribou hides, measure tapes, hammer, floor tape, string, etc.)
6. Recommendations for the Technical Package that you think should be added to better the competitions.
Inclusion of customized score sheets for Arctic Sports. Also access to an electronic copy of the brackets needed in various participant levels. The ability to type the names into the bracket made it easier for the results person to enter the results.

7. List the decision of why or why not you chose to sanction your sport?
Not Applicable

8. Please provide recommendations for future games.
Review of the GEM’s results for bracketed events with Head Official. Electronic access or pre-printed single elimination bracket sheets as well as double elimination.
Make sure the GEM’s volunteer program is up and running prior to recruiting volunteers.
**Sport: Badminton**

**Sport Chairs:** Ramona Reeves, Sharon Brand

**Tournament director:** Calvin Holobroff - Calvinholobroff@gmail.com

**Head official:** Bruce Sahlstrom

**Venue:** North Pole High School

1. **Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.**

   The Sport Chairs attended monthly sport chair meetings. Unfortunately we were not able to recruit anyone that was very knowledgeable about the sport of badminton, so there was not a badminton committee.

**Lessons Learned:**

Badminton was held at North Pole High School, which was approximately a 20-minute drive from Athlete’s Village. The athletes had very long days and were not able to participate in some of the events, as time did not permit.

Because we had no one that was very knowledgeable on the sport, we were not aware of the amount of matches that were played, and the amount of effort it would take to input over 200 individual matches into the GEMS system.

When the head official arrived to Fairbanks, he was very upset that we didn’t have a badminton software that would set up the draws and create brackets for you. This all had to be done by hand which took the officials and a couple volunteers a lot of time. Because we had no subject matter experts, we had no idea that such a program existed or would be expected at an event of this size.

Badminton is very time consuming as far as GEMS in concerned. Inputting over 200 individual matches, assigning players to those matches, and reporting the results was quite the task. We were fortunate enough to recruit a group of 10 students that were dedicated to inputting the badminton scores and sending the photo of the score sheets.

**Suggestions:**

If you do not have a subject matter expert, fly one in to ensure the tournament is ready to go.

**Sanctioning:**

Badminton was not sanctioned.
Sport: Basketball

Sport Chair: Matt and Michelle Wilken

Venue: UAF Patty Gym

Timeline:

The basketball committee was not formed until approximately 3 months prior to the games. The Sport Chair attended meetings that were held monthly 12-months pre-games.

Lessons Learned:

The timing of AWG happens to fall at the same time as Alaska’s High School State Championships. This made recruiting officials and volunteers very difficult, as many people couldn’t commit until the last minute.

Due to the fact that AWG uses FIBA as the sport governing body, any local officials and local volunteers had to be trained in the rules and regulations. This meant time training scorekeepers, and training in the use of a shot clock, as that is not customary in US basketball for this age group.

Not allowing all AWG athletes to attend medal rounds free of charge, especially athletes from the same sport that had been eliminated greatly affected the crowd size of our games. We were fortunate enough to have a large gym that could fit a large crowd.
Sport: Ski and Snowshoe Biathlon

Sport Chair: Marty Parsons- mpar@mtaonline.net (907) 862-1049

Committee members: Rick McClure, Kelly Parsons, Amy McCleod, Wayne McClure, Fred Teela, Craig Gilliland, Travis Kulp, Amy Kulp, Michael Milhollan, Meg Stehn

Head Official: Rick McClure

Venue: Birch Hill Cross Country Ski Center - Biathlon Range

1. Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.

Appointment to Sport chair was in August of 2012 and planning for the venue began in September.

   September: Identify project manager for venue reconstruction
   October: Outline duties and responsibilities of various competition chief
   Begin process of selecting competition chiefs
   November: Received Confirmation of majority of competition chiefs
   Nov-May: Planning and design for venue construction
   June-July: Venue Construction
   August: Review construction and possible course selection for various competitions
   October: Organizational meeting with chiefs to layout responsibilities
   November-January: Various Competition chiefs gather supplies necessary to host competition
   Confirm final chiefs necessary to replace several that dropped out and fill positions vacant after October recruitment
   February –March: Finalize preparations, venue setup and training

2. What areas did you find the strongest in your tournament games week?

The ability of the chiefs to react to a fluid situation, make decisions in line with the international governing body and keep the venue and competition on schedule.

3. What areas did you find to be the weakest in your tournament games week?

Inability to get timing and scoring software and devices to work in concert, causing delays in publishing non-official result, lengthening time to work through protests and delaying start of next event.
4. **Recommendations for the Technical Package that you think should be added to better the competitions.**

Technical package should be amended to better spell out what is expected of the athletes during the competition and what penalties will be assessed for violations. Currently the technical package references the IBU regulations. These regulations do not take into account any of the AWG specific rules for competition. IBU does not take into account removing and racking the rifle prior to leaving the range and proceeding onto the course. A racer is required to come to a complete stop at the rack exiting the range before removing the rifle. There is a 1, 2 or disqualification penalty for violation. These variations should be spelled out more clearly.

5. **Please provide recommendations for future games.**

Make sure the stadium is level, large enough for IBU required spaces (coaches, media, mass starts, finish lanes, relay hand off zone, etc.) and a usable spectator section.

In addition to the control system provide straps holding the photo cards hanging on the rifles/rifles cases.

Sign over gun security room door "NO SKIS OR SNOWSHOES" in three or more languages.

One or more rifle racks outdoors near the storage room will help those that put their equipment on before moving down range.

A larger heated area for the competitors and coaches would have been nice.

Procure timing and scoring software more in advance of the competition and ensure that all components work properly and in sync.
Sport: Cross Country Skiing

Sport Chair: Sharon Baker bobandsharonbaker@gmail.com 907-322-1066
Venue: Birch Hill Cross Country Ski Area
Committee members: John Estle, Greg Whisenhant, Norma Haubenstock, Bob Wilkinson, Susan Faulkner, Carol Haas, Tom Helmers, Kent Slaughter, Margaret Darrow, Susan Paskvan, Jennifer Schmitd, Kent Karns, Bob Baker, Suz Kisken, Cathy Donaldson, Joel Homan
Head Official: Lin Hinderman

1. Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.

XC Skiing is a popular sport in Fairbanks and the Nordic Ski Club of Fairbanks (NSCF) has a full competition schedule every winter with a race (or two) nearly every weekend from the Halloween race at the end of October to the Ski for Women in early April. The Wednesday night races continued into early May last year! We have a core group of very experienced volunteers for the most important races, in addition to the paid positions, which include chief of competition, trail groomers, and a timer. So, beginning 1 to 1 ½ years before AWG when there were detailed questions I did not know the answers to, I went to the NSCF chief of competition to get the answers.

1. Race courses decided.... 10-12 months prior to the beginning of AWG week
2. Dates/order of events decided.... 10 months prior
3. Race start times decided.... 5-6 months prior
4. Key officials named.... 5-6 months prior
5. Equipment and signage decided/ordered.... 4-5 months prior
6. Results person and workforce volunteers named.... 4-5 months prior
7. Venue map complete.... 4-5 months prior
8. Lead volunteers named.... 3-5 months prior
9. Youth volunteers organized.... 2-4 weeks prior

2. What areas did you find the strongest in your tournament games week?

The competition went off without a hitch, from well-groomed trails to forerunners, to fair and competitive racing, to promptly posted results, to the awards ceremony, to energetic, cheerful and helpful volunteers.

3. What areas did you find to be the weakest in your tournament games week?

1. The only difficulty was early-on communication and getting the schedule details to the CC ski coaches.

2. There should have been better communication between me (sport chair), the NSCF chief of competition (John Estle-who was also a member of the AWG2014 Host Society Board of Directors), and the appointed chief of competition for AWG (Greg Whisenhant). All of us were needed at the first mandatory coaches meeting, but we never met to spell-out who was saying what.

4. What support/tools were provided to you that were most beneficial?

The team waxing trailers were perfect.... securely held team skis/equipment, warm place to wax and prepare for racing.
5. What support/tools do you wish you had had to run a better tournament?

Enough radios for ALL officials and lead volunteers at our venue.....so we could all be in touch with one another. I used one of the radios provided by AWG for Medical/Security at our venue. The rest of the XC ski officials/volunteers used a different set of radios. The two different sets of radios could not “talk” to each other.

This year, the same venue was used by 4 sports: CC skiing, ski biathlon, snowshoe biathlon, and snowshoe. Usually, two sports were running at once. Communication between CC ski officials and officials at the biathlon range (about 1/2+ kilometer away) would have been handy.

6. Recommendations for the Technical Package that you think should be added to better the competitions.

Possible changes....replace relay with one of following:

Mixed-gender relay, Team sprint, Ski cross

7. Things that went well:

- Sprint race organization

- One start for girls' relay (all classes) and one start for boys' relay (all classes). This was a big time saver and provided better competition for the racers.

8. List the decision of why or why not you chose to sanction your sport?

We chose NOT to sanction our sport.... no advantage to do it. Insurance was provided through the borough.

9. Please provide recommendations for future games.

1) Supply waxing trailers with trash cans, brooms, and extra light bulbs.

2) Detailed information given to coaches on how the first couple of days will work.... time/place to meet transportation to get team's skis/equipment to their waxing trailer at the venue; time/place of first coaches meeting; who has the key to their waxing trailer and how do they get that key; transportation/shuttle schedule with their team's accommodations, venue shuttle schedule highlighted.

3) Have an extra set of 3 flag poles to use at award ceremony. (Next set of flags can be mounted while current set of 3 are being used by those receiving awards.)

4) If more than one sport is using the same venue, be sure to have plenty of signage directing athletes/coaches/spectators to each sport.

5) Have Results Person speak to those who receive the results about the format to be used in sending in the results. For XC skiing a scan and fax system might work best.

6) Especially following classic races, have a minimum of 30 minutes between end of competition and the award ceremony, to allow time to hear and act on possible technique violations.
Sport: Curling

Venue: Fairbanks Curling Club

Sport Chair: Dale Springer and Ivar S. Halvarson (ihalvarson@fnsb.us)
Head Official: Bill Gryder

Venue: Fairbanks Curling Club

1. Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.

We started planning about 9 months prior to the games but we attended the planning meetings for 2 years. This was primarily due to the addition of the Mixed Curling format. Because we have a self-contained facility, with a large group of committed members that have hosted many national and international events most of the real organizing was done in 6 months (some key volunteers were however recruited up to a year prior to the games).

2. What areas did you find the strongest in your tournament games week?

Our event went very smoothly, due to some of the comments above. We did overbook volunteers, but did not have a single volunteer that we recruited miss a shift. I would have to say the strongest area we had was an outstanding team leader for each of the venue sub committees. I also have to acknowledge our great volunteers; we couldn’t have pulled it off without them!

3. What areas did you find to be the weakest in your tournament games week?

Signage was a minor problem. I gave a detailed list of signs that we needed for our venue, but it looked like all we got was a generic set.

4. What support/tools were provided to you that were most beneficial?

Most everything came together well, the non-club volunteers provided by AWG’s for ticketing, security and first aid did a good job, however I did not hear how they did as far as making it to their shifts. I guess the most important support tool was the Host Society Committee. They did a fantastic job organizing the games and keeping us (venue chairs) on task.

5. What support/tools do you wish you had had to run a better tournament?

The only thing that was concerning to us was ticketing. The “super” passes were not available at the door, so first time spectators had to buy a day pass at our venue just to get in, then had to go somewhere else to track down a “super” pass later. This was inconvenient & added more expense for the spectators.
**Sport: Dene’ Games**

**Sport Chair:** Drena McIntyre Cell: 907-347-1534. E-mail: tacquan@yahoo.com  
**Committee members:** Sharon Gherman, Ron Gherman, and Graehl Brooks

**Head Official:** Gary Hull

**Venue:** Ryan Middle School, Randy Smith Middle School and Herring Auditorium

1. **Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.**

We started planning for the sport venue when Holly started holding the first sport chairs meetings in 2012. We talked with core volunteers over a year out from the Games to garner their commitment of time for the week of the Games. The mass training and presentation by all the non-sport chairs was incredibly helpful to get us all on the same page. The monthly, then weekly Sport Chairs meetings were very helpful to keep us updated and on task.

2. **What areas did you find the strongest in your tournament games week?**

Our core group of volunteers was dedicated and reliable. My officials were outstanding and my scorekeepers dedicated and reliable as well. The presence of our Sport Sponsor every day was wonderful, too! The other person(s) who were exemplary were our outdoor venue set-up people, Kevin and Son. They checked in with me and our officials frequently to make sure that the competition area was acceptable and in good shape.

3. **What areas did you find to be the weakest in your tournament games week? Facilities set-up:**

A sport venue should NOT be used the night before competition for another purpose.

4. **What support/tools were provided to you that were most beneficial?**

Overall, everything went well. It was VERY helpful to have one of the central results staff come out and see what our Results Chair was experiencing with the GEMS program in person. That is when changes started happening for the better!

5. **What support/tools do you wish you had had to run a better tournament?**

More drummers for Hand Games are needed, i.e., at least eight so they can spell each other. It is very difficult for four drummers to drum non-stop for over 8 hours without a break. We ended up having lulls where there was NO drumming because the drummers were exhausted and in physical pain. I ended up finding some Snowshoe Biathlon athletes from NWT that could drum and pulled them up on the stage, and thankfully, they accepted my invitation to drum to spell our drummers.

6. **Recommendations for the Technical Package that you think should be added to better the competitions.**

GEMS software was not very user-friendly for Results volunteers. In addition, GEMS should have been able to handle producing brackets for each competition.
Sport: Dog Mushing

Sport Chair: Kathy Fitzgerald - alaskadogmushing@gci.net; (907) 385-7322


Head Official: Craig Cole

Venue: Jeff Studdert Race Grounds

1. Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.

The Dog Mushing competition took place at an existing venue that hosts dog mushing competitions on a regular basis. Two years in advance we obtained support from the local dog mushing organization by requesting permission to use their existing trail system and meeting hall during the week of the games. In the interim, I attended AWG Host Society meetings, provided a proposed budget, along with a list of needs that would be required if the planned venue did not exist.

Other planning involved attending meetings of the AWG Host Society and providing them with information as necessary and as requested.

Three months out I held a planning meeting seeking volunteers to help with all aspects of management such as who would take the lead as “Trail Boss” – the person in charge of making sure the trails were groomed properly, marked adequately, and staffed for participant safety. “Timers” – identified two individuals who would be responsible for event timing/verifying; “Race Marshal” – the person who is in charge of all aspects actual racing, and the rules enforcer; “Turn-Around Marshal” – this person is at the half-way mark on the trail and makes sure all participants complete the course as marked, and pass through this designated spot on their way back to the finish line. All four of these positions make up the team of “Race Officials.” From there, “Race Judges” are identified. Race Judges assist the Race Marshal, and the other Race Officials with making decisions should there be a grievance filed after completion of a race.

Two months out another planning meeting took place to identify volunteers for checking in all volunteers and participants, sled holding, dog painting, trail guards, results person, venue set up, hospitality, and a logistics coordinator. A logistics coordinator met with the Host Society to organize and schedule readying the venue with signage and flags.

One week out I met with the AWG Host Society Results chair to obtain iPad and training of online results platform. Met with Medical Chair to insure onsite human and canine medical assistance during event hours.

The daily pre-race set-up included readying snow machines to take out onto the trail; blocking turns on the trail for other distances so the dog teams do not inadvertently take a wrong trail; staging the trail guards and “turn-around marshal.” This process took approximately two hours to complete prior to the first team leaving the starting chute.
2. **What areas did you find the strongest in your tournament games week?** –

   All the Volunteers.

3. **What areas did you find to be the weakest in your tournament games week?**

   Advance notice of the number of competitors. We did not know until a couple of days before the opening ceremony how many competitors there would actually be. There needs to be more communication between the Contingent Teams/Coaches, and the Sport Chairs. -

   Awards- With fewer competitors than anticipated, the timing shifted from the advertised schedule, and the medal ceremony was delayed. Once the Award/Medals Chair was made aware of the situation, they quickly improvised, and arrived earlier before the crowd dissipated.

4. **What support/tools were provided to you that were most beneficial?**

   Results iPad; box of supplies for venue; racing bibs.

5. **Recommendations for the Technical Package that you think should be added to better the competitions.**

   Clarification of the “Team Event” on the final day. -

   Revision of racing rules to reflect most up to date version.

   Decide on one set or another – ISDRA, ASDRA, or review another youth organizations racing rules and switch all together.

6. **List the decision of why or why not you chose to sanction your sport?**

   This event was not “sanctioned” by any governing organization.

7. **Please provide recommendations for future games.**

   A. In areas such as Alaska where mushing is a common sport, provide a sanctioning process, or series of qualifying races that lead up to team selection. Several regions of the state were left out of the selection process.

   B. Increase the team allowance per contingent to allow for greater participation, thus more competition in each age group. -

   At the venue - In competition (upon arrival at competition venue) restrict the participation of “Coaches” to only helping get the team to the line. Seeing as how mushing is typically a ‘family’ sport, many times out of ‘habit’ several people are harnessing and hooking the dogs to the gangline, thus reducing the role of some participants to that of “jockey.” Some competitors are not afforded the same amount of ‘help’ depending on how many family members or friends can attend the games, thus it should not be permitted.

   C. On-site team preparation is as much a part of the race itself as being out on the trail. This would include readying the sled, waxing runners, harnessing each dog and getting them to the sled on their own. It should also include removing harnesses, watering or snacking dogs post
competition, cleaning up after dogs and properly disposing of waste, etc., once the competitor returns from the trail.

D. Define “field of play” to include the ‘holding area.’ This change would then disallow this type of ‘help’ to take place. Change the rules to require only the musher be allowed to get his/her team ready to get to the starting line.
Sport: Figure Skating

Sport Chair: Joan Hufford and Tina Williams

Committee members: Joan Hufford, Tina Williams, Vivienne Laszloffy, Crystal Williams, Rod Williams, Debbie Dean, Patricia Woodman, Steven Laszloffy

Head Official: Rod Williams with Referee Rick Perez

Venue: Carlson Center

1. Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.

Followed AWG timeline information provided as much as possible.

2. What areas did you find the strongest in your tournament games week?

All the outer contingents worked very well and supported the exhibition skate as well as communicated issues and we very appreciative of the immediate response to fix things i.e.: speedskating mats that interfered with depth perception were stationed to avoid further issues for skaters once identified. The volunteers were excellent at our venue and worked anywhere we needed them to work.

3. What areas did you find to be the weakest in your tournament games week?

We had to improvise to put on the venue, but was able to pull through – and we went with the flow. The Carlson Center had some staffing issues (i.e.: a 27 minute zam) as well as an area/bench that needed repaired 2 times while we were at the venue. Hot food would have been nice for the official’s room during the longer days and would recommend the hospitality be followed up.

4. What support/tools were provided to you that were most beneficial?

A long enough staging set up for the officials.

5. What support/tools do you wish you had had to run a better tournament?

Those in the figure skating world understand the need for certain equipment and easier for clubs to pull together the items ie: CD burners, speakers and sound systems, IJS software on the accountants laptop, copier (it cannot wait until the games; and borrowing equipment does not work due to the nature of pre-set up of the skaters in the system) and then the sharing of the accounting equipment with speedskating didn’t work because we needed the equipment at the same time therefore, we ended up bringing our own equipment in case of issues.

Skaters/levels/PPC’s (Planned Program Content Sheets with an illustrated example of how to fill them out to ensure all the information is provided) need to be submitted by January 15 at the latest, so that people can build the event in the accounting system, prepare programs and check numbers submitted for each level to ensure enough skating time in the official schedule is allocated with a break on the longer days for officials.
6. **Recommendations for the Technical Package that you think should be added to better the competitions.**

(Please see previous information submitted as requested from John Rodda at the Technical Meeting)

7. **List the decision of why or why not you chose to sanction your sport?**

The US Figure Skaters need sanctioned to protect their eligibility with US Figure Skating and therefore, should be sanctioned for each games no matter where they are held. Each contingent should ensure they have notified their governing body for figure skating and should be done 6 months to 1 year out

8. **Please provide recommendations for future games.**

Try to always have a liaison in the host city to help coordinate the event – additional travel time prior to the games in the last two months prior to the games need to be more a part of the meetings/trainings etc. – more integrated as part of the host society.
Sport: Gymnastics

Sport Chair: Loretta Cole  
gymincbblc@gmail.com  
(907)378-5327
Venue: Gymnastics Inc.

1. Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.

Approximately 18 months prior.

Brainstorm:
- How to create a “special” feel compared to a typical competition.
- Imagine the look of the competitive area as well as the auxiliary space for meetings and hospitality etc.
- Create sub committees

Approximately 12 months prior-
- Recruiting known persons that already know how to do gymnastics specific jobs to act as sub-committee chairs so they will
- Recruiting officials and one from Canada.
- Figuring out how many actual volunteers needed and in which of the different sub-committees
- Actual number of workers in each of the different areas of need

3-6 months prior-
- Re-evaluating number of needed volunteers & putting exact names in positions
- Calling known people to volunteer in gymnastics

1-4 weeks prior-
- Confirm all officials and volunteers
- Dry run gymnastics opening ceremonies to adjust as necessary.
- Draft, finalize print daily schedule for myself for the entire week beginning with the Friday or Saturday before Opening Ceremonies through the Closing ceremonies and equipment take down/set up
- Finalize coaches packets for each contingency

2. What areas did you find the strongest in your tournament games week?

Great volunteer support!

3. What areas did you find to be the weakest in your tournament games week?

Insufficient spectator space. We needed double the seating.

4. What support/tools were provided to you that were most beneficial?

A. The GEMS system was fabulous for recruiting volunteers that did not need Gymnastics specific knowledge.
B. Holly and her staff at AWG office.
C. Great communication between different committee chairs.
D. The check lists that were given to the sport chairs to be sure everything was ready to go were GREAT!
5. **Recommendations for the Technical Package that you think should be added to better the competitions.**
This tech package was geared for Alaskan judges which was a totally different system than in Canada. The tech package will switch back to Canadian rules which will be much easier for the majority of the teams. HOWEVER, I think the Canadian gymnasts should be limited to P3 modified or early P3 competitors. P3 gymnasts that will be competing at a higher level that same season should not be in this competition. Gymnasts that were AWG were going to compete as a P5 at their meet the very next weekend.

6. **List the decision of why or why not you chose to sanction your sport?**
We could not sanction the competition because it was a combination of rules to fit the AWG philosophy

7. **Please provide recommendations for future games.** Allow for officials to be represented from other contingencies if possible.
**Sport: Ice Hockey**

**Sport Chair:** Anna Culley  907-322-7633 annaculley30@gmail.com

**Committee Members:** Dorothy Laiti, Darren Kadel, Dan Britton, Joan Hancock, Michelle Westmoreland, Heidi Yates, Heather Heineken, Alexa Greene, Chris Milles, Audra Brase, Jen Meismer-House

**Head Official:** Doug Gillam

**Venue:** Big Dipper, UAF Patty Ice

1. **Summarize when you started planning our venue/tournament along with a brief timeline of events involved in your planning/organizing process:** We started meeting in June 2013 on a monthly basis. In February we started meeting every 2 weeks until the games started. By August 2013 we had our main committee position filled. We had an Equipment Manager, 4 Rink Co-Chairs, Volunteer Coordinator, Results Chair and Co-Chair, Medals Liaison. We neglected to get a Youth Champion liaison and we found as the games got closer that position would have been a valuable position to have. AWG 2014 had already secured the venues when our committee started meeting in June 2013. We used 2 rinks for the games and an additional one for practices at the beginning of the week. We had venue maps mostly complete by January 2014 with security, medics, merchandise, volunteer lounge, ticket locations.

2. **What areas did you find the strongest in your tournament games week:** We felt that lots of preparation lent to having a successful week of games. Some of the areas we found needed extra attention were:
   - Make sure your volunteers already know the rules of hockey and how to keep score and clock. We did not have to do sport specific training because we were fortunate enough to have community volunteers that knew the sport very well.
   - Loved the work force plan/computer system used by AWG for scheduling of our volunteers
   - Continuous communication between the committee members.
   - Making sure our committee volunteers were familiar with their job duties. We developed job descriptions for each position. I have included them for your review.
   - We were able to fundraise extra money from community hockey organizations and used it to buy a case of PowerAde and water for each team to be given to them before each of their games.
   - We felt the use of iPADS, provided by AWG, was a great way to enter the game results. We would suggest adding the ability to add penalties, split the games into periods, bigger text box so your results person can add dialogue if needed, the ability to edit rosters (add names/numbers) not already in the system. We loved that the National Anthems were already loaded on the IPADS.
• At the coaches meeting we handed out business cards to the coaches with the Sport Chair, Head Official and Equipment Managers’ cell numbers so coaches could contact us when needed.

• We felt our equipment plan was great but it took 367 volunteer hours to complete. We arranged to have the gear picked up from the rinks after games and it was taken to a warehouse to be aired out. If players wanted their skates sharpened then they were put in a bag with the teams’ name on it and we would sharpen them. We only offered one cut option for the players’ skates so a lot of players took their skates to local pro shops to be sharpened. 1 hour before their games we would bring the teams’ gear back to the rink they were playing at. If you do this again you will need a very big warehouse with industrial fans to air out the gear plus a portable skate sharpener. You will need 2-3 people to haul gear to and from the rink in big enclosed trailers also. It should be noted that not all the gear dried out every night but the majority of the players/coaches were very happy with our plan.

3. **What areas did you find to be the weakest in your tournament games week:**
   Some of the areas we felt could have gone better, we did not have control over but would suggest that you consider them for the future games:

   • If possible there should be a ticket that can be purchased for ALL games, to include medal rounds. If this is not possible then besides the ticket you could purchase to the round robin games, an opportunity to also purchase a ticket for all medal rounds should be given.

   • We felt that it would have been beneficial to our committee to have a meeting before the games with ALL volunteers (security, volunteer lounge, VIP Lounge, ticket people). We felt this would have provided continuity between everyone representing AWG.

   • During the games we felt that providing a program to spectators with the game schedule, rosters and grids would have been a great idea. Our committee unfortunately did not think of this until the games had started.

   • We thought an electronic communication board would be a great way to communicate with coaches before and during the games. This could be used to get rosters from coaches before the games and communicate with them as a group during games if needed.

4. **What support /tools were provided to you that were most beneficial:** we felt that the organizational skills of the AWG 2014 Sport Chair, Co-Chair and other committee members were our biggest asset. We were able to get valuable information and training through them. We also appreciated having security and medics in the building to assist with game operations.

5. **What support/tools do you wish you had had to run a better tournament:** We felt better communication from the AWG 2012 Hockey committee would have been helpful. Simple things like knowing that there was a tradition of giving a MVP award after each game could have been passed on through that communication. We did not know this was a hockey tradition so we did not do it.
6. **Recommendations for the technical package that you think should be added to better the competitions:**
   - Allow 3 coaches/bench personal to travel with the teams
   - Add the flood schedule to the technical package so that all coaches know what it will be before the games. With this add the warm up time, if you are not flooding between each period you should list how long they will get in-between periods
   - If possible do not have more than 2 games per team in a 24 hour period
   - Add a job description of the stick boy/girl and recommendations that they stick boy/girl be matched with same gender teams.
   - Gold games should do OT periods instead of shoot outs. Outline whether there will be a dry zam before shoot outs in round robin games and whether there is a flood before OT periods.
   - Keep games the same length through the entire tournament- do not change game times for round robin and medal games
   - Change the current format for the medal seeding of teams

7. **Please provide recommendations for future games:**
   - Your equipment plan should be told to coaches beforehand if possible.
   - We had a local pro shop set up at the rink with incidentals for players to purchase. We felt this was underutilized by players and suggest that you have a small supply of incidentals with your committee members that they can sell instead of offering what we did.
   - Although we did not need it we did have blood clean up materials available at all times.
   - Like mentioned before we would recommend that you have a person on your committee that is in charge of the youth champions (stick boys/girls). We felt we did not communicate as effectively with these volunteers as we should have.
   - Confirm with teams that they will be bringing their stick boy/girl a jersey ahead of time. If they are not then a jersey should be provided with the AWG logo on it to those youth champion volunteers.
   - Have a notebook at each venue for your rink chairs to refer to with all the important information needed (bus schedule for players, general AWG information, sport specific information, technical package, contact info for all committee members, chain on command list for problems and so on.
   - Decide ahead of time if player names will be announced before each game, after the medal games only or in any games at all.
Sport: Snowboarding

Sport Chair: Erik Ofelt - 907-750-1133  erik.ofelt@gmail.com
Committee members: Alison Sterley, Luke Kline
Head Official: Luke Kline
Venue: Ft Wainwright and UAF Terrain Park

1. Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.
I started planning in August of 2012. This was based on a full event schedule held at Birch Hill ski area at Ft. Wainwright. The first thing that was done was to determine what could actually be held there. Due to the nature of snowboarding where the course needs to be “built” every time there’s a competition, it is very important to do the background check on what is possible before selecting a venue. Figuring out what events you’ll have, what they will look like, and where was the first thing that was determined. This determines every other aspect of the event including: equipment needs, staff needs, logistics, safety, etc.

Once the events are determined, then equipment needs are identified based on the venue’s existing resources. Staffing is determined from the specific layout of the courses. For example, due to the topography of the hill, you may need to do split judging because one judge’s station may not be able to view the entire course.

After staffing is finalized, you need to figure out the schedule for the course build. This is the most labor intensive part of the process, as you need to literally build most of the course. Some venues may have features already in place that you can use which cuts time tremendously.

That is the general timeline, but ours was quite a bit more difficult as we didn’t know what venue we were going to use until 2 months out from games week.

2. What areas did you find the strongest in your tournament games week?
Communication with the Host Society was very good considering the amount of requests coming through.

3. What areas did you find to be the weakest in your tournament games week?
Radios weren’t working (dead, unable to charge) and not enough for our venue.

4. What support/tools were provided to you that were most beneficial?
Venue support is crucial, relationships must be maintained to have a good event. Luckily both venues were very helpful during games week, and did everything they could to keep us running smoothly.

5. What support/tools do you wish you had had to run a better tournament?
Radios that are tested to work correctly, and in enough quantity that there aren’t any communications logistics issues are paramount. A photocell timing system is crucial for speed events, and since they are relatively expensive they need to be nailed down early. Also, you need to have an official that has experience running one as they are a bit complicated.
6. **Recommendations for the Technical Package that you think should be added to better the competitions.**

Event types need to be better identified. There should be a list of events that are identified as “accepted” events, rather than dictating 4 events that “must” happen regardless of venue support. Utilizing a venue’s strengths to hold events that will work well is a much better model than trying to fit an event somewhere that doesn’t have the resources to build a quality course. Also, communication between the sport chairs and officials needs to be more direct if going over possible changes about the current year tech package.

7. **List the decision of why or why not you chose to sanction your sport?**

Sanctioning the sport requires purchased memberships for the events and does not gain the athlete anything going forward unless they have a dedicated club that participates in that governing body’s events on a regular basis.

8. **Please provide recommendations for future games.**

Events need to be more flexible with the available venues, in that, don’t try to hold a halfpipe competition where there aren’t the resources for one.
**Sport: Snowshoeing**

**Sport Chair:** Kevin Brinegar- kevinbrinegar@hotmail.com  
**Head Official:** Ben Nelson  
**Venue:** Birch Hill Cross country Ski Center – Randy Smith Middle school Track

1. **Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.**  
2011 – By early 2012, venues were selected. Early 2013, officials were selected.

2. **What areas did you find the strongest in your tournament games week?**  
Day-of-event set up and race organization.

3. **What areas did you find to be the weakest in your tournament games week?**  
Communication with coaches (we had a slight course change for Friday’s event – coaches should have been notified on Tuesday, with a revised map).  
Familiarity of race schedule of previous games. Most of the veteran coaches stated that the race schedule had been different in the past.  
Course preview logistics – most coaches wanted to have access to marked courses throughout the week. Conflict with other sports utilizing the same trails made this difficult.

4. **What support/tools were provided to you that were most beneficial?**  
Medical staff at the finish area of all races.  
Volunteer scheduling.

5. **What support/tools do you wish you had had to run a better tournament?**  
Better system for getting information to coaches (e.g. twitter feed, chef’s contact info, etc.)  
Better system for providing food for volunteers.

6. **Recommendations for the Technical Package that you think should be added to better the competitions.**  
10 meter exchange zone for relay event (currently 5 meters).  
Section that outlines specific course preview expectations. Something along the lines of “every effort should be made to allow for course/venue previewing by competitors the day prior to the event”.  
Perhaps a section on race scheduling. Right now it states that the races should be managed in an “orderly fashion”. Most of the coaches wanted the distance events to have staggered starts, to speed up the duration of the entire event. It seems that although it’s the discretion of the host society how they want to organize their race schedule, it would help if the technical package mentioned that races can be run with staggered starts, as long as it does not interrupt the overall organization of the event or diminish the attention given to each athlete in each race.  
Also, should designate a specific time-frame between 1500 race and 4x400 relay event. Apparently, in the past, some have scheduled a 2-3 hour break to allow athletes to recover.
Coaches seemed fine with us giving a 20 minute break, with the idea of not having athletes cool down and have to warm back up. There currently isn’t mention of a break period in the technical package.

Should be a section on submitting relay team names prior to 4x400. This should be after the conclusion of the 1500 event, and 10 minutes prior to the 4X400. The current technical package does not include this.

7. Please provide recommendations for future games.
Make sure all coaches have a copy of the technical package on day-one, and allow time to review each section. Throughout the week, it seemed that several coaches weren’t aware of the technical package and therefore questioned decisions that were made (primarily with race scheduling).

Consider staggered starts – at least for the long distance events. Starting each race every 10-15 minutes. This makes it harder to keep track of athletes that might be getting lapped, but seems to be a popular idea among coaches.

Consider holding races in the morning – most coaches expressed frustration that the Fairbanks races were held late in the afternoon.

Have courses/venues set up with course markings well ahead of time, if possible.

Create a Snowshoe twitter feed that coaches can follow, as a way to communicate information throughout the week.

Important to give coaches advance warning of specific details of course design. For example, if the course has a single-track section, or powder section, or steep hill section. Coaches want to know this on day-one. Following the current technical package, the course can be along any route, for the most part. However, some coaches don’t think that courses should include steep up-hill or down-hill sections. Important to reference technical package.

We used zip-ties to mark the snowshoes on the first day. Checked shoes/mukluks only on day one.

Equipment check on subsequent days involved only weighing the shoes.

We used survey whiskers to mark lanes of track (100m section only), and entire perimeter.

http://www.fullsource.com/presco-w6-o/. Used screw driver to create hole in snow and then just stuck whiskers in.

Used alley starts for 2 heats of 400 and 1 heat of 800, on a 6-lane track. Worked well and coaches liked it.
Sport: Soccer

Sport Chair: Kip Harmon- kip_harmon@yahoo.com. 907-474-3456

Committee members: Jeannie Phillips, Linda Burke

Head Official: Paul Winders

1) Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.

We began initial planning in October of 2012. My first goal was to appoint a Workforce Management Coordinator (Jeannie Phillips) then to appoint a Results Manager (Linda Burke). Linda was secured early in the process and Jeannie was recruited in the summer of 2013 at one of our volunteer recruitment events at Pioneer Park. We slowly built up a database of volunteers and when GEMS was put into operation we filled the available slots rather easily.

2) What areas did you find the strongest in your tournament games week?

Event Management. Every game in the preliminary round (71) started on time. The only way to keep things moving was to insure prompt sweepings of the floor at halftime and between games and warm-up periods that ended at 2-minutes till the top of the hour.

3) What areas did you find to be the weakest in your tournament games week?

Hard to get a hold of sport manager/support personnel when I had pressing questions or supply needs.

4) What support/tools were provided to you that were most beneficial?

The volunteers throughout the week were amazing.

5) What support/tools do you wish you had had to run a better tournament?

One “go-to” person that I could get a hold of whenever I needed something.

6) Recommendations for the Technical Package that you think should be added to better the competitions.

Less vagueness in the wording and more specifics. There were far too many generalities in the technical package and a number of times we simply had to refer to FIFA rules for administering decisions.

7) Please provide recommendations for future games.

In AWG years where there are a large number of sports, I would recommend multiple assistant sport managers to work under the lead sport manager. The games this year had one sport manager and one assistant for 20+ sports and it simply spread them too thin. I think that for larger games like this that you need a lead sport manager, and assistants that can help coordinate no more than 4-5 sports each. It would help in workload and communication.

I would also re-evaluate the VIP lounges. The one in our venue was seldom used and seemed to be a general waste of space. The volunteer lounge (where coaches and volunteers gathered) was too crowded and we could have easily used more space that was occupied by a
mostly empty VIP lounge. The term VIP needs to be better defined and with a purpose of what it's for.
Sport: Speedskating

Sport Chairs: Amy Fitzpatrick - skaters@acsalaska.net and Buffy York-Dewitz-kyork7@alaska.net
Venue: Carlson Center
Head official: Hence Bollinger

1. Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.

We actually started meeting a year and a half ago to start learning about the process. We were given maps of the venue and were told where the different groups would be located. Our venue was the Carlson center which is used for a lot of community events and pretty much had most everything in place. Due to the ongoing hockey season, we were unable to get into the Carlson center in a very timely matter to mark the ice and place pads around the boards. The things I was involved with were getting surveyors to be able to make the ice when the ice steward showed up. I made sure we had surveyors about 2 months prior to the event. Amy organized getting the pads moved up from anchorage and I helped with getting the pads to the patty center where we practiced and then back to the Carlson center. Most of that duty went to the venue volunteer who was helping with set up and take down.

2. What areas did you find the strongest in your tournament games week?
The Carlson Center staff was wonderful in helping us get what we needed. The AWG’s volunteers were wonderful and pitched in wherever we needed them. People finished with their jobs and assisted with other people who needed the help. The technical; portion of the speedskating event was amazing with all the officials. They clicked and were a great team. There were a few glitches in the results and the coaches and officials met to come up with a plan and all was good. I saw an incredible cooperation the whole week. The AWGs staff was amazing in their support of us at the Venue, Someone always answered us and helped out.

3. What areas did you find to be the weakest in your tournament games week?
The weakest part of the event was the fact that we could not get on the ice to mark the track due to the hockey games. That is not anyone’s fault- just the timing of the events.

4. What support/tools were provided to you that were most beneficial?
We were given phones with the phone numbers already in the phone. We were given plenty of written materials to have on hand in a notebook. We had an opportunity to interface with chairs on the committees that we would be working with. We had one point of contact to go to if we needed help. The IPads they gave us were great and it was amazing to have all the anthems on them so we just had to hold a microphone and play them during the medals ceremony.

5. Recommendations for the technical package that you think should be added to better the competitions.
I believe the officials will recommend that the track be 100m rather than the 111m. At the meeting with the officials and the coaches, this was discussed.
6. Please provide recommendations for future games.

I would like to recommend that at future games that medical be at the venue but also at practice sessions. We practiced at another site and I feel medical was warranted there for safety. Per the results person, I would recommend that the results people have a visual to the events.
Sport: Table Tennis

Sport Chairs: Diann Darnall diann.darnall@gmail.com (907) 479-5421.
Committee members: Chirk Chu- Computers, Carol Johnson- Volunteers
Head Official: Gregory Chan, Winnipeg, Canada
Venue: Hutchison High School

1. Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.

Here are the highlights for the Table Tennis AWG Tournament

1. March 2012: visit AWG Table Tennis Tournament in Whitehorse.
3. August 2012: Begin Monthly Sport Chair Meetings with Holly Odegard.
11. June 2013: Carol Johnson added as Co-Sport Chair.
22. February 9, 2014: Begin month long official and scorekeeper training.
23. February 16, 2014: Held a practice tournament as a dry run for the Games
24. February 21, 2014: Ordered Umpire Shirts from Santa’s Stitches.
25. February- March 2014: OmniPong tournament program practice and training.
27. March 2, 2014: Set up and repaired scoring tables.
29. March 14, 2014: Set up Venue 6:00-9:00pm.
31. March 22, 2014: Take down and moved equipment from Hutchison HS 10:00-1:00pm.
2. What areas did you find the strongest in your tournament games week?
The quality of our staff and volunteers was awesome. They came on time, filled in where needed, and were very professional. We also had good support with medical, security, lunch staff, and custodial. We also had professional, up-to-date equipment. Thank you!

3. What areas did you find to be the weakest in your tournament games week?
Early in the week we were delayed a little with the building not opening when we expected it to. That was corrected and it went smoothly after that.

The lighting in the gym was not up to the standard for the sport. We were aware of the lighting ahead of time, but we were unable to correct it before the tournament.

We also had some difficulty with printers and ended up with 2 printers one for ¼ sheets and one for full sheet printing.

The media liaison did not always identify him or herself to the sport chairs. On at least one occasion the person did not wear identifying jacket.

Posting the results boards on the Hutchison walls was a challenge because the walls were constructed with uneven surfaced concrete blocks.

4. What support/tools were provided to you that were most beneficial?
The high quality of equipment: TT tables, barriers, and chairs were awesome! Having the lunch meals at the venue, the signage was great, and the backup computer/printer support was important. The continually running buses were invaluable in getting athletes and coaches back and forth. The officials benefitted by on-call transportation. Having a secure place to store our tables on site was a blessing.

5. What support/tools do you wish you had had to run a better tournament?
Better lighting in the gym. The school district measured the lumens at 312. However, an umpire measured the lumens during the tournament at 167. They should have been a minimum of 900.

At the sport chair meetings we understood that we would have the use of radios to easily contact others in the building. Radios would have facilitated contacting custodial services in the building.

6. Recommendations for the Technical Package that you think should be added to better the competitions.
It would be great for this sport to give two bronze medals. Because of the dominance of two teams, rarely do players from other units get to go home with a medal. The TT coaches support this change to give two bronze medals.

7. List the decision of why or why not you chose to sanction your sport?
To have a sanctioned this tournament, it would have cost more and most of the players do not have ITTF ratings, so it would be more work and cost more for no benefit.

8. Please provide recommendations for future games.
The daily practice and match schedule used in 2014 was the best yet for the players and coaches. We hope that will continue.
The players wore their assigned bib numbers on their backs, which was very useful to avoid any errors in playing with the correct opponent on the assigned tables. This was the first time to use the bib numbers.
Sport: Volleyball

Sport Chair: Aisha Tinker Bray 907-388-0185 cell; jabrayak@gmail.com
Committee members: Jason Calquhoun

Head Official: Kim Killion-

Venue: West Valley High School – Randy Smith Middle School

1. Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.
Volleyball tournaments are pretty standard so it really came together in the last month as we finalized all the systems and rules and confirmed volunteers.

2. What areas did you find the strongest in your tournament games week?
The volunteers were awesome.

3. What areas did you find to be the weakest in your tournament games week?
GEMS volunteer system.

4. What support/tools were provided to you that were most beneficial?
None.

5. What support/tools do you wish you had had to run a better tournament?
Better volunteer signup and communication system.

6. Recommendations for the Technical Package that you think should be added to better the competitions.
The technical package should incorporate the rules for determining who makes the semi-finals and tie-breakers for various scenarios (i.e., different numbers of teams) so it doesn't change with each host society. There is no standard in international rules and the double round-robin style makes AWG's unique.

Decrease the maximum age one year to disallow college age players.

Allow two coaches on the bench. This allows one coach to focus on the floor and one to talk to and assist players during play.

7. Please provide recommendations for future games.
Clearly identify who has the authority over what positions between the sports chair assigning and the head official before the games so the roles are very clear.

Remember to schedule time for the officials v. coach’s games. It’s a tradition.
Sport: Wrestling

Sport Chair: Eileen Dubowski emdubo@gmail.com

Head Official: Steve Robb

Venue: North Pole Middle School

1. Summarize when you started planning your venue/tournament along with a brief timeline of events involved in your planning/organizing process.

I started planning about a year before the event. I thought about who would be good volunteers for running the table, scoring, timing, announcing, recording the results, etc. Then I talked to the people I know who are involved in wrestling and encouraged them to sign up to volunteer.

A list of supplies was developed and what we could not borrow from the schools was ordered.

Decided to use trackwrestling for pairing the wrestlers and set that up.

Wrote letters to local businesses to provide lunch for the all-day volunteers.

2. What areas did you find the strongest in your tournament games week?

My volunteers were on time and knowledgeable about the sport. That was so helpful because then I could concentrate on any other issues that arrived. Also it was great having an administrator and custodian from the school available.

3. What areas did you find to be the weakest in your tournament games week?

Being so far away from town we had very few spectators.

4. What support/tools were provided to you that were most beneficial?

Training in gems was helpful to get the volunteers organized. David Lorring was very helpful to me because he had attended other arctic winter games and knew what was needed.

I think the most productive time was when we met with every chairperson at pioneer park civic center and figured out what jobs they would do compared to what i had to do. It relieved a lot of stress for me.

5. What support/tools do you wish you had had to run a better tournament?

I am pleased with the way everything went.

6. Recommendations for the Technical Package that you think should be added to better the competitions.

This was addressed at the technical meeting. There is a discrepancy with the girls' weights and most felt that we should have the same weights.
AWARDS COMMITTEE REPORT

Structure and Organization:

3-person committee, Chair began working 18 months prior to games, assistant came on board 12 months prior and additional member came on board 3 months prior.

Tasks were not divided until 3 months out. Committee chair chose to do most of the work up until 12 months prior, and then asked for help from assistant on small tasks. The bulk of the work was done when all 3 of us began meeting bi weekly to create “job descriptions”, input tasks into GEMS, assigning volunteers and volunteer training.

Plan and Projects Implemented:

We took recommendations from the 2012 Games when planning our distribution of medals. My two members also volunteered to cover any “open” shifts, so they were very much involved in the “job description” phase of the volunteers. Creating a description of how the ceremony was supposed to go was the hardest task. We did a few “mock” ceremonies at different locations, but we knew each sport would have its little glitches and the volunteer would need to adapt.

Creating Awards Buckets: Quite the task, but necessary to make the distribution of medals for each ceremony work smoothly. Coach’s medals were confusing, but Ian’s email 6 months earlier made it clearer. There were no “gold” “silver” “bronze” medals with “COACH” written on them (used for team sports). We put medals in a small Ziploc with day and competition on them i.e. Monday, Juvenile Boys and then that Ziploc went into the Cross Country Bucket. Each sport had its own larger bucket, where only the medals for that sport were located. We then created “day buckets”, so only that day’s medals went in, along with flags, CD of anthems, ceremony description and names of VIP/Youth Champions that would assist. The volunteer at the distribution center would get the “day” bucket ready for the next ceremony. Team sports were at the end of the week, so their buckets were ready all week. We purchased nice wooden trays for team sports and had pillows for individual sports (to hold medals).

Games Week: I was responsible for opening and working with the 1st shift at the “distribution center”; this is where all medals buckets were stored. The other two members were on call for 4 hour shifts the remainder of the day 1-5 pm and 5pm – 9pm. Since award ceremonies were going all day, 12 hours was a typical day of coverage.

Challenges Faced:

Working with some of the Sport Chairs (who were not at meetings). I began attending sport chair meetings 3 months prior to games week, to explain my role and ask for open communication about their understanding of the award ceremony. A few chose to not communicate at all and some wanting to take over the assigning of volunteers. Most understood my role and knew I had the “awards ceremony” taken care of.

Award Ceremony Schedules: I based my volunteer schedule on the most recent sports schedule. When times changed or sports were completed earlier than anticipated, I had problems adapting at the last minute. I was working with 3 different volunteer groups, my adult volunteer, youth champions (who helped carry flags and medals) and VIP’s. If a ceremony time changed, I had to communicate with multiple people to make sure all volunteers were there. A few times ceremonies happened without anyone other than my adult volunteer.
**Recommendations:**

Have more committee members (6 would be good)

Do not let the sport chairs tell you what to do; you are in charge of the awards ceremonies.

Begin attending sport chair meetings 6 months prior, so all chairs are aware of your role and know you have things covered.

Divide the distribution center by outdoor sports and indoor sports. Most outdoor sports were at the same location, so medal buckets can go to that location (if that is the case in future games). Would have saved traveling time for the volunteers and made us more aware of time changes.

Get plenty of flags. Many sports had multiple people from the same contingent on the podium and they wanted a flag behind each of them. i.e. Cross Country Skiing – Alaska

Create a 3 ring binder with all volunteers’ profiles and what days/times they are working. That way you have their contact info at all times. Each committee chair had a binder, along with one at the distribution center.

Schedule volunteers to be at location of ceremony at the end of competition, they might have to wait around, but better than being late.
ACCREDITATION COMMITTEE REPORT

Committee Members

Dan Kuhnert - Chair

Ashley Johnston – AWGHS Staff Support

The Arctic Winter Games Accreditation Committee was tasked with printing, laminating, and disseminating all accreditation badges for the 2014 Games. In order to accomplish this objective, the committee was formed using approximately fifty pre-games volunteers.

The committee was able to print, laminate, and catalog approximately 2,000 badges in a six hour period, utilizing fifteen volunteers. In order to accomplish this objective, we utilized three laptops, three laser printers and three laminators.

Below is a list of procedures that worked out well for the committee:

- Participant badges were printed approximately five days prior to contingent arrival – this allowed the chefs to go through badges to ensure accuracy
- Staffing for badge handout at volunteer events was successful and approximately 75% of badges were able to be handed out prior to the opening games weekend
- Staffing during the games (after opening weekend) was able to be handled with two to three volunteers per shift

Following is a list of recommendations for accreditation changes:

- Badge categories should be created in order to avoid confusion. If each badge type has three or four levels this would simplify the educational process for everyone – an example would be providing silver, gold, and platinum badges for VIP’s. Each level would have a set amount of access and privileges that cannot be modified. If a VIP needs changes to the badge, then a change of badge level would be needed (upgrade from silver to gold, etc.). Badge types should be defined prior to M2. One of each badge type should be printed so that everyone involved with registering groups understand clearly what access each badge level will give.
- Background checks for volunteers need to have a definite cutoff date. This date needs to be prior to handing out any volunteer jackets, shirts, or other volunteer materials. It becomes difficult to deny someone the ability to volunteer after they have already attended a volunteer rally and received their volunteer materials.
- A clear plan of badge handout and accountability needs to be put into place. The accreditation committee should be responsible for maintaining control of all badges as well as assuring that all badges have been disseminated.
- Volunteers should be required to upload their own photos for their badges. Perhaps entering into an agreement with a local office supply store that takes passport photos would be beneficial. The issue we faced is that many people thought a professional photographer was taking photos and thus they opted to have the “pro” take their photo at a volunteer rally. While it is understandable that there are some who don’t know how to
take a photo, we found that even people who are of the younger generation were getting photos taken at the rally.

- Volunteer scheduling must be finalized prior to badge printing or access issues will be insurmountable. Approximately 800 badges were reprinted due to late scheduling that necessitated badge changes. This was a waste of resources and time that was easily avoidable.
- A contingency plan needs to be established well ahead of the games. The "just in case" scenario that could happen, needs to be planned for. This should be set up months before the games start and practiced so everyone is aware.
PROTOCOL COMMITTEE REPORT

Introduction

The main job of the Protocol Committee was to manage flag requirements, displays and retrieval. A supplementary responsibility was to verify the correct name pronunciation, forms of address and seating arrangements for dignitaries. While the Arctic Winter Games International Committee (AWGIC) Staging Manual provides information on flag display order, it is important to note that the correct display order for marching flags into a venue is different than the display order for hanging flags. This committee’s work began in December and concluded after Games’ Week.

Structure & Organization of the Committee

The committee, in this case, was composed of one person, the committee chair (Helen Renfrew; hrenfrew@explorefairbanks.com; 907.322.8145), who received help from a number of different volunteers, most of whom were recruited individually as the need arose. There was considerable interaction with the AWG staff person in charge of facility set up. Volunteers were recruited to help count initial inventory, put together flag sets, install flag sets, dismantle flag sets and perform a final inventory.

Plan & Projects Implemented

Flags:
The Host Society determined which venues would have full flag displays. Discussions took place with each sport chair to discuss flag set placement based on diagrams they had of their venues. At these meetings, some of the sport chairs requested displays on flag poles, rather than hanging sets. Physical site visits were arranged for the AWG Facilities staff and the Protocol chair to evaluate the placement locations suggested by the Sport chairs, and pictures were taken. A set up schedule was determined; the schedule and photos of where the sets would be hung were then emailed to the Sport chairs and the venue representatives for concurrence.

There were 12 flags (with the host society flag) to be displayed. With two inches (5cm) between each flag, each set required almost 39 linear feet of display space. In order to make sure that the flags would be placed at the venues in the proper order, we determined that the best course of action would be to pre-assemble the sets. This was done using ¼ inch cord cut into 45 foot lengths. Flags were attached to this line using zip-ties pulled very tightly to eliminate slipping. Three zip-ties were used per flag for indoor sets and five zip-ties were used per flag for outdoor sets.

The flag sets were delivered to the facilities with extra zip-ties, a diagram (see appendices) and the cell phone number of the Protocol Committee chair in case questions arose. Flags that were displayed on flag poles were also delivered with the flags already fastened to the poles, a diagram of the proper display order and the cell phone number of the Protocol Committee chair. The committee chair visited each location after the scheduled set up time to verify that the sets were hung correctly and that the flagpole displays were in the correct order. After the games,
volunteers brought sets back to the AWG Host Society Headquarters, dismantled the sets and inventoried all flags in preparation for sending them along to the next Host Society.

Needed supplies:
- Enough of all of the flags plus a couple extra of each
- Flag poles
- Flag stands
- Line for sets
- Zip-ties (2,000)
- Wire snips

Dignitaries:
The committee chair received a list of the dignitaries that would be in attendance at the games, and met with the Chefs upon their arrival in Fairbanks to make sure that the titles and honorifics on the list were correct and to ask for the proper pronunciation of the dignitaries’ names. Phonetic pronunciations were written down and communicated to the AWG staff liaison for the VIP committee.

Challenges Faced

There were challenges faced that could potentially be encountered by other host societies, as well as ones that were unique to this venue. None of these challenges were insurmountable, but being aware of them in advance will help in the planning & scheduling processes.

- Mistakes in original flag inventory
  - Many of the contingent flags look similar, have similar color patterns, and are of varying sizes. Double-check all “inherited” flag counts & sizes.
- Changes in venue placement without communication
  - It’s important that the facility contact, the Sport chair, the AWG Facilities staff and the Protocol chair are in communication about what goes where in each space. Each person has a different set of priorities, and it is best to address all of them when everyone is together.
- Outdoor venue placement
- Tight timelines based on facility availability
- Sourcing equipment to hang flag sets when the facility didn’t have a lift
- Flag sizes & availability
  - The USA flag does not come in a 3x6 (90cm x 180cm) size. The options are 3x5 (smaller than all other flags) or 4x6 (larger than all other flags). This will be an important consideration the next time the Games come to the U.S., but won’t cause any challenges in other host countries because the U.S. flag is not used.
  - Some contingent flags may be difficult to source and receive in a timely manner.
Recommendations for Future Host Society

- The Fairbanks Host Society arranged for a training session in December which included a “speed-dating” portion. Every committee chair had an opportunity to meet with every sport committee chair. This opportunity was invaluable for initiating contact.
- It is recommended, if possible, venue site inspections take place with the venue representative, the facilities set up staff, the sport chair and the protocol chair and photos be taken.
- Count your flag and supply inventories early. Make sure that orders are placed so that materials arrive at least two months before Games Week. Putting together flag sets used the vast majority of time required for Protocol Committee work.
- Pass along information regarding the correct way to display flags. This information should not have to be recreated each time the Games are held. Correct protocol for displaying flags is often not intuitive and incorrect displays can create problems at home and with other contingents’ attendees.

Attachments

Attached are pictures (the PowerPoint slides can be manipulated to suit your needs) of the contingent flags. They are labeled so it is clear which side is up, where the flag pole (if used) should go, and the correct way to display the flag, whether horizontal or vertical. **The order of display will be different for your Arctic Winter Games.** There will be changes in order, based on the presence or absence of the host country, the host community, the host contingent and the host society flags.
ENVIRONMENTAL COMMITTEE REPORT

Collection of Recyclables

Fairbanks 2014 Arctic Winter Games collected 8,156 pounds of plastic, aluminum and paper and 3,300 in organics for a total of 11,456 pounds of recyclables.

During the Games at athlete housing and sports venues, Environmental volunteers - also known as the “Green Team” - collected 7,000 pounds of recyclables. Collections were limited to plastic bottles #1 and #2, aluminum cans, and paper/cardboard with no food residue. Two partners were invaluable in this collection process. Alaska Waste contributed the roll-off dumpster stationed at Lathrop High School and provided the daily transportation of one full-to-the-brim roll-off of recyclables to the Fairbanks Rescue Mission. The Rescue Mission processed all the recycling. According to the Mission, the recyclables had “little to no contamination.” This outcome was due to the conscientiousness of volunteers, Lathrop High School kitchen staff, the athletes and guests as well as community members. During the week of the Games, volunteers noted progressive improvement in the placement of recycling in the correct bin. In addition to this collection during the Games’ week, Arctic Winter Games staff took 1,156 pounds of recyclables to the Rescue Mission before and after the Games.

Volunteer Jeff Yarman worked with Fairbanks North Star Borough School District’s Nutrition Services Director Amy Rouse to collect organic waste. In tandem with the Lathrop High School kitchen personnel, Jeff collected a total of 3,000 pounds of organic waste to be used as garden compost.

ARCTIC WINTER GAMES RECYCLING REPORT - POUNDS COLLECTED

<table>
<thead>
<tr>
<th>Organic Waste from Lathrop HS Kitchen</th>
<th># OF POUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer Jeff Yarman</td>
<td>3,300 ORGANICS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recyclables (plastic, aluminum, paper)</th>
<th># OF POUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collected from Volunteers and AWG Headquarters</td>
<td>8,998 RECYCLABLES</td>
</tr>
</tbody>
</table>

12,298 TOTAL POUNDS COLLECTED

Volunteers

The Green Team had hundreds of passionate volunteers who willingly and literally “got dirty” to get the job done. Many individual volunteers took care to educate other volunteers and guests as well as diligently sort through the recyclables on site. Volunteer groups also pitched in for the recycling effort, including Adult Learning Programs of Alaska (ALPA) and North Pole High School Junior Reserve Officers Training Corps (JROTC). The Environmental Committee volunteers consisted of individuals committed to recycling, counting representatives from Alaska

**Partnerships**

Kinross Gold Corporation-Fort Knox Mine was the sponsor for the recycling efforts during the Games. Kinross’ slogan was featured on all the posters on the bins: “Athletes go for the gold. We’ll take care of the green.” The Environmental Committee applied for and received a grant from the Fairbanks North Star Borough Recycling Commission which facilitated the establishment of the Legacy Recycling Project. The combined forces of Alaska Waste and the Fairbanks Rescue Mission made possible the successful collection and processing of the recyclables during the Games. The Mission’s website explains: “Recycling is good for the environment and for our city. When you recycle with the Mission, you are doing more than just recycling materials! You are helping us provide shelter, meals, and clothes for our residents, as well as job training.” Specifically, the Mission uses its “Green Collar Jobs Program” to create an employment environment in which participants are trained to run the Recycling Center. Alaska Waste donated all their services for the recycling effort. Alaska Waste also donated the use of about 60 recycling bins that were placed at high-volume sites. The University of Alaska Fairbanks sited its own bins at the on-campus venues. Interior Alaska Green Star provided support throughout the Games in addition to scripting the video. Fairbanks North Star Borough Parks and Recreation’s employees from Pioneer Park delivered all the bins to each site for the Games.

**Recycling Video**

Explore Fairbanks teamed up with Interior Alaska Green Star to produce an educational video that featured the spokesperson for the corporate sponsor Kinross Gold Corporation-Fort Knox Mine as well as the AWG mascot Raavee. View the video at [https://www.youtube.com/watch?v=VAHNNuTWNW4](https://www.youtube.com/watch?v=VAHNNuTWNW4). The video is currently being re-worked for the Legacy Project.

**Legacy Project**

The Environmental Committee went beyond the mandate to recycle at the Arctic Winter Games venues by establishing a Legacy Recycling Project. The intent of the Legacy Project is to use the games here in Fairbanks as the impetus to encourage more public-oriented sites to offer recycling to their clients. With monetary contributions from Kinross Gold Corporation-Fort Knox Mine and the Fairbanks North Star Borough Recycling Commission, AWG purchased 26 three-bin indoor units and 18 two-bin outdoor units for a total of 44 recycling bin units. These bins are to be permanently located at facilities owned by the Fairbanks North Star Borough, such as Pioneer Park, Birch Hill Ski Area, and area schools, as well as non-profit organizations open to the public, such as downtown-based Project Fairbanks and the Morris Thompson Cultural and Visitors Center. As part of the purchase, one private-sector business – Hampton Inn and Suites – bought two three-bin units for use at the hotel. The Environmental Committee through the assistance of Interior Green Star plans to educate those organizations and businesses on the other costs associated with recycling - such as sorting and collection, the resources available for recycling hauling/drop-off and disposal - so that they can make an informed decision on recycling at their facility. The legacy bins will feature signage that includes a community brand for recycling. By the end of the Games, several nonprofits and businesses
communicated with committee members they were interested in having their own bins. The committee is foreseeing that, beyond this initial Legacy Recycling Project, there may be a Phase Two of the project.
Arrival and Departure

Committee Members -

Airport Operations
Aircraft fuelers
Local ground handler/airlines
Customs and Border Protection (USCBP)
Transportation Security Administration (TSA)
Airport Concessionaires (food/gift)
Air Traffic Control Tower (ATCT)
Occasional/ad-hoc members: Transportation committee, Bus Company, entertainment, welcome-sendoff committee, security committee, language committee

1 year prior

• Establish committee
• Research any rules and deadlines for
  o Firearms (biathlon)
  o Cultural items with restrictions (items made with or from animals)
  o Passengers with concerns about admittance due to criminal records
  o Visa and passport requirements
• Determine procedure and regulatory deadlines, add a buffer month and disseminate information to chefs.

6 months prior

• Determine airport location for flight arrivals and departures. Consider where passengers can be processed by USCBP and TSA as well as whether the sleeping bags and credentials might be issues at the airport and the ability for busses and luggage vans to access the area. An FBO or hangar may be ideal for AWG but the passenger terminal may be required.
• Estimate any additional staffing needs for federal agencies (USCBP and TSA) to process USCBP flights and work with agency leadership, politicians, if needed, to ensure staffing will be there.
• Determine deadlines and requirements for FAA and USCBP landing rights/bonds/operating permits.
• Estimate maximum passenger throughput based on staffing and equipment/gate constraints for arrival (airport, ground handlers and USCBP) and departure (airport, ground handlers and TSA) and considering extra passenger traffic arriving via scheduled carriers in addition to chartered AWG aircraft.
• Establish a deadline (3-4 months prior to games worked well) for submittal of charter flight info to the committee and information required. After submittal, the committee began working directly with charter airlines on aircraft/airport specific requirements and kept the chefs in the loop.
  o Arrival and departure times/dates/routing
  o Ferry flight/RON info
  o Estimated passenger and crew counts-all legs
  o Airline name and charter contact information (email address and phone)
  o Aircraft type
Any known needs (upper deck loads, dog teams, engine starts, etc.)

- Compile available aircraft servicing requirements/resources and compile into an airport info kit for contingents to share with prospective airline/bidders when soliciting charter flights. Include the following:
  - ARFF Index and hours of airport attendance
  - Fueling requirements and contact info (payment, advance notice, etc.)
  - Lav, water, RON, heater, APU, A/P services, de-icing services available and how to arrange these
  - Requirements and options for catering, int’l trash removal, incineration
  - Ground handling (crew shuttle, paperwork, fee payment, etc.)
  - Deadlines and requirements for aviation authority (FAA) operating permits
  - Deadlines and requirements for USCBP landing rights/bonds
  - Requirement to ensure security rules are met for airline
  - How/when to request and confirm a landing slot at the airport. Mandate that approval from the committee must be obtained prior to finalizing charter flight times and that those requests submitted first shall be accommodated first. You’ll find everyone wants to arrive and depart at the same time and unless your airport has no screening or customs, you’ll want to ensure proper spacing

3 Months Prior

- This is where the work really begins. Receive proposed schedules from contingents/airlines. Convene committee to review and confirm flight times and/or reschedule until you have a workable plan for the airport, ground handlers, AWG, the airline, USCBP and TSA.
- Once confirmed, compile and share the schedule with your committee and others within AWG who need it to determine transportation, accommodations, language volunteers, greeters, security, etc. Expect the schedule to change right up until the week of the games, it will.
  - Work with airlines to determine security requirements. Some will require on-site check in, others require baggage screening, some only need passenger screening. Once determined, share this information with other AWG committees so they can plan for everything from firearms security to flag wavers.
- Work with other AWG committees to plan for passenger/bag transportation, credential issuance, sleeping bag issuance, and language volunteers in USCBP and TSA areas, signage, security, etc.
- Formulate a plan for baggage check in and boarding pass issuance for departure. We did off-site baggage check in and boarding pass issuance. We used color coded tags to separate luggage by flight/team and departure time. Make sure there is a commitment from the airline/ground handler or even this committee to have someone present at all times and locations check in will occur. Our welcome-sendoff committee volunteered to perform offsite check in and it went well until the ground handler/airline disappeared and no trained volunteers were available.
Formulate a plan for return of items left at the airport. Reasons include items that cannot go through security screening, lost items, items bumped due to aircraft weight and balance. We worked with AWG, sorted items by contingent, even had a volunteer at the screening checkpoint to sort/collect them and then turned everything over to AWG staff for mailing the day after departure.

Establish airport volunteer needs. Ours were few. We needed language volunteers at arrival for customs and departure with the screening checkpoint, a firearms volunteer to collect firearms and turn over to the security committee and a few security line volunteers to help sort passengers according to flight and to keep scheduled airlines operating on-time. Depending on the other committee’s involvement, you may need volunteers for check in and to tag/sort baggage.

2 Months Prior

Work with transportation committee to finalize and share a transportation plan to/from the airport. Include times, contingents, and where/when/how baggage will be tagged, accepted and delivered to the airport. Ensure this committee and AWG mgmt. is in agreement on the times for passenger delivery to airport to ensure time for closing ceremonies as well as time to process through the screening line. Make sure someone knows who is transporting the dog teams and how.

Develop final plan for how boarding passes and bag tags will be issued, who will issue them, that they are acceptable to the screening staff and how baggage check in, sorting, screening (if necessary) and transfer to aircraft will be accomplished.

Work with security committee to ensure there is a solid plan for firearms transfer, tagging and loading onto aircraft.
1 Month Prior

- Send detailed information to charter airlines. Include contact information for them to be able to ask airport questions of the committee. Develop and share an informational sheet for flight crews who might not be familiar with the airport. Include an aerial with taxi routes, follow-me assistance, expected parking areas and frequencies for ATC/fueler/airport/ground handler/de-icer, etc.
- Confirm with each individual airline and federal agency that all required permits and approvals are in place for each charter flight.
- Know and track who is ground handling who, ensure required trash and catering arrangements are being made and that the airline is actively working on bonds, crew visas, landing rights and security approvals in order to operate their flight.
- Assign gates to AWG flights, develop contingency plan for irrops and gate swaps. Share information in a ‘timeline’ with all involved committee members, airport staff and AWG. Include all flight arrival information, volunteer and performer locations and times, bussing schedules, etc.
- Solicit committee members to visit chef meetings during AWG to discuss departure procedures and answer questions.
- The committee met at least weekly during the final month

Games Week

- Final pre-games meeting to:
  - Exchange games week contact info for committee members, airlines, key AWG committee leads and chefs.
  - Go over any last minute changes to the plan
  - Confirm everyone has the support they need to be successful
- Hold a final meeting mid-week of the games to adjust the departure plan as needed and to ensure committee members going to chef briefings had the latest information on departures.
- All committee members present at the airport during arrivals and departures to see all their hard work and planning pay off.
- Be ready to jump in and help (sometimes for 12 hours at a time) if something goes sideways.


Warehouse

The Host Society secured storage space in March 2012 with five – 40 foot metal conex units. These conexes were used to store the items that were bought from the Whitehorse Games including signage, bunk beds, mattresses and many other items. The Host Society had five conexes of items from Whitehorse. These connex units were stored on Fairbanks North Star Borough Property.

The Host Society secured Warehouse space in July 2013. There were two warehouses, one was donated (cold storage) and one was leased on a monthly basis (warm storage). The cold storage was 2,500 square feet. The warm storage was 5,000 square feet. The conexes were downsized and only 3 were moved to the same location as the warehouses in August 2013.

All items in the warehouse and conexes were sold during April and May 2014 and the warehouses and conexes were returned to the owners at the end of May 2014.
**IT Committee Report**

For the 2014 Arctic Winter Games, the IT Committee was greatly aided by the fact that all of the Mission Offices, all of the Athlete Lodging, and most of the Competition Venues were held in School District facilities, which already had very strong IT infrastructure in each building, and had a large number of computers, laptops, iPads, and printers readily available. The School District was very supportive of the Games, including allowing the Network Support Manager and, to a lesser extent, some of his staff, to spend significant portions of their time in activities related to the Games.

The actual IT Committee was very small, consisting of Steve Smith and Robert Hingst. We served under the Board of Directors, particularly Jim Cobb, the Director of IT and Communications. Janet Cobb was the Communications Chair, and she was also assisted by Robert Hingst, who was a very busy man the last few weeks prior to the Games. The two groups were tightly coupled, with quite a bit of crossover and combined effort. This worked well, particularly since Jim Cobb took an active effort in both, and Robert Hingst was on both committees, and was in charge of both the IT Network and the Telephone system at the School District.

The IT Committee was active for over two years, starting a few months before the Games were actually awarded to Fairbanks. Most of the first year was spent gathering information about what the requirements were, and conceptualizing how it might come together. There were two major “milestones” that first year, which greatly enhanced our ability to accomplish our task.

1. Gaining the International Committee’s permission to deviate from the written requirement that all of the computers be IBM-compatible (i.e., Windows). It was determined that the Mission Offices had to have the Microsoft Office Suite, and the rest of the computers had to have Web Browsers, but the underlying Operating System was not mandated. This was successfully argued because the GEMS system is entirely web-based, was written to be compatible with both Internet Explorer and Safari, and because the Microsoft Office Suite provided all of the other functionality that was required, and the Office documents were completely compatible between the Windows and Apple Macintosh versions.

   This was of key importance because the School District computers were exclusively Macintosh.

2. The introduction of Tablet computers to use at the event venues to enter the results into GEMS greatly simplified the task of meeting that need, on two counts. The devices themselves are lightweight and portable (and relatively inexpensive), and they are universally equipped to connect to the Internet wirelessly.

   The IT Committee used iPads, primarily because the School District had a large number of iPads the committee could borrow for the Games, but any of the tablet devices would suffice. (The IT Committee chose not to use “smart phones” for this application because the screens were small, making the data entry tedious and error-prone.)
The School District had sufficient WiFi coverage and capacity in all of their buildings to meet the needs of Games and to facilitate the athletes’ use of personal devices, which was almost universal. We did encrypt the WiFi signal, and provided the athletes with the password. This was done primarily to prevent spectators from overwhelming the WiFi system, since it was highly likely that many spectators would attempt to stream video of the events up to the Internet. We had to ensure that the Results tablets had sufficient bandwidth. (The GEMS requirements are low, but still require some bandwidth; the streaming video applications could easily take 100% of anything we could possibly provide.)

There were several non-School District venues that required WiFi coverage for the Results tablets. One of the local Internet Service Providers (GCI) generously provided ample WiFi “hot spots” they named “Turbo Zones” for 5 of these venues. The provided free “open” WiFi for the public, and a password-protected separate WiFi facility for use by the Games (again, to ensure that bandwidth was available). In addition, they provided a “COW” (Cell On Wheels) facility inside the Carlson Center, a metal structure that is normally a dead zone for cell phones, but the week of the games had essentially unlimited bandwidth for cell as well as WiFi.

The IT Committee found a few locations that could not provide an adequate WiFi signal. These needs were met by placing a Verizon “JetPack” unit, which took in the new LTE service and put out a WiFi signal (which we again encrypted, as these devices have limited capacity). The committee found it very valuable to have extra JetPack units, which easily solved problems where a major hotel had inadequate bandwidth for VIP registration, and one of the sports committees set up an office in a concrete room to which the building’s WiFi could not reach. These units could have met the needs for the Results function at many of the other venues, although would not have met the public demand that the GCI “Turbo Zones” were able to meet.

One venue (Alpine skiing) was held at a remote location with no cell service. The Alaska Department of Forestry provided their satellite uplink trailer, which produced a WiFi signal for use at the venue.

Several of the event committees requested computers; some needed Windows computers, which the Borough government was able to loan the IT Committee; the rest just needed Internet Browsers, so School District laptops were suitable.

Key to this was an event that the Host Committee held about 4 months prior to the game, where Steve Smith (and all the committee chairs) were able to spend a few minutes with each event committee, to establish contact and to learn of special needs for (in Steve’s case) computers and printers. This GREATLY reduced the “last-minute” demands in the days before the games.
Telecommunications Committee Report

Structure & Organization

The committee consisted of Janet Cobb and Jim Cobb. Jim was asked to serve on the board just months before the games. Jim and Janet worked together on communications.

Plan

The plan called for 200 smartphones and approximately 50 landlines for the mission staff and other offices. The smartphones were to have email, text messaging, data plans and an electronic address book containing a complete Arctic Winter Games phone directory. A landline was designated for each mission office, security office, cafeteria, accreditation office, etc.

Phones Provided

Smartphones:

- Phones - Two weeks prior to the start of the games, the committee received the smartphones. They were a combination of 200 different used brands of smartphones (LG, Samsung and iPhones).
- Labels – labels were placed on the phone and also on the box the phone was stored in. These labels included the help desk phone number, number of the cell phone, and the name of the individual that the phone was assigned to. The Committee also included on the label a return address in case a phone was lost.
- One phone was kept as the technical support hotline for technology and phones.
- A google contact list was pre-configured into each phone.

Landlines:

These phones were provided by the school district. Since they use a VoIP phone system, it was easy to add a phone to whichever room needed them. This included the capability of providing rolling numbers for locations like the results center and volunteer coordination location where there was a need for four phones with one phone number. Landlines were also contained in the electronic contact list.

Challenges were minimal. Many users were not familiar with smartphones and needed assistance adding email or downloading an App. We would recommend surveying users to find out what type of phone they would like. Training was conducted for users that had phones they were not familiar with.

Recommendations for future Host Society

With the very short time allocated to spin up a completely new Results Center team, the Technology team worked very hard to help them. The Telecommunications Committee established a goal of 30 minutes between the end of an event and the release of the results to the public. While the committee did not make that goal every time, it incentivized our efforts each day. One problem that came to light late in the games was that the availability of some event’s results was not readily available to the athletes. The emphasis on using technology...
to meet the 30-minute release goal sometimes over-shadowed the need to provide those same results to individuals at the venue. At some of the events, athletes were not aware of the results until immediately before the medal ceremony.
Radio Communications Committee Report

In support of the Fairbanks 2014 Arctic Winter Games, the Games were supported by multiple state agencies to provide radio communications equipment, personnel and support. This event utilized the following equipment:

- 200 portable VHF radios (16 channels)
- 10 base station VHF radios (16 channels)
- 1 Mobile Dispatch Center – Emergency Operations Center
- RAPIDCOMM

Radios

AWG utilized a total of 200 portable radios that contained 16 channels of programming. These radios were loaned to AWG by the State of Alaska DNR-Forestry to maintain safety and security. They were delivered to each venue with a charger and spare batteries. The event also received a total of 10 base stations or radios that plugged into 110v with a larger antenna for functions that didn’t move or were stationary. These functions included Security Base and the Polyclinic. All radios issued were programmed identically and matched the Event Communications Plan. (See Appendices)

Frequencies – Channels

With the events being geographically separated throughout the Fairbanks North Star Borough, it was important that communications were available area wide along with the ability for personnel at each venue to communicate efficiently at the venue amongst themselves. Initially we were worried about coverage and the ability to communicate between venues based on the fact that there were many miles between each venue. To alleviate this concern, the State of Alaska allowed utilization of their statewide radio network, ALMR (Alaska Land Mobile Radio). This allowed for the assignment of a talkgroup (channel on the system) to the core functions; Medical, Security, Transportation and Administration. This allowed, for example, Medical to coordinate patients or medical incidents with the Polyclinic and allowed an open line back to the dispatch center for requesting additional emergency resources if needed. Area wide communications also assisted transportation personnel to communicate pick-ups and drop-offs throughout all of the venues.

Each venue was also assigned a local simplex (line of sight) channel for communications that were specifically contained to that venue. This allowed all the different functions at the venue to communicate together.

Additional channels were placed in the radio for special purposes including a local weather channel and Emergency Incident Command talkgroups. These incident command talkgroups were available to be assigned to an emergency incident occurring at the games allowing communications between AWG personnel and emergency responders.

Dispatch Center

A Mobile Dispatch Center was utilized to provide operating space for a total of 8 dispatchers staffing the event. Staff was scheduled on a one and a two person shift depending on the time of the day. The center was staffed 24 hours a day during the entire event. This dispatch center was the focal point for requesting emergency equipment or personnel, immediate game
changes or effects, and passing critical messages throughout all the venues. The State of
Alaska Department of Military Veterans Affairs / Emergency Management provided the mobile
dispatch center and one person working day shift to ensure all equipment maintained
operational.

RAPIDCOMM
The State of Alaska Emergency Management and DNR-Forestry provided a RapidComm that
was deployed to the Alpine skiing venue (Skiland) located the furthest out town. This unit
provided Wi-Fi internet access to timekeepers and administration personnel from AWG. This
unit was powered by shore power provided by the venue host. No personnel were needed to
staff the unit.

Staffing
A variety of volunteers were utilized in the Dispatch Center to staff the radios and phones. The
unit was supervised by a Communications Unit Leader. A Communications Technician was
utilized for problems and to provide assistance throughout all the venues as necessary. Both
staff members were provided by DNR-Forestry and were qualified by their Interagency Incident
Qualification System.

Problems
A few minimal problems were reported throughout the event. To mitigate these, a
Communications Technician was able to travel throughout the area and provide training,
troubleshooting and assistance.

If anything further is needed to make the next Arctic Winter Games a success, please feel free
to contact Jordan Halden, COML at the Division of Forestry (907).451.2810 or
Jordan.Halden@Alaska.gov
VIP Services
VIP COMMITTEE

STRUCTURE

The VIP Committee included the Sponsorship Manager, 2 co-chairs and 7 volunteer members. We chose to include sponsors in our definition of VIPs and grant certain VIP rights to them depending on their level of sponsorship. The VIP committee provided services to contingent VIPs, the AWG International Committee and sponsors prior to and during the Games.

The committee was formed in June of 2013 with co-chairs. Committee members were recruited in late 2013 and met for the first time in December 2014. The sponsorship manager and coordinator (AWG staff), exclusively, were responsible for the registration of all VIPs in the GEMS system for appropriate accreditation. This process was tedious and required a continued presence in the office in order to keep up with additions, deletions and changes to VIP registrations so it is not recommended that this task be given to volunteers.

PLANS AND PROGRESS

Under the direction of the sponsorship manager, the co-chairs were primarily responsible for sponsorship fulfillment which included VIP benefits. VIP benefits included access to VIP seating, parking, lounges and motorpool access. Also included were VIP bags and Arctic Winter Game jackets for major sponsors. All VIPs and major sponsors received tickets to opening and closing ceremony and in some cases the Cultural Gala as well as Super Passes to sporting events. These quantities were pre-determined by the management and AWG Host Society Board, working in concert with the AWGIC.

The VIP committee members were primarily responsible for soliciting items for the VIP bags, set-up and planning for VIP lounges and scheduling and staffing the VIP lounges during Games week.

SUCCESSES

• We had a lot of positive feedback from our VIPs and sponsors about the level of service that was provided for them during the Games.
• Lounges were welcoming and comfortable. In some cases, furniture supplied by a local furniture store was used and all lounges had food provided by local food establishments.

CHALLENGES

• Proper accreditation – Credential badges were printed giving some people access to VIP lounges and benefits that were not true VIPs
• GEMS workforce scheduling was problematic for the VIP committee co-chairs that were responsible for scheduling volunteers.
• Did not develop a good food distribution plan to lounges each day.
• Last minute planning of VIP seating and parking.
RECOMMENDATIONS

- Work directly with the accreditation chair to ensure that VIPs and sponsors receive the proper credentials as badges are printed. Also work with them to ensure that unintended volunteers do not receive VIP credentials.
- Develop a plan for food and drink distribution to lounges each day using volunteers. Much of this job was last minute and done by AWG staff.
- Develop a VIP parking and seating plan at least 2 weeks prior to the Games and identify volunteers to implement it. It was stressful for staff and volunteers to be taking care of it at the last minute, especially given the number of venues that were used in the 2014 Games.
VOLUNTEERS
Volunteer Services

Division Structure:
Volunteer Manager (Staff): Ashley Johnston
Project & Volunteer Coordinator (Staff): Tim McCleary
Volunteer Services Committee Chair: Kym Mukavetz

Sub-Committees:

Recruitment & Registration
Develop Community Outreach Plan and timeline to successfully recruit of 2500+ volunteers; Host volunteer recruitment rally events; Create Volunteer Registration Form and Volunteer Screening Guidelines with Security Committee; Provide Volunteer technical support for GEMS.pro website and registration process; Create and distribute monthly volunteer newsletter and other content

Volunteer Orientation & Training
Create volunteer handbook and training materials; Develop and execute general volunteer orientation sessions for all volunteers, including uniform distribution; Provide support for committee-specific volunteer orientations

Volunteer Scheduling
Build scheduling framework in GEMS.pro; Train committee chairs on scheduling module; Educate volunteers on scheduling process; Provide Games Week technical and scheduling support via Volunteer Hotline; Manage and deploy on-call volunteers during Games week

Volunteer Care & Comfort
Set up and monitor volunteer lounges during Games; Provide Games Week Volunteer Support via volunteer hotline and at Host Society Headquarters

Volunteer Recognition & Appreciation
Develop Volunteer recognition program – Uniforms, Pins, etc.; Host volunteer appreciation rally pre-Games and Thank You Party Post-Games; Create Planning Volunteer/Committee Chair appreciation gift and event
Recruitment & Registration Committee

Committee Members:
Ashley Johnston (started March 2013), Tim McCleary (started July 2013)

Timeline:
March 2013 - Volunteer Manager started with Host Society
April 2013 – Launch GEMS.pro volunteer registration form
December 5, 2013 – Launch Volunteer Background Check process
December 31, 2013 – Met 2000 volunteer registration goal
February 1, 2014 - Volunteer registration deadline

Recruitment

Community Outreach
The Volunteer Manager worked closely with the Marketing Manager and Public Relations committees to create an advertising campaign to recruit volunteers. Television, radio, print and web advertisements were used leading up to the February 1, 2014 registration deadline. Samples of these advertisements are included in the Volunteer Services Division Appendices.

Recruitment Events
In addition to providing an opportunity to volunteer at most every community event in Fairbanks over the 18 months leading up to the Games, we organized two large scale volunteer recruitment events as well as a series of small-scale events.

Winter Games in the Summer – July 28, 2013, Pioneer Park
We hosted a family-friendly public outdoor event where attendees could earn stamps in their “Passport to the Games” by trying the different AWG sports, and visiting stations related to the different AWG volunteer opportunities. Computers were available for people to sign up in GEMS.pro and prizes given for completed “Passports.”

Over 300 people participated in the event in the “Passport to the Games” activity, with more spectating and exploring. It was a great way to build local awareness and excitement and was met with a very positive response.

BP Volunteer Rally with Olympian Holly Brooks – Sept 13, 2013, Lathrop High School
We partnered with our Volunteer Program sponsor to host a “Volunteer Rally” event with special guest speaker Alaska Olympic Cross Country Skier and Team BP athlete Holly Brooks. The program also included athlete demonstrations (gymnastics & high-kick) and the unveiling of the 2014 volunteer uniform.

We sold AWG merchandise and provided food and live music, but the most important element of the event was the computer lab, where we had over 100 people register as new volunteers in the GEMS.pro system during the two-hour event.
The positive response and exposure from this event steadily bolstered our numbers.

Other recruitment initiatives:

**Volunteer Referral Program** – Provided incentives for current volunteers to invite friends

**Team Volunteering** – Meeting with employers, service groups, sport clubs and military units to provide opportunities to volunteer and be recognized as a “Team” of volunteers. When a community group was interested in volunteering as a team we would have them fill out a special form with basic information and availability/interests of the group as a whole. This was advantageous, because word spread quickly throughout the community that we were recruiting groups. We received a high volume of calls asking us to give presentations to a wide variety of groups in the Fairbanks area. The team volunteering program not only helped a great deal with volunteer recruitment, but it gave us the opportunity to spread awareness of the Games throughout the community. The group volunteering program was helpful to fill some of the tasks that required a large volume of volunteers at once.

**“Youth Champions”** – We invited local students and athletes (age 10-14) to apply to be volunteer “Youth Champions” during the Games. Their primary function was to represent our Community during the medal presentations and award ceremonies, but many sport chairs utilized these younger athletes in other roles like stick boys, ball shaggers and course forerunners.

They received a special Youth Champion uniform, orientation and accreditation badge.

**Community Events** – We set-up a booth or table at almost every local show or community event in Fairbanks. At these events we sold merchandise & recruited volunteers using a paper sign-up sheet with basic information. We took the names from the sign-up sheet and “pre-registered” them into the GEMS system. This method initially worked well, because it was quick and easy to sign up. These events made it easy to reach out to the community and get information about the Games out as well.

As the face of the 2014 Games at these events, we had to answer a great deal of volunteer questions throughout the entire process, making it very important to have at least one very informed volunteer or staff member present. This process was time consuming, but played an important role in keeping the volunteers and the public happy and informed.

**Registration**

**Process:**

Nearly one year prior to the launch of the GEMS.pro volunteer registration page in April 2013, the Host Society began collecting names and contact information of potential volunteers via simple web form and on paper at events.

Volunteers were not considered “Registered” and available to schedule during Games Week until they completed they 1.) GEMS.pro registration form, 2.) Passed the Security Clearance, and 3.) Submitted a photo for their badge.

The online volunteer registration process faced challenges, in that we asked quite a lot of our volunteers in the registration process. Our GEMS.pro volunteer registration form, while it provided a lot of useful information for the scheduling process, was overly lengthy and
sometimes intimidating to volunteers and did not provide much instruction. Our staff spent a significant amount of time fielding trouble-shooting calls from volunteers having issues with the registration form or their volunteer profiles.

**Security Clearance** - We also asked all Games-Week volunteers to complete a free security clearance process through the State of Alaska that was fairly simple in theory, but two issues made it difficult for both users and the host society. The first was that we were not given access to the background check system until December, which meant that we had only two months to successfully process background checks for 2200 volunteers. Secondly, the web-based background check system would not work in certain browsers, would not accept many signature attachment file types and often timed-out or failed to process without notifying the user. As the Games drew closer, we ended up having volunteers print and fill out the form by hand, which we then entered and uploaded to the web-based system.

**Youth Volunteers** (age 15-17) registered in the GEMS.pro system like adults. “Youth Champion” volunteers (age 10-14) registered via a short online form (outside of GEMS.pro) with their interests and sport affiliation. Parents of all volunteers under 18 were required to submit a parental consent form.

**Successes**

- Our Volunteer Manager and Project/Volunteer Coordinator were very hands-on and available in providing tech support and customer service to potential and registered volunteers.
- All of our volunteer recruitment planning, outreach and execution was done by Host Society staff. This worked for our team, given our shorter planning timeline, but establishing a recruitment committee with community members may have provided additional insight.
- Our Team Volunteering Program allowed us to get in front of dozens of civic-minded community groups. We presented volunteer opportunities to nearly 50 groups and were delighted to see many of them in gold volunteer jackets during Games Week.
- The volunteer uniform jacket was a great recruitment tool.
- The Youth Champions had a great time representing Fairbanks, a fun addition to the volunteer presence.

**GEMS.pro Successes**

- Once gaining access to the site, we used the GEMS.pro system for all aspects of volunteer registration. We used the data gathered from volunteer registration for everything from projecting uniform sizes to targeted recruitment efforts.

**Challenges**

- There aren’t any large scale multi-sport “Games” events comparable to the Arctic Winter Games in Alaska. This coupled with the fact that the Games hadn’t been held in Fairbanks for over 20 years meant that we had to do a lot to educate potential volunteers about the concept, why we needed volunteers and how they would be deployed.
- Neither the Volunteer Manager, Volunteer/Project Coordinator, or Volunteer Services Chair had attended a previous AWG – the perspective would have been very helpful in planning and recruiting volunteers.
• When we recruited volunteers at different trade shows or local events we had volunteers fill out a paper sign-up sheet with basic info so we could pre-register them into GEMS. While they were instructed that this was only a pre-register sheet, and that they would still need to complete an online profile, MANY volunteers thought that they had signed up completely and were done with the process until the Games occurred. It was also very difficult to read the handwriting on the sheets, and this lead to incorrect information and email addresses. Also, after a few months people would forget that they signed up in the first place. When we set up the GEMS system for volunteers to fill out their online profiles, we tried to email everyone on the pre-register list or call them when they didn’t respond to an email. We considered not having the paper signup sheet at events to avoid the confusion, but opted to keep it to gather potential volunteer contact information.

• We distributed monthly email newsletters to keep registered volunteer engaged, but in retrospect, twice monthly would have been better once we were three-four months out.

• The Host Society had five different Administrative Assistants, whose job it was to answer the phones and greet visitors. With so many new faces transitioning in and out, we were constantly training and retraining. An established frontline person to help answer volunteer questions would have been helpful.

• The Youth Champions program was a great public relations program and allowed us to involve younger athletes and families, but the deployment of these volunteers was a logistical challenge. Some of the “Champions” made prearrangements with Sport Committee chairs to volunteer at their venue, while other Sport Committees relied on Volunteer services to schedule their Youth Champions. It would have been beneficial to schedule the Youth Champions in a central database (like GEMS.pro) to avoid overlapping schedules and streamline communication.

• The group volunteering program, although ultimately earned us a lot of volunteers, was a logistical nightmare. We had the team select a “team leader” to be our point of contact in the group. This worked well when the team leader was motivated and organized, but if they were the opposite of that then it proved nearly impossible to work with them.

GEMS.pro Challenges

• Volunteers only had the option to reset their password and not get their user ID sent to their email address if they forgot that as well. We received a high volume of calls and spent a lot of valuable time looking up user ID numbers in GEMS, because people did not remember their 5 digit number or forgot where they wrote it down.

• No one on the Host Society staff had any familiarity with the volunteer side of GEMS.pro, so we did our best to teach ourselves and ask questions as we went.

• There was no “timeout” indicator or prompt to “Save or Apply Changes” while volunteers were filling out the registration form. And if the form did timeout and volunteers clicked “Submit/apply”, they weren’t given a confirmation screen, but they also weren’t told that something went wrong. This led many volunteers to believe they completed the registration when it had never actually been entered.

• Many people had trouble with the photo upload feature, depending on the browser they were using or photo file type. We were able to get around this by taking photos at our orientation events and offering to upload emailed photos to their profiles, but this was time consuming and delayed the accreditation process.
Recommendations:

1.) Hire a full-time GEMS.pro administrator, to field all GEMS.pro technical questions. There were many volunteer recruitment programs we hoped to deploy, but we spent too much time providing tech support to GEMS.pro users and troubleshooting system issues.

2.) Bring laptops or tablets to all recruitment events for volunteers to register online on the spot.

3.) Distribute printed materials that walk through the various steps of volunteer registration

4.) Start your security clearance process as soon as possible.

5.) Keep your volunteer opportunities generic, until you fully know what your needs are in a given area.

6.) Encourage your Committee Chairs to recruit their own volunteers for key positions, and as early as possible.

7.) Include contact information for your committee chairs online, so that eager and experienced volunteers can reach out to them directly.

8.) Add a Sub-Committee Chair and more members to the recruitment committee
**Orientation & Training**

**Committee Members:** Tora Henry, Rachel Sugrue, Mary LeBon, Kristi Long, Cheryl Keepers, Stacey Keesee, Angela Parker, Melanie Carrasco, Steve & Maureen Haagenson, Brigit Lawson, Jazzanne Fretwell, Pam Balster, Alice Myers, Judy Schiffler, Cindy Ward, Jackie Carlson

**Timeline:** Committee began meeting twice monthly in November through February 13, then via email to make improvements to Orientation processes after the first orientation.

**Plan & Projects**

**General Orientations:** The Fairbanks 2014 Arctic Winter Games Host Society conducted a series (6 days, 12 sessions) of General Volunteer Orientation sessions prior to the Games.

We opted to conduct the series of orientations, instead of one or two larger sessions to meet all schedules in the hopes of orientating the greatest number volunteers possible.

**Details:**

- These sessions provided an overview of the expectations of, and services available to all Games volunteers.
- All Games-time volunteers were required to attend one (1) of the General Volunteer Orientation Sessions if at all possible to be eligible to volunteer.
- Volunteers were required to pick up their 1) Volunteer Uniform and 2) Volunteer Handbook at one of these General Orientation Sessions in person.
- Each Orientation could seat approximately 300 people and lasted 1.5 hours, including check-in and uniform distribution.

**Orientation Procedure:**

Volunteers checked in and were ushered to the orientation space, where they had the opportunity to participate in a “get-to-know-you” activity for a prize and watch a short video before the training session started. Karen Lane, AWG 2014 General Manager, conducted a majority of the training, with input from our Security Committee Chair and Volunteer Manager.

Volunteers were then ushered into an adjacent room to provide their volunteer uniform deposit information, pick up their jacket and t-shirt, turn in their Code of Conduct and waiver, and have their photo taken (if needed).

Accreditation badges were available for pick up at the last two orientation sessions.

**Committee-Specific Training:**

There were several committees that needed to conduct supplemental or totally separate trainings for their volunteers, including Medical, Security, Catering, Transportation, Merchandise, Volunteer Services and more. The volunteer services division helped find and reserve venues, provided training materials and any other requested support services.
Volunteer Handbook

We produced a full-color pocket-sized volunteer handbook for all volunteers. We were grateful to have the 2014 Whitehorse volunteer handbook as a reference. We used a very similar content outline to the 2012 Games, updating the information to reflect 2014 Games procedures & policies.

GEMS use by committee

This committee used the GEMS database to pull a volunteer report for volunteer check in at the orientations. These reports included each volunteer’s registration status, which allowed us to remind them at check in if they still needed to submit a background check form or upload a photo.

Successes

- Our orientations went really well. Our volunteers appreciated having many sessions to choose from to meet their schedules, over 2000 volunteer were able to attend an orientation session.
- We had a very dedicated and hardworking committee that put in a lot of hours prepping for and hosting the sessions. Having an informed team we could count on was invaluable.
- The uniform distribution process went very smoothly, with 6-8 volunteers at each station.
- The orientations, while informative, were also festive and effectively rallied and empowered volunteers to fulfill their role as a part of the Games.
- Volunteers RSVP’d to the orientation they wished to attend via an online form. This wasn’t a requirement of attendance, but provided an idea of how many people to prepare for and whether we needed to cut off RSVP’s because we were getting close to capacity.

Challenges

- Having multiple orientations was appreciated by attending volunteers but required a lot of set up and take down time in February and March. By the last session, our Orientation volunteers were fairly burned out.
- Because we started hosting the orientations before the security clearance deadline passed, the printed check-in lists with registration statuses were out of date - meaning, for example, someone may have been listed as “security clearance requested” but passed the background check the day prior. We were always able to reconcile these situations, but they occasionally made for awkward conversations.
- Jacket deposits were extremely time consuming at the orientation and did cause some people concern, this should be thought through thoroughly if used in the future.
- Committees were responsible for taking the lead (with support from the staff) on any needed committee-specific training. Some committees did an excellent job preparing their volunteers for their tasks, while other committees provided little or no direction to their volunteers. This led to some frustration during Games Week for volunteers.

Recommendations

- Conduct more than one orientation session, but less than 12.
• Read through the training materials and planning resources from previous Games, these are great tools that save a lot of time and provide helpful direction.
• For many volunteers, the orientation was the first opportunity for volunteers to ask questions of the Host Society, including committee-specific questions. If possible, have committee representative, or at least their contact information available at every orientation session.
• Have several computers and volunteers with live access to GEMS.pro at check in and during uniform distribution.
Volunteer Scheduling

Committee Members: Ashley Johnston, Tim McCleary, Kym Mukavetz, James Davis, Stacey Keesee, Kelsey Johnston, Lisl Coady

This committee’s primary function was to schedule and provide scheduling support to committees and volunteers through the GEMS.pro scheduling module.

Tasks included:

- Build scheduling framework in GEMS.pro;
- Train committee chairs on scheduling module;
- Educate volunteers on scheduling process;
- Provide Games Week technical and scheduling support via Volunteer Hotline;
- Manage and deploy on-call volunteers during Games week

It is our understanding that we were the first Host Society to fully utilize the GEMS.pro scheduling module. It was beneficial to have a central scheduling system that was directly related to the registration and accreditation system and prohibited overlapping schedules. It also saved the Host Society from personally calling 2500 volunteers to confirm schedules. However, the admin side of the system was very cumbersome, limiting and overly time-consuming.

The Host Society encouraged each division to schedule their own volunteers, so that they could have direct control and immediate knowledge of any changes to their workforce. There were some cases where this was not possible, and the Volunteer Services division did the scheduling.

Several training sessions were held in November and December 2014 for committee chairs and their identified scheduling volunteers. Personal training sessions were offered to Committees that had not completed the training by January 1. A training module with examples and screen shots was sent out for both the Work Force Plan and Work Force Scheduling modules.

We had hoped to complete most scheduling in late January to give volunteers time to “Accept/Decline” shifts before printing their accreditation badges. Due to a number of delays, this was not the case and a majority of the scheduling took place in February. This required the Accreditation and Security Committees to make the decision not to included specific location access privileges on volunteer accreditation badges. Instead, all volunteers had a general “VOL” location access.

Games Week

During Games Week, the “Volunteer Hotline” served as a volunteer support call center as well as the central contact point for volunteer schedule changes. The hotline operated out of a mobile incident command trailer parked at Lathrop High School and had five (5) phone lines. We provided several training sessions for our hotline volunteers and provided them with supplemental training manuals to reference during the week. The number for the hotline was listed on all volunteer accreditation badges and handbooks.

During Games Week, the Project and Volunteer coordinator (staff, Tim McCleary) managed the on-call volunteers at the downtown headquarters & helped answer questions/take care of volunteer issues at the headquarters. This included filling volunteer positions when someone
did not show up for their shift or they called in sick. We had a pool of anywhere up to 10 on call volunteers at a time. During most occasions most of the volunteers would be tasked out to different venues that needed extra help during the week, with the exception of one quiet evening during the week.

Accommodations and catering had a huge need for on call volunteers and usually requested 3-4 volunteers each evening to the cafeteria for the dinner rush. Ticketing also had a huge need as well, at any point in time 2-6 on call volunteers were filling in for ticketing shifts.

From Project & Volunteer Coordinator Tim McCleary:

“Volunteers that were on call and waiting around at the office helped with small tasks as needed, for example: answering the phones, making pin sets, making color coded bracelets for participants at the closing ceremonies, trading volunteer jacket sizes, and taking volunteer jacket deposits. When there was a shortage of on call volunteers, [Tim] had to contact either the Mayor at each school or the venue security captain to see if they had any extra volunteers at the venue that could be tasked out, or in times of great need pull non vital volunteer positions and re-task the volunteers where they were needed most. At times [Tim] had to visit the venues and try to find extra volunteers, but this only happened on a few occasions. In dire circumstances when we had a shortage of on call volunteers and had a lot of no shows in town, [Tim] would also ask anyone with a volunteer jacket that [he] found in the store if they were busy and could volunteer at a certain venue. All of these methods worked very well in filling last minute volunteer shifts.”

Successes

The instant communication with volunteers regarding schedule changes was very helpful, as long as those volunteers check their email regularly.

Committees with smaller volunteer needs, who pre-recruited specific volunteers for their committees, were happy with the scheduling module and the management and reporting tools it provided.

The volunteer hotline was very successful, thanks to a group of very talented and hard-working volunteers that became experts on the GEMS. Pro Workforce scheduling module. These volunteers then coordinated with Tim McCleary to deploy On Call volunteers. Tim was quick on his feet and successfully filled nearly all requests for on-call volunteers.

A number of committees pre-scheduled their volunteers through a Google doc or other email survey/web form. This allowed the volunteers to select the shift time, day and location that they wanted to work, and made the “Accept/Decline” shift process less of a guessing game.

Challenges

- Volunteers could not be scheduled to volunteer until they completed a background check/security clearance. Because this process did not start until the first week of December 2013 (it was supposed to come online in July), we could not effectively start scheduling cleared volunteers until January. This pushed everything back, and made accreditation especially frustrating and last minute, since volunteers were still accepting and declining shifts as the Games started.
Committee Chairs were entrusted to do their own scheduling, but several committees with key volunteer needs were so far behind that the Volunteer Services team should have stepped in sooner to hand-hold them through the process sooner.

There were various volunteer positions that weren’t readily understood by the volunteers. If there is a way to have access electronically, to a one or two line description of duties, I think that would have been helpful to many of the volunteers. I took a number of phone calls from people wondering what a specific assignment was. Clearly some are self-explanatory, others not so much.

Recommendations:

- Develop a way for volunteers to sign up for their desired shifts, instead of (or in addition to) waiting to be scheduled by a committee.
- Have your Committee build their workforce plans at least 5 months before the Games. They may not be totally accurate, but the exercise is crucial to understanding how many volunteers, and what skills are needed.
- Encourage your Committees to reach out to their prospective “Interested” volunteers early and often; do not rely on GEMS.pro auto-emails as the sole communication tool for scheduling.
- Set up a volunteer hotline – this was a very successful way to manage Games week volunteer needs and scheduling issues.
- Over schedule your On Call volunteer pool. Especially in the morning when you do not have a lot of time to find extra volunteers at different venues or around the office.
- We were fairly conservative with GEMS.pro admin access, which meant that committee chairs and schedulers had to contact one of three internal system or super-users, to do things like “un-decline” a shift from a user’s schedule, or pull an extract of volunteers “interested” in specific committees.
  - While fewer super users is always ideal, future host societies may want to closely consider expanding the back-end admin access of their key volunteers to alleviate demands on the Volunteer Manager and staff.
- Emphasize to your committees the scope of time and information required to build and schedule their workforce, encourage them to start early.
- Hire a full time GEMS.pro Administrator.
Volunteer Care & Comfort

Committee Members: Sarah Gillam, Steve & Maureen Haagenson, Stacey Keesee, Alice Myers, Mary LeBon, Tora Henry, Carmon Roy (Food)

Plan & Projects Implemented

This Committee was responsible for setting up and managing the volunteer lounges at all venues. This involved setting up the volunteer lounges, monitoring snack, beverage and supplies inventories in those lounges, developing/delivering/updating volunteer lounge Operating procedures and Sign-in notebooks.

The committee members each were assigned venues which they checked in on once a day to monitor supplies inventories and pick up/drop-off volunteer schedules and sign in sheets.

The other core responsibility was to provide Volunteer Support via volunteer hotline and at the Host Society Headquarters.

Successes

The volunteers were very appreciative of the free snacks and beverages provided by at the volunteer lounges.

The Volunteer Hotline served as a great support system for volunteers, especially later in the week when more volunteers began using it.

The planning resources from previous Games were very helpful.

Our key volunteers were very well-trained on the volunteer policies, procedures, and GEMS.pro and able to answer most all questions that came in to the volunteer hotline or the volunteer HQ offices.

Challenges

- The Host Society did not have a person or committee in charge of warehousing and distribution to venues. We didn’t realize this until it was too late to secure a team of volunteers to do daily deliveries of food and supplies to the VIP, Volunteer and Officials lounges, so this very large task fell on committee members. The first days the venues were open were fairly chaotic for this reason. We were lucky to have a great team that was able to take this on.
- One of the stumbling blocks was access to buildings that first weekend. The committee’s goal was to set up lounges well ahead of volunteers needing to use them, but we were not given information (or given incorrect information) regarding when or how to access the venues.
- The Host Society chose not to follow the “Venues Model” of organizing the Games, which meant that there was not one person for all volunteers to report to at each venue. This meant that ticketing volunteers, whose “supervisor” was the Ticketing Committee chair located across town had no one on site to ask questions of regarding their tasks. This also meant that there was no central person to answer spectator questions or address non-sport, non-security issues.
- Our volunteers checked in in the volunteer lounges, many of which were far away from the main entrance.
• It would have been better to locate the sign-in sheets to be at the main point of entry, in our case, in the same location as security. This doesn’t need to be a function of security, but it prevents volunteers from going past this point without signing in. This would have also made it much more effective to check people off the shift schedule and make the call for an on-call volunteer when people didn’t show up.
  o If you can find a way to do electronic sign-ins, that would save a lot of later data manual entry.
  o I would also have a cadre of people that could do the entry of volunteer hours on a daily basis.
• The Security Venue Captains or Sport Chairs ended up taking on this task at many venues, but they were not prepared to do so which resulted in frustration for all parties.
• We did not anticipate that participants would find their way in to the volunteer lounges and took food back to their rooms with them. This depleted our snack inventories and meant more frequent deliveries.
• Our Volunteer Services Team worked out of “Volunteer HQ” - a very small space shared with the main AWG store, volunteer uniform distribution, and many other functions. This made for a very messy and ultimately disorganized environment.
• No one from this committee had attended a previous Games, so we made our best guesses about many aspect of the volunteer experience, but the first-hand knowledge would have been very helpful.

Recommendations

• Follow the Venues model for organizing the Games, or assign non-sport, non-security venue captains as a liaison for each venue.
• Have your warehouse committee in charge of all lounge supplies, including distribution and inventory management.
• If you plan to provide snacks, keep it simple, not too much variety.
• Move your volunteer check-in to the main entrance.
• If possible, separate your volunteer headquarters office from your storefront.
Recognition & Appreciation

Committee Members: Michael Campbell, Genevieve Schok, Jackie Carlson

Plan & Projects Implemented:

Uniforms:

The Volunteer Manager coordinated the selection and ordering of all volunteer uniforms. We opted for a warm, high-quality, weather-resistant softshell jacket and cotton t-shirt as well as a commemorative volunteer pin (designed and ordered by the Pin Committee). The jackets had built-in mittens and fleece face masks.

We used uniform color as a way to differentiate volunteer roles – i.e. Medical Volunteers wore red and black uniforms, Security volunteers work grey and neon green, etc.

We had to place the order in July, meaning that we guessed at volunteer sizes. We ended up having to reorder uniforms mid-way through our orientations because our size estimates did not match the volunteer sizes needed

Volunteer uniforms were free to volunteers; however we collected payment information for a security deposit for the jacket. The intention was to charge volunteers for the $50 deposit, if they received the jacket but did not complete the requested 12 hours of volunteer service.

Pins:

All volunteers received a commemorative volunteer pin. We also distributed special volunteer pins after the Games to those that volunteers more than 100, 250, 500 and 1000 hours.

All of the volunteers that donated 100 or more hours were listed in a two-page ad in the paper in April.

Because our volunteers were asked to report their own hours, and many of them did not, it is likely that we missed a few volunteers that met these volunteer hour levels but did not receive the special pin, or received a lower level pin than they should. In retrospect, it would have been great to also recognize those volunteers that put in more than 50 hours during Games Week alone with a special pin.

Events:

Volunteer Appreciation Night, UAF Hockey Game

We had a very engaged sponsor for our volunteer program. BP joined the Host Society in hosting a “Volunteer Appreciation Night” at an end-of season hockey game for the University of Alaska, Fairbanks Nanooks. All AWG volunteers were given a discounted ticket price and invited to an on-site reception, with complementary food, beverages and activities, prior to the Game and between periods. Volunteers were also thanked and recognized throughout the Game by announcers. It was very exciting to see so many in the crowd wearing their gold volunteer uniforms!
Host Society Games Kick-off Event

We offered a relaxing private event to our planning volunteers, committee chairs and board members on the Monday prior to the Games. We used this opportunity to rally and recognize our most valuable volunteers by providing them with a special gift, and to allow them to socialize together in a relaxed setting during an otherwise very stressful time. The gift was an ulu knife engraved with a message of thanks and appreciation.

The event was held at the HooDoo Brewery, where we served catered appetizers.

Post Games Volunteer Thank You Celebration

We hosted a post-Games celebration for all volunteers on the Sunday following the conclusion of the Games. The event was held at the Pioneer Park Centennial Center for the Arts and saw close to 2000 people in attendance throughout the day. During the event we served free food, beverages, gave away hundreds of door prizes and other items, provided music and sold merchandise at a discount.

We conducted a short program in the theater and featured a photo booth and children’s activities on the upper floors.

The event was really well-received as a way for volunteers to share stories, decompress and continue pin trading even after the Games.

Timeline: The three-person committee began planning the event in September 2013, and met monthly and via email to make decisions.

Successes

- Volunteers were excited about the built-in features of the volunteer jackets, making it a great volunteer recruitment tool.
- All three appreciation events were very well attended and seemed to be well-received. They bolstered the spirit of volunteerism in the community.

Challenges

- The Uniform Jackets were a men’s size. While many men’s or Unisex sizes also work for most women, these were often way too long in the arms, broad in the shoulders and narrow in the hips. While I am glad that we did not opt to do men’s and women’s sizes, a jacket design that was looser would have been better received.
- We had to place our jacket order in July, at which point we only had size information for about 400 volunteers. We tried to extrapolate this to 2500 volunteers but ended up with far too many small sizes and too far too few XL, 2X and 3X jackets. Because the manufacturer could not get a reorder to us in time, we ended up ordering a quantity of large-size gold jackets in a very different design. In retrospect, we should have over-ordered on all sizes in July, anticipating leftover uniforms. The same situation occurred with the t-shirts.
- We asked our medical and security committees for their estimated number of volunteers prior to placing the order for the different colored volunteer jackets in July. These numbers turned out to be very low. Because the manufacturer could not get a reorder to
us in time, we ended up ordering a quantity of black (medical) and grey (security) jackets in a very different design. The uniform reorders were very expensive due to the rush shipping and embroidery.

- Volunteer hour reporting and tracking was very difficult. Planning volunteers and committee chairs emailed the Volunteer Manager with their volunteer hours, which were then entered into an excel spreadsheet. This was time consuming for the Volunteer Manager and had very little participation from Committee Chairs, despite regular reminders. It would have been very helpful if planning and pre-Games volunteers could track their volunteer time in their GEMS.pro volunteer profile.

- Games Week volunteer hour tracking - The paper sign in sheets at each venue during the week of The Games made it fast & easy for volunteers to sign in. The drawbacks to a paper sign in sheet were tremendous though. It was nearly impossible to track the hours of 2,600 volunteers on paper with limited time, handwriting was always an issue, also some volunteers helped out at different venues outside of what they signed up for and there would be no way to track that outside of asking them individually or going through hundreds upon hundreds of paper sign in sheets.

- Because Volunteer hour tracking was cumbersome, time consuming, and likely not totally accurate, there was no way to prove whether or not a volunteer fulfilled their 12 hour requirement. For this reason, we decided not to charge anyone the $50 security deposit for the jacket.

Recommendations

- Over-order your volunteer uniform quantity
- Select a volunteer uniform that comfortably fits most all body types.
- Do not order separate uniforms for different volunteer roles – this was a huge issue for the many volunteers who volunteered in roles that required different uniforms.
- Find an organized way for planning and pre-games volunteers to track and report their own hours in an online service so that their amazing contribution of time can be recognized.
LEGACY COMMITTEE REPORT

CAULDRON
At nearly 26 feet tall, the Legacy Cauldron, made of steel and glass torch was created as a partnership between the Tanana Valley Youth Sports Foundation, Arctic Star donors and generous donations of time and supplies from local design, engineering construction firms in Fairbanks.

This new piece of permanent art resides in front of the Carlson Center in Fairbanks. During the Games, the Cauldron flames were lit at the Opening Ceremony and continued burning through the Closing Ceremonies. After the Games, the flame can be lit for special community events and celebrations.

During the groundbreaking ceremony, Kent Karns, board president of the Tanana Valley Youth Sports Foundation, said, “This cauldron celebrates youth sports at the Games and will continue to inspire our young athletes well into the future.”

Legacy Value to the Community: $270,000

BIRCH HILL BIATHLON RANGE UPGRADES
The 201st Red Horse Squadron from Pennsylvania made significant upgrades to the Biathlon Range in 2013. With equipment and materials donated by Airport Equipment Rentals, Brice Equipment and Eielson Air Force Base, the Squadron moved dirt, leveled firing lanes, expanded the shooting lanes, built zero target frames and rifle racks and striped and reconditioned all biathlon targets.

Legacy Value to the Community: $228,000

RECYCLING
The AWG Environmental Committee recycled during the Games and created a Legacy Project for the community. Contributions from Kinross Fort Knox Mine and the FNSB Recycling Commission facilitated the purchase of 44 recycling bins to be permanently located at facilities owned by the FNSB such as Pioneer Park, Birch Hill Ski Area and other facilities.

Legacy Value to the Community: $50,000

STAGE RAMP
The Host Society constructed two ADA-compliant ramps for the stage at the Carlson Center to be used during the Opening and Closing Ceremonies. These ramps can be used for future events at the Carlson Center.

Legacy value to the Community: $15,000

EQUIPMENT
The Host Society donated equipment used during the Games to many non-profit organizations including Alpine Ski Club, Value Village, Lathrop High School, Eagle River Speed Skating Club, Fairbanks Arts Association, Fairbanks Table Tennis Club, Fairbanks Youth Advocacy, Fairbanks Youth Soccer, Fairbanks North Star Borough School District, Alaska State Museum, Nordic Ski Club, North Pole High School, Red Cross, WEIO and Randy Smith Middle School. Some equipment was also donated to venues that were used for the Games including UAF Snowboard Park, Fairbanks Curling Club and Skiland.

Legacy Value to the Community: $40,600
PRESIDENTIAL SCHOLARSHIPS

Arctic Winter Games Host Society President, Jeff Jacobson, created the Presidential Scholarship Program. Nine $500 scholarships were awarded to participants who completed an essay about their “Great Spirit and Northern Dreams.” The goal was to encourage youth participants to build upon their AWG experiences by pursuing higher education. Funding for the program came from private donations as well as the sale of troll dolls. The Host Society started selling the dolls in 2012. Each winner will be given a $500 scholarship if she/he attends a higher education institute after high school. Several institutions in the Universities of the Arctic Organization are matching the $500 scholarships if the participants attend their colleges.

Legacy Value to the Participants: $5,000
SPORTS APPENDIX
Venue Results
Operations Manual

SPORT: ___________________________
<table>
<thead>
<tr>
<th>Name</th>
<th>Email / Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results Center</td>
<td></td>
</tr>
<tr>
<td>Results Center Fax Line</td>
<td></td>
</tr>
<tr>
<td>24-hour dispatch</td>
<td></td>
</tr>
<tr>
<td>Sport Chair Phone Number</td>
<td></td>
</tr>
<tr>
<td>Email web access:</td>
<td></td>
</tr>
<tr>
<td>Venue Email:</td>
<td></td>
</tr>
</tbody>
</table>
Overview

1.1 Purpose of Results Committee
The purpose of the Sports Results and Scheduling is to deliver accurate and timely results that allow the Host Broadcasters, the Media and Mission Staff to report the successes of the athletes to the rest of Circumpolar North. In addition, accurate and timely results must be provided to Officials, Coaches, Managers and Participants, who will monitor results every day, expecting up-to-date results, free of errors. The information must be turned around as quickly as possible so that results are posted or accessible through electronic media, when the athletes arrive back to their event venues or athletes village.

- **Principle of Results**
  - Sport Drives the Games;
  - Results Chairs and Designates will work together to ensure coordination of scheduling and results activities;
  - Accurate and timely reporting of all required primary and secondary sport statistics.
  - Accurate reporting of medal standings
  - Accurate reporting of flag points

1.2 Key Considerations of Results

- Keep communication open with Results Center if there are any glitches
- If the Internet experiences any glitches, please phone in the results to the Results Centers
- Remember to Communicate with your Sport Chair to post results on the results board

1.3 Results Unit Structure

**Sport Venue**

<table>
<thead>
<tr>
<th>Venue Results Team</th>
<th>Scheduling Team</th>
<th>Verification Team</th>
<th>Information Team</th>
</tr>
</thead>
</table>
1.4 Overview of Results Reporting

Results will be handled in three distinct phases.

The scoring process will begin at all venues.
- The Official will be responsible for signing off the official score sheet before handing it to the Venue Results Team for entry of the results.
- The Venue Results Chair will enter the scores and primary data into GEMS.pro at the venue during and/or after the events are completed.
- Results Chair will email the primary and secondary data to the Results center.
- The score sheet and interim stats sheets will be e-mailed to the Sports Results Center for final processing. The originals are to be inserted into the sport scoring folder on site.

The second phase of the results processing will be verification at the Result Center
- The Results Center will verify the scores on GEMS.pro to the e-mailed official copy received from the venues. If a discrepancy occurs that affects the standings or the win/loss between the two results, the Results Center will contact the venue for verification.
- Results Center on site will adjust the status in GEMS.pro to “official”
- The Results Center will monitor the completion of the results and follow up with the venue on any outstanding or inconsistent data entry (i.e., errors, event status, forgotten entries)
- Monitor and follow-up on any protests and ensure that the results have been updated to reflect the outcome of the protest.

The final phase is the communication of the results by the Information Team.
- The Results Center will prepare and distribute standard results package to Mission Services and keep a copy at the Results Center for backup.
- Communicate changes including result discrepancies and results of protests, reschedule of events.
- Official results will be posted at:
  - Venue Results boards
  - Results Center
  - GEMS.pro
  - www.awg2014.org
  - 2014 Arctic Winter Games Mobile App
  - Contingent’s Websites
2.0 Venue Results Procedures

2.1 Venue Results Entry

1) **Print a Schedule of events for the day, prior to competition.**
The daily sport schedule will provide the Venue Results Team with a backup in case there are any problems with the schedules on the database. Each time the Designate needs to access a game/match, the information will be easily accessible from this hard copy.

**Instructions:**

1) **Locate event information in GEMS.pro on the onsite iPad.**
The information in GEMS.pro will correspond to the event that is scheduled to occur. Ensure that the teams playing, and match/game numbers are correct.

2) **Update the primary sport results as the sport event occurs.**
This procedure is also referred to as Real Time Results. As the event occurs, input the score of the current match/game. The information that you input will update the 2014 Arctic Winter Games GEMs.pro application with event scores as they occur.

   **If there is a problem entering the sport Results:**
   Contact the Result Center ASAP!

3) **If a protest is lodged call the Results Center**
The Venue Results Team will call the Results Direct Line* and indicate that they are reporting a protest. The Result Center will log the protest, turn on the protest indicator (in GEMS.pro) and notify the Games Operation center. Once a final decision in writing has been made, the Venue Results Team will contact the Result Center of the final decision. They will email the final signed score sheet. Once the final score sheet has been received, the Result Center will then make any appropriate changes to the final results (if any) and turn off the protest indicator.

4) **Obtain Official Score Sheet from completed competition**
Following the completion of each event, the Major Officials will provide the Venue Results Team with a copy of the official score sheet. The data from the score sheet(s) will be the data that the entire process revolves around.
5) Confirm that the Primary Results are correct according to the official score sheet.
Cross-reference the primary data on the onsite computer with that which is recorded on the official score sheet. If a result discrepancy is found make the necessary changes to the results system.

**RESULTS CENTER WILL CHANGE THE STATUS OF AN EVENT TO “OFFICIAL”**
If a participant/team is disqualified or did not finish select the appropriate box on the GEMS.pro system. If a participant is not on the schedule to compete contact the Results Center Direct Line. Certain situations may arise during the Games where the Results Designate at the Venue will not be able to fully complete the data input. The Results Designate at the sport venue will e-mail official score or stats sheets indicating what sport and match number were incomplete in the comments section of the /subject line of e-mail. The Results Center will complete the data entry and verify the entry.

6) Fax / Email the primary, official score sheet(s) to the Results Center.
All the necessary information for this procedure (fax number) is on the Sport Results Fax Cover Sheet/subject line. When e-mailing the document, please ensure that there is a description of the event in the subject line.

**If you are unable to E-mail the score sheet to the Results Center:**
Contact the Games Operation Center ASAP!

7) File originals of the Official score sheet(s) and Secondary Statistics sheets in the Sport Results Folder.
The sport folder will provide a complete record of the events from the beginning to the end of competition. The Results Center will have access to the information from previous matches/games at all times.

8) Update results boards
It is the responsibility of the Venue Results Team in conjunction with the Sport Chair to maintain the results boards at all times. The purpose of the results boards are to communicate the official results of events by maintaining a complete and accurate summary of the Daily Schedules, scores, standings, etc. for that particular sport. This may be done using the results form or GEMS.pro.
2.2 Results Boards
The purpose of the Results Board is to provide a complete, up-to-date snapshot of the competition’s results. Each sport will have Results Boards located in/at the venue. This will allow athletes, coaches, media, and spectators to have complete and accurate information about the event. Results Boards are specifically designed to fit the technical requirements of each sport.

2.3 Contingency Procedure for Entry of Primary and/or Secondary Results
Certain situations may arise during the Games where the Results designate at the Venue will not be able to fully complete the data input. The Results Chair at the sport venue will email official score or stats sheets indicating what sport and match number were incomplete in the subject line of the e-mail. The Results Center will complete the data entry and verify the entry.

2.4 Ties:
In the event of a tie or multiple medals are being awarded the Venue Results Team must notify the Results Center. The system is unable to handle ties and must be updated manually by the Results Center.

2.5 Technical Equipment Failure at the Venue
During the Games, you may encounter some technical difficulties with the iPads and/or internet connection. In this situation, the “Real Time” scores/results will be communicated via phone to the Results Direct Line.

This procedure will ensure that the results from competition will be communicated even when technological failures occur.

Procedure:

1. In the event of technology failure, the Venue Results Chair must call the 24-hour Dispatch, explain the situation and arrange to get the problem fixed and call the Results Center to let them know you will be calling in the Results.

2. Real Time Results need to be reported to the Results Center via telephone during the failure.
3. The Results Center will input the data to the results system when updates are communicated.

4. This process will continue until the technology failure is resolved, at which time, the Results Chair will contact the Results Center to explain that the situation is resolved.

5. If the event is completed before the problem is resolved, the Venue Results Team will Fax/ Email the official score sheet and stats sheets to the Results Center. Indicate that the results have not been entered in the subject line of the e-mail. The Results Center will enter all the primary and secondary results and have them verified.

If the fax is not an option, phone in the results and keep the score sheets/stat sheets in the Results Folder.
Section 1: Inputting results

1. To begin, login to GEMS.Pro using your ID number and password.
2. To access the results page, click Game Administration from the left-hand menu, and then click on Edit results.
3. From here, you must select which sport, discipline, and event the game you are inputting results for is in. A list of games will then be displayed. Click on the games code to edit it (provided the game has not been listed as official or final results entered).
4. From here you can edit results for each participant, give them a status code (Finished, Disqualified, etc). These two fields will be shown in the public results, so be sure they are correct before finalizing. When finished, press OK to finalize the changes. **Note:** The upload button exists to upload a PDF with more detailed results; this where you would upload interim results, such as the box score of a baseball game at the end of every inning, or basketball statistics every quarter.

To upload secondary results, click here

Enter

Click
Section 2: Finalizing results and games

1. The next step after inputting results is to finalize them. This step only takes places when game results have been verified and passed to a sports results chair. To finalize the game, click Game Status.
2. From here you can edit each game’s status. Once results have been recorded, entered, and verified, you may change the status of the game to “Official”. From then on, results cannot be edited further.

3. Once all results have been entered and verified, and all games have been approved as “Official”, the last step in finalizing results is to input the final results. These results are the final and will be the results that are displayed to the public. Thus, It is extremely important that these results are entered correctly and verified by Results Center.
2.5 Venue Results Team Checklist

- **STEP 1:** Print Schedule of Events for the day each morning before competition begins.
- **STEP 2:** Locate event Information on GEMS.pro so that Primary event results can be updated as the event proceeds.
- **STEP 3:** Update the Primary Results on the screen.
- **STEP 4:** If a protest is lodged, the Results Chair needs to call the Results Center to report that the result is currently under protest. When the protest has been resolved and is declared a final result, fax/e-mail the final result to the Results Center.
- **STEP 5:** At the end of the event, get a copy of the signed Official Results from the Scoring Official.
- **STEP 6:** Verify that “Primary Results” match the “Primary Results” recorded in the Gems.pro system.
- **STEP 7:** Email a copy of the signed “Official Score Sheet” to the Results Center.
- **STEP 8:** File a copy of the signed “Official Score Sheet” in the Sports Folder.
- **STEP 9:** Update “Results Board” with event results and statistics.

** In the event that e-mail is not working, please use the below fax cover sheet **
2.6 FAX Cover Sheet

Fax

To: Results Center
From:

Fax: 
Pages: 

Phone: 
Date: 

Re: Results

☐ For verification ☐ For Entry & verification ☐ Other

☐ Protest ☐ Medal Standings ☐ Final Standing for sport scoring

*Comments:*
2.7 Medal Standing Form

<table>
<thead>
<tr>
<th>Medal</th>
<th>Contingent</th>
<th>Participant(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medal</td>
<td>Contingent</td>
<td>Participant(s)</td>
</tr>
<tr>
<td>-------</td>
<td>------------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medal</td>
<td>Contingent</td>
<td>Participant(s)</td>
</tr>
<tr>
<td>-------</td>
<td>------------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medal</td>
<td>Contingent</td>
<td>Participant(s)</td>
</tr>
<tr>
<td>-------</td>
<td>------------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Notes for PA Announcements

- The script is broken down into parts.

- There are PA announcements that need to be read based on the venue and sport that is sponsored. See the attached list of sport specific sponsors. Read throughout the competition day.

- Please review the script before announcing to be familiar with the layout and instructions.

- If it is a Medal event, please use the Medal script.

- READ x 1 at the beginning of the first competition of the day,

Arctic Winter Games

The Arctic Winter Games is a high profile circumpolar sport competition for northern and arctic athletes. The Games provide an opportunity to strengthen sport development in the participants’ jurisdictions, to promote the benefits of sport, to build partnerships, and to promote culture and values. The Games celebrate sport, social exchange and cultures. The Games provide an opportunity for the developing athlete to compete in friendly competition while sharing cultural values from northern regions around the world.
<table>
<thead>
<tr>
<th>Venue</th>
<th>Sponsor</th>
<th>Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arctic Sports</td>
<td>Shell</td>
<td>Shell is proud to support the Arctic Winter Games – in particular the Arctic Sports and Dene Games that uphold the traditional lifestyles and cultures of indigenous peoples in the Arctic. Best of luck to all the athletes from Shell!</td>
</tr>
<tr>
<td>Lathrop High School</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dene Games</td>
<td>Shell</td>
<td>Shell is proud to support the Arctic Winter Games – in particular the Arctic Sports and Dene Games that uphold the traditional lifestyles and cultures of indigenous peoples in the Arctic. Best of luck to all the athletes from Shell!</td>
</tr>
<tr>
<td>Ryan Middle School</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Herring Auditorium</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dog Mushing</td>
<td>Doyon Ltd.</td>
<td>Doyon, Limited, the Native regional corporation for Interior Alaska, has a strong reputation for innovation and technical expertise. Doyon is proud to sponsor the world’s largest northern multi-sport and cultural event. Go athletes!</td>
</tr>
<tr>
<td>Jeff Studdert Racegrounds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Snowshoeing</td>
<td>Doyon Ltd.</td>
<td>Doyon, Limited, the Native regional corporation for Interior Alaska, has a strong reputation for innovation and technical expertise. Doyon is proud to sponsor the world’s largest northern multi-sport and cultural event. Go athletes!</td>
</tr>
<tr>
<td>Birch Hill Recreation Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Randy Smith Middle School</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alpine Skiing</td>
<td>LOKI</td>
<td>LOKI – the Shape changing God of Mischief in Scandinavian mythology – is changing the shape of outdoor wear with its built-in face shield and mitts. LOKI generously sponsored the jackets for the more than two thousand Arctic Winter Games volunteers and wishes all Alpine skiers the best.</td>
</tr>
<tr>
<td>Mt Aurora Skiland</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>Sponsor 1</td>
<td>Sponsor 2</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Ski Biathlon</strong></td>
<td>LOKI</td>
<td>LOKI – the Shape changing God of Mischief in Scandinavian mythology – is changing the shape of outdoor wear with its built-in face shield and mitts. LOKI generously sponsored the jackets for the more than two thousand Arctic Winter Games volunteers and wishes all biathlon athletes the best.</td>
</tr>
<tr>
<td>Birch Hill Recreation Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Snowshoe Biathlon</strong></td>
<td>LOKI</td>
<td>LOKI – the Shape changing God of Mischief in Scandinavian mythology – is changing the shape of outdoor wear with its the built-in face shield and mitts. LOKI generously sponsored the jackets for the more than two thousand Arctic Winter Games volunteers and wishes all biathlon athletes the best.</td>
</tr>
<tr>
<td>Birch Hill Recreation Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Snowboarding</strong></td>
<td>Doyon Utilities, LLC</td>
<td>Doyon Utilities provides reliable utility services to three valued military installation and supports them in their mission to protect the security of our nation. Doyon Utilities – proud to support the 2014 Arctic Winter Games athletes competing in friendly competition.</td>
</tr>
<tr>
<td>Ft Wainwright Birch Hill Ski &amp; Snowboarding Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cross Country Skiing</strong></td>
<td>Corix Utilities</td>
<td>Corix – provides water and wastewater utility services to the greater Fairbanks area through College Utilities and Golden Heart Utilities. Corix is a proud sponsor of crosscountry skiing for the 2014 Arctic Winter Games. Good luck to everyone involved!</td>
</tr>
<tr>
<td>Birch Hill Recreation Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Hockey</strong></td>
<td>Fairbanks Natural Gas (co-sponsor)</td>
<td>Fairbanks Natural Gas is in it for the long haul. For the past fifteen years, FNG has proved that trucking natural gas to</td>
</tr>
<tr>
<td>Big Dipper Ice Arena</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UAF Patty Center Ice Rink</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>Sponsor 1</td>
<td>Sponsor 2</td>
</tr>
<tr>
<td>----------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Basketball</td>
<td>Mt. McKinley Bank</td>
<td>Mt. McKinley Bank is a community bank in Fairbanks, offers a wide range of banking and lending services for businesses and individuals. Mt. McKinley Bank is the proud sponsor of Basketball for the Fairbanks 2014 Arctic Winter Games. Go athletes!</td>
</tr>
<tr>
<td>Indoor Soccer</td>
<td>MAC Federal Credit Union</td>
<td>MAC Federal Credit Union has been providing banking needs in our community for more than 60 years. Come visit them on 10th Ave, on post or online at dot m-a-c-f-c-u dot org. MAC Federal Credit Union – proud to support fair play and team spirit in the sport of soccer.</td>
</tr>
<tr>
<td>Indoor Soccer</td>
<td>Kiewitt</td>
<td>Kiewit – one of North America's largest and most respected construction and engineering organizations. The employee-owned company operates in the United States, Canada and Australia. Kiewit is proud to bring our circumpolar world closer together.</td>
</tr>
<tr>
<td>Indoor Soccer</td>
<td>Spenard Builders Supply</td>
<td>Spenard Builders Supply – Alaska's choice for building materials. From contractors to do-it-yourselfers, they have the latest products, events and manufacturing services. Spenard Builders Supply is proud to support soccer at the 2014 Arctic Winter Games and wishes athletes all best!</td>
</tr>
</tbody>
</table>
Read before the start of each contest:
Welcome to the 2014 Arctic Winter Games (sport) competition. We welcome our out of town visitors and local fans. Thank you for attending this (morning’s/afternoon’s/evening’s) event. Special thanks to our AWG volunteers and sponsors.

Before we begin today’s competition please take a moment to locate the nearest emergency exit. Please stay in the areas designated for spectators for the safety of our athletes and fans. And a reminder that all AWG events are TOBACCO, ALCOHOL, & DRUG FREE.

Please support our local organizations by purchasing concessions at today’s event. And don’t forget to stop by Pioneer Park to purchase AWG merchandise and check out the pin trading center after the game. Connect with Facebook and Twitter! LIKE our Facebook page and become a Twitter follower! Be current on sports updates and information with the AWG mobile app!

The 2014 Arctic Winter Games Host society and sponsors appreciate your attendance at these games. All participants and coaches are expected to exhibit the highest level of respect for their opponents and officials. We also expect that fans will eagerly support their favorite team while refraining from negative words and behaviors.

BE LOUD... BE PROUD... BUT BE POSITIVE!!!

Today’s competition features: (Contingent and Contingent)

The officials for today’s contest are:

(Sport/Team specific introduction)

Thank you for your cooperation and enjoy the games!

You can announce the following in an appropriate way as needed

Any indoor venue of the 2014 Arctic Winter Games prohibits the use of:

- Air Horns
- Whistles
- Laser Pointers
- Any other device that poses a health risk or is a disturbance to the event

- No Flash Photography

- Please stay in the spectator areas.
Read before the start of each medal contest:

Welcome to the 2014 Arctic Winter Games (gold medal or bronze medal sport) competition. We welcome our out of town visitors and local fans. Thank you for attending this (morning’s/afternoon’s/evening’s) event. Special thanks to our AWG volunteers and sponsors.

Before we begin today’s competition please take a moment to locate the nearest emergency exit. Please stay in the areas designated for spectators for the safety of our athletes and fans. And a reminder that all AWG events are TOBACCO, ALCOHOL, & DRUG FREE.

Please support our local organizations by purchasing concessions at today’s event. And don’t forget to stop by Pioneer Park to purchase AWG merchandise and check out the pin trading center after the game. Connect with Facebook and Twitter! LIKE our Facebook page and become a Twitter follower! Be current on sports updates and information with the AWG mobile app!

The 2014 Arctic Winter Games Host society and sponsors appreciate your attendance at these games. All participants and coaches are expected to exhibit the highest level of respect for their opponents and officials. We also expect that fans will eagerly support their favorite team while refraining from negative words and behaviors.
BE LOUD... BE PROUD... BUT BE POSITIVE!!!

Today’s (bronze medal or gold medal competition) features: (Contingent and Contingent)

The officials for today’s contest are:

Announce all members of each team. Use Sport specific introductions.

Thank you for your cooperation and enjoy the games!
Medal Award Ceremonies

We would like to welcome you to the 2014 Arctic Winter Games Medal presentations for (sport). Presenting the medals for (sport) is/are names of medal presenters).

Now ladies and gentleman, please welcome our medal winners in the (sport) competition.

- Medal winners march behind their respective flag bearers and take their place behind the medal podium or at the designated spot in the facility.

Our bronze bronze Ulu winner—(name of athlete) from (contingent name)

- Ulu winner steps on the podium or forward
- Medal presenter steps up with the medal carrier beside them, hangs the medal over the athlete’s neck and congratulates them with a handshake.
- Repeat for silver and gold
- Play the athem for the Gold Ulu winner

And now ladies and gentleman, please join me in congratulating our medal winners.

- Next event repeat
## Sport:

| Sport Chair: |  
| Committee: |  
| Venues: |  
| Parking Capacity: |  
| Mileage and Directions from Athletes’ Village / Lathrop: |  
| Bus route: | Yes (TBD)  
| Special Transportation: |  
| Seating Capacity: |  
| Locker rooms and Showers: |  
| Ulu Round / Awards |  
| Sport Specific Opening / Closing Ceremonies: | None  
| Wi Fi availability: |  
| Cell phone coverage: | Yes – CDMA, GSM, 3G, possibly 4G LTE  
| VIP area located: |  
| Food Service: |  
| • Breakfast: Lathrop  
| • Lunch: Lathrop  
| • Dinner: Lathrop  
| Concessions hosted by: |  
| Ticketed Event: |  
| Venue Medical Coverage: |  
| Venue Schedule each day: |  
| Daily Sport Schedule: |  
| Map of Venue: |
SPORT: __________________________
<table>
<thead>
<tr>
<th>Name</th>
<th>Email / Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results Center</td>
<td></td>
</tr>
<tr>
<td>Results Center Fax Line</td>
<td></td>
</tr>
<tr>
<td>24-hour dispatch</td>
<td></td>
</tr>
<tr>
<td>Sport Chair Phone Number</td>
<td></td>
</tr>
<tr>
<td>Email web access:</td>
<td></td>
</tr>
<tr>
<td>Venue Email:</td>
<td></td>
</tr>
</tbody>
</table>
Overview

1.1 Purpose of Results Committee
The purpose of the Sports Results and Scheduling is to deliver accurate and timely results that allow the Host Broadcasters, the Media and Mission Staff to report the successes of the athletes to the rest of Circumpolar North. In addition, accurate and timely results must be provided to Officials, Coaches, Managers and Participants, who will monitor results every day, expecting up-to-date results, free of errors. The information must be turned around as quickly as possible so that results are posted or accessible through electronic media, when the athletes arrive back to their event venues or athletes village.

- **Principle of Results**
  - Sport Drives the Games;
  - Results Chairs and Designates will work together to ensure coordination of scheduling and results activities;
  - Accurate and timely reporting of all required primary and secondary sport statistics.
  - Accurate reporting of medal standings
  - Accurate reporting of flag points

1.2 Key Considerations of Results
- Keep communication open with Results Center if there are any glitches
- If the Internet experiences any glitches, please phone in the results to the Results Centers
- Remember to Communicate with your Sport Chair to post results on the results board

1.3 Results Unit Structure

Sport Venue

<table>
<thead>
<tr>
<th>Venue Results Team</th>
<th>Scheduling Team</th>
<th>Verification Team</th>
<th>Information Team</th>
</tr>
</thead>
</table>
1.4 Overview of Results Reporting

Results will be handled in three distinct phases.

The scoring process will begin at all venues.

- The Official will be responsible for signing off the official score sheet before handing it to the Venue Results Team for entry of the results.
- The Venue Results Chair will enter the scores and primary data into GEMS.pro at the venue during and/or after the events are completed.
- Results Chair will email the primary and secondary data to the Results center.
- The score sheet and interim stats sheets will be e-mailed to the Sports Results Center for final processing. The originals are to be inserted into the sport scoring folder on site.

The second phase of the results processing will be verification at the Result Center

- The Results Center will verify the scores on GEMS.pro to the e-mailed official copy received from the venues. If a discrepancy occurs that affects the standings or the win/loss between the two results, the Results Center will contact the venue for verification.
- Results Center on site will adjust the status in GEMS.pro to “official”
- The Results Center will monitor the completion of the results and follow up with the venue on any outstanding or inconsistent data entry (i.e., errors, event status, forgotten entries)
- Monitor and follow-up on any protests and ensure that the results have been updated to reflect the outcome of the protest.

The final phase is the communication of the results by the Information Team.

- The Results Center will prepare and distribute standard results package to Mission Services and keep a copy at the Results Center for backup.
- Communicate changes including result discrepancies and results of protests, reschedule of events.
- Official results will be posted at:
  - Venue Results boards
  - Results Center
  - GEMS.pro
  - www.awg2014.org
  - 2014 Arctic Winter Games Mobile App
  - Contingent’s Websites
2.0 Venue Results Procedures

2.1 Venue Results Entry

1) **Print a Schedule of events for the day, prior to competition.**
The daily sport schedule will provide the Venue Results Team with a backup in case there are any problems with the schedules on the database. Each time the Designate needs to access a game/match, the information will be easily accessible from this hard copy.

**Instructions:**

1) **Locate event information in GEMS.pro on the onsite iPad.**
The information in GEMS.pro will correspond to the event that is scheduled to occur. Ensure that the teams playing, and match/game numbers are correct.

2) **Update the primary sport results as the sport event occurs.**
This procedure is also referred to as Real Time Results. As the event occurs, input the score of the current match/game. The information that you input will update the 2014 Arctic Winter Games GEMs.pro application with event scores as they occur.

   **If there is a problem entering the sport Results:**
   Contact the Result Center ASAP!

3) **If a protest is lodged call the Results Center**
The Venue Results Team will call the Results Direct Line* and indicate that they are reporting a protest. The Result Center will log the protest, turn on the protest indicator (in GEMS.pro) and notify the Games Operation center. Once a final decision in writing has been made, the Venue Results Team will contact the Result Center of the final decision. They will email the final signed score sheet. Once the final score sheet has been received, the Result Center will then make any appropriate changes to the final results (if any) and turn off the protest indicator.

4) **Obtain Official Score Sheet from completed competition**
Following the completion of each event, the Major Officials will provide the Venue Results Team with a copy of the official score sheet. The data from the score sheet(s) will be the data that the entire process revolves around.
5) **Confirm that the Primary Results are correct according to the official score sheet.**

Cross-reference the primary data on the onsite computer with that which is recorded on the official score sheet. If a result discrepancy is found make the necessary changes to the results system.

**RESULTS CENTER WILL CHANGETHE STATUS OF AN EVENT TO “OFFICIAL”**

If a participant/team is disqualified or did not finish select the appropriate box on the GEMS.pro system. If a participant is not on the schedule to compete contact the Results Center Direct Line. Certain situations may arise during the Games where the Results Designate at the Venue will not be able to fully complete the data input. The Results Designate at the sport venue will e-mail official score or stats sheets indicating what sport and match number were incomplete in the comments section of the /subject line of e-mail. The Results Center will complete the data entry and verify the entry.

6) **Fax / Email the primary, official score sheet(s) to the Results Center.**

All the necessary information for this procedure (fax number) is on the Sport Results Fax Cover Sheet/subject line. When e-mailing the document, please ensure that there is a description of the event in the subject line.

   **If you are unable to E-mail the score sheet to the Results Center:**
   Contact the Games Operation Center ASAP!

7) **File originals of the Official score sheet(s) and Secondary Statistics sheets in the Sport Results Folder.**

The sport folder will provide a complete record of the events from the beginning to the end of competition. The Results Center will have access to the information from previous matches/games at all times.

8) **Update results boards**

It is the responsibility of the Venue Results Team in conjunction with the Sport Chair to maintain the results boards at all times. The purpose of the results boards are to communicate the official results of events by maintaining a complete and accurate summary of the Daily Schedules, scores, standings, etc. for that particular sport. This may be done using the results form or GEMS.pro.
2.2 Results Boards
The purpose of the Results Board is to provide a complete, up-to-date snapshot of the competition’s results. Each sport will have Results Boards located in/at the venue. This will allow athletes, coaches, media, and spectators to have complete and accurate information about the event. Results Boards are specifically designed to fit the technical requirements of each sport.

2.3 Contingency Procedure for Entry of Primary and/or Secondary Results
Certain situations may arise during the Games where the Results designate at the Venue will not be able to fully complete the data input. The Results Chair at the sport venue will email official score or stats sheets indicating what sport and match number were incomplete in the subject line of the e-mail. The Results Center will complete the data entry and verify the entry.

2.4 Ties:
In the event of a tie or multiple medals are being awarded the Venue Results Team must notify the Results Center. The system is unable to handle ties and must be updated manually by the Results Center.

2.5 Technical Equipment Failure at the Venue
During the Games, you may encounter some technical difficulties with the iPads and/or internet connection. In this situation, the “Real Time” scores/results will be communicated via phone to the Results Direct Line.

This procedure will ensure that the results from competition will be communicated even when technological failures occur.

Procedure:

1. In the event of technology failure, the Venue Results Chair must call the 24-hour Dispatch, explain the situation and arrange to get the problem fixed and call the Results Center to let them know you will be calling in the Results.

2. Real Time Results need to be reported to the Results Center via telephone during the failure.
3. The Results Center will input the data to the results system when updates are communicated.

4. This process will continue until the technology failure is resolved, at which time, the Results Chair will contact the Results Center to explain that the situation is resolved.

5. If the event is completed before the problem is resolved, the Venue Results Team will Fax/ Email the official score sheet and stats sheets to the Results Center. Indicate that the results have not been entered in the subject line of the e-mail. The Results Center will enter all the primary and secondary results and have them verified.

If the fax is not an option, phone in the results and keep the score sheets/stat sheets in the Results Folder.
Results System User Guide

Section 1: Inputting results

1. To begin, login to GEMS.Pro using your ID number and password.

Click here, then enter details and
2. To access the results page, click Game Administration from the left-hand menu, and then click on Edit results.

Click

Then
3. From here, you must select which sport, discipline, and event the game you are inputting results for is in. A list of games will then be displayed. Click on the games code to edit it (provided the game has not been listed as official or final results entered).
4. From here you can edit results for each participant, give them a status code (Finished, Disqualified, etc). These two fields will be shown in the public results, so be sure they are correct before finalizing. When finished, press OK to finalize the changes. **Note: The upload button exists to upload a PDF with more detailed results; this where you would upload interim results, such as the box score of a baseball game at the end of every inning, or basketball statistics every quarter.**

![Image of results editing interface]

To upload secondary results, click here

Enter

Click
Section 2: Finalizing results and games

1. The next step after inputting results is to finalize them. This step only takes places when game results have been verified and passed to a sports results chair. To finalize the game, click Game Status.
2. From here you can edit each game’s status. Once results have been recorded, entered, and verified, you may change the status of the game to “Official”. From then on, results cannot be edited further.

3. Once all results have been entered and verified, and all games have been approved as “Official”, the last step in finalizing results is to input the final results. These results are the final and will be the results that are displayed to the public. Thus, it is extremely important that these results are entered correctly and verified by Results Center.
2.5 Venue Results Team Checklist

- **STEP 1:** Print Schedule of Events for the day each morning before competition begins.

- **STEP 2:** Locate event Information on GEMS.pro so that Primary event results can be updated as the event proceeds.

- **STEP 3:** Update the Primary Results on the screen.

- **STEP 4:** If a protest is lodged, the Results Chair needs to call the Results Center to report that the result is currently under protest. When the protest has been resolved and is declared a final result, fax/e-mail the final result to the Results Center.

- **STEP 5:** At the end of the event, get a copy of the signed Official Results from the Scoring Official.

- **STEP 6:** Verify that “Primary Results” match the “Primary Results” recorded in the Gems.pro system.

- **STEP 7:** Email a copy of the signed “Official Score Sheet” to the Results Center.

- **STEP 8:** File a copy of the signed “Official Score Sheet” in the Sports Folder.

- **STEP 9:** Update “Results Board” with event results and statistics.

** In the event that e-mail is not working, please use the below fax cover sheet **
2.6 FAX Cover Sheet

Fax

To: Results Center

From:

Fax: Pages:

Phone: Date:

Re: Results

☐ For verification ☐ For Entry & verification ☐ Other

☐ Protest ☐ Medal Standings ☐ Final Standing for sport scoring

• Comments:
### 2.7 Medal Standing Form

<table>
<thead>
<tr>
<th>Medal</th>
<th>Contingent</th>
<th>Participant(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medal</td>
<td>Contingent</td>
<td>Participant(s)</td>
</tr>
<tr>
<td>-------</td>
<td>------------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medal</td>
<td>Contingent</td>
<td>Participant(s)</td>
</tr>
<tr>
<td>-------</td>
<td>------------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medal</td>
<td>Contingent</td>
<td>Participant(s)</td>
</tr>
<tr>
<td>-------</td>
<td>------------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Arctic Winter Games - Motor Pool Trip Request Log

<table>
<thead>
<tr>
<th>Riders Name</th>
<th># in Group</th>
<th>Pick-Up Location</th>
<th>Pick-Up Time</th>
<th>Drop-Off Location</th>
<th>Taken</th>
<th>Dispatched to</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Anticipated Participation Numbers for the 2014 Arctic Winter Games

<table>
<thead>
<tr>
<th>CLASS</th>
<th></th>
<th>Alaska</th>
<th>Alberta N</th>
<th>Yukon</th>
<th>Nunavut</th>
<th>NWT</th>
<th>Greenland</th>
<th>Sapmi</th>
<th>Yamal</th>
<th>Nunavik</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alpine Skiing</td>
<td>Junior Male</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Junior Female</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Juvenile Male</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Juvenile Female</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Coaches (Male)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Coaches (Female)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Totals</td>
<td>14</td>
<td>10</td>
<td>13</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>46</td>
</tr>
<tr>
<td>Arctic Sports</td>
<td>Open Male</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Open Female</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>Junior Male</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>Junior Female</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>Coaches (Male)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Coaches (Female)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Totals</td>
<td>20</td>
<td>15</td>
<td>12</td>
<td>16</td>
<td>18</td>
<td>10</td>
<td>0</td>
<td>7</td>
<td>15</td>
<td>113</td>
</tr>
<tr>
<td>Badminton</td>
<td>Junior Male</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Junior Female</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Juvenile Male</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Juvenile Female</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Coaches (Male)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Coaches (Female)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Totals</td>
<td>10</td>
<td>10</td>
<td>9</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>67</td>
</tr>
<tr>
<td>Basketball</td>
<td>Junior Male</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Junior Female</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Coaches (Male)</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Coaches (Female)</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Totals</td>
<td>22</td>
<td>23</td>
<td>22</td>
<td>23</td>
<td>22</td>
<td>22</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>101</td>
</tr>
<tr>
<td>Biathlon - Ski</td>
<td>Ski - Junior Male</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Ski - Juvenile Male</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Ski - Junior Female</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Ski - Juvenile Female</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Coaches (Male)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Coaches (Female)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Totals</td>
<td>10</td>
<td>5</td>
<td>10</td>
<td>0</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>11</td>
<td>0</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>Alaska</td>
<td>N. Alberta</td>
<td>Yukon</td>
<td>Nunavut</td>
<td>NWT</td>
<td>Greenland</td>
<td>Sapmi</td>
<td>Yamal**</td>
<td>Nunavik</td>
<td>Totals</td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------</td>
<td>------------</td>
<td>-------</td>
<td>---------</td>
<td>-----</td>
<td>-----------</td>
<td>-------</td>
<td>---------</td>
<td>---------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>Biathlon - Snowshoe</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Snowshoe - Junior Male</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Snowshoe - Juvenile Male</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Snowshoe - Junior Female</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Snowshoe - Juvenile Female</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Coaches (Male)</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Coaches (Female)</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>10</td>
<td>9</td>
<td>9</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>11</td>
<td>0</td>
<td>11</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Cross Country Sking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior Male</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Junior Female</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Juvenile Male</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Juvenile Female</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Midget Male</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Midget Female</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Coaches (Male)</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Coaches (Female)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>28</td>
<td>15</td>
<td>17</td>
<td>0</td>
<td>17</td>
<td>0</td>
<td>15</td>
<td>20</td>
<td>10</td>
<td>150</td>
<td></td>
</tr>
<tr>
<td>Cultural</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior Co-ed</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td>3</td>
<td>6</td>
<td>6</td>
<td>2</td>
<td>4</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td>3</td>
<td>6</td>
<td>6</td>
<td>2</td>
<td>4</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>Manager (Male)</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Manager (Female)</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Participants</td>
<td>9</td>
<td>5</td>
<td>7</td>
<td>7</td>
<td>9</td>
<td>7</td>
<td>2</td>
<td>6</td>
<td>7</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>Curling</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior Male</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Junior Female</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Coaches (Male)</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Coaches (Female)</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>11</td>
<td>11</td>
<td>10</td>
<td>10</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>53</td>
<td></td>
</tr>
<tr>
<td>Dene Games</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open Male</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Junior Male</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Junior Female</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Juvenile Male</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Coaches (Male)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Coaches (Female)</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>9</td>
<td>19</td>
<td>14</td>
<td>0</td>
<td>0</td>
<td>17</td>
<td>113</td>
<td></td>
</tr>
<tr>
<td>Event</td>
<td>Junior Co-ed</td>
<td>Alaska</td>
<td>N. Alberta</td>
<td>Yukon</td>
<td>Nunavut</td>
<td>NWT</td>
<td>Greenland</td>
<td>Sapmi</td>
<td>Yamal**</td>
<td>Nunavik</td>
<td>Totals</td>
</tr>
<tr>
<td>----------------</td>
<td>-----------------------</td>
<td>--------</td>
<td>------------</td>
<td>-------</td>
<td>---------</td>
<td>-----</td>
<td>-----------</td>
<td>-------</td>
<td>---------</td>
<td>---------</td>
<td>--------</td>
</tr>
<tr>
<td>Dog Mushing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Female</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Juvenile Co-ed</td>
<td></td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Male</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Female</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Coaches (Male)</td>
<td>2</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Chaperon (Male)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Figure Skating</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior Female</td>
<td></td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Coaches (Male)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Coaches (Female)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Gymnastics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior Female</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Coaches (Male)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Coaches (Female)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Hockey</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior Women</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>17</td>
<td>85</td>
<td></td>
</tr>
<tr>
<td>Midget</td>
<td>17</td>
<td>17</td>
<td>0</td>
<td>17</td>
<td>17</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>17</td>
<td>68</td>
<td></td>
</tr>
<tr>
<td>Bantam</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>0</td>
<td>16</td>
<td>17</td>
<td>0</td>
<td>0</td>
<td>17</td>
<td>67</td>
<td></td>
</tr>
<tr>
<td>Coaches (Male)</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>57</td>
<td>38</td>
<td>39</td>
<td>56</td>
<td>57</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>247</td>
<td></td>
</tr>
<tr>
<td>Indoor Soccer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior Male</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>Junior Female</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>Juvenile Male</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>53</td>
<td></td>
</tr>
<tr>
<td>Juvenile Female</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>54</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td>Intermediate Female</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>36</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>Coaches (Male)</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Coaches (Female)</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Male)*</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>50</td>
<td>20</td>
<td>41</td>
<td>51</td>
<td>52</td>
<td>31</td>
<td>10</td>
<td>0</td>
<td>255</td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>Junior Male</td>
<td>N. Alberta</td>
<td>Yukon</td>
<td>Nunavut</td>
<td>NWT</td>
<td>Greenland</td>
<td>Sapmi</td>
<td>Yamal</td>
<td>Nunavik</td>
<td>Totals</td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>-------------</td>
<td>------------</td>
<td>-------</td>
<td>---------</td>
<td>-----</td>
<td>-----------</td>
<td>-------</td>
<td>-------</td>
<td>---------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>Snowboarding</td>
<td></td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Junior Female</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Juvenile Male</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Juvenile Female</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coaches (Male)</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coaches (Female)</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Totals</td>
<td>10</td>
<td>10</td>
<td>9</td>
<td>0</td>
<td>7</td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>Snowshoeing</td>
<td></td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Junior Female</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Juvenile Male</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Juvenile Female</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coaches (Male)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coaches (Female)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Totals</td>
<td>10</td>
<td>10</td>
<td>11</td>
<td>0</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>61</td>
<td></td>
</tr>
<tr>
<td>Speed Skating</td>
<td></td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Junior Female</td>
<td>4</td>
<td>0</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Juvenile Male</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Juvenile Female</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coaches (Male)</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coaches (Female)</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Totals</td>
<td>10</td>
<td>10</td>
<td>11</td>
<td>0</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>61</td>
<td></td>
</tr>
<tr>
<td>Table Tennis</td>
<td></td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Junior Female</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Juvenile Male</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Juvenile Female</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coaches (Male)</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coaches (Female)</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Totals</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>10</td>
<td>70</td>
<td></td>
</tr>
<tr>
<td>Volleyball</td>
<td></td>
<td>10</td>
<td>8</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>10</td>
<td>58</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Junior Female</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>8</td>
<td>0</td>
<td>10</td>
<td>58</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coaches (Male)</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coaches (Female)</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Totals</td>
<td>21</td>
<td>22</td>
<td>22</td>
<td>23</td>
<td>11</td>
<td>10</td>
<td>0</td>
<td>10</td>
<td>132</td>
<td></td>
</tr>
<tr>
<td>Wrestling</td>
<td>Alaska</td>
<td>N. Alberta</td>
<td>Yukon</td>
<td>Nunavut</td>
<td>NWT</td>
<td>Greenland</td>
<td>Sapmi</td>
<td>Yamal**</td>
<td>Nunavik</td>
<td>Totals</td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>--------</td>
<td>------------</td>
<td>-------</td>
<td>---------</td>
<td>-----</td>
<td>------------</td>
<td>-------</td>
<td>---------</td>
<td>---------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>Junior Male</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td>Junior Female</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>0</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td>Coaches (Male)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Coaches (Female)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Chaperon (Male)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Chaperon (Female)*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>4</td>
<td>9</td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>48</td>
</tr>
</tbody>
</table>

**TOTALS**

<table>
<thead>
<tr>
<th>Athletes</th>
<th>306</th>
<th>286</th>
<th>188</th>
<th>237</th>
<th>207</th>
<th>271</th>
<th>107</th>
<th>33</th>
<th>69</th>
<th>61</th>
<th>1459</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture</td>
<td>6</td>
<td>6</td>
<td>4</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>45</td>
</tr>
<tr>
<td>Coaches/Managers</td>
<td>50</td>
<td>48</td>
<td>35</td>
<td>41</td>
<td>33</td>
<td>47</td>
<td>14</td>
<td>4</td>
<td>13</td>
<td>11</td>
<td>246</td>
</tr>
<tr>
<td>Chaperons</td>
<td>0</td>
<td>7</td>
<td>1</td>
<td>7</td>
<td>3</td>
<td>9</td>
<td>8</td>
<td>1</td>
<td>9</td>
<td>2</td>
<td>47</td>
</tr>
<tr>
<td>Mission Staff</td>
<td>14</td>
<td>14</td>
<td>13</td>
<td>14</td>
<td>14</td>
<td>11</td>
<td>11</td>
<td>5</td>
<td>7</td>
<td>6</td>
<td>98</td>
</tr>
<tr>
<td>Contingent</td>
<td>376</td>
<td>361</td>
<td>241</td>
<td>305</td>
<td>263</td>
<td>347</td>
<td>146</td>
<td>45</td>
<td>102</td>
<td>85</td>
<td>1895</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Alaska</th>
<th>N. Alberta</th>
<th>Yukon</th>
<th>Nunavut</th>
<th>NWT</th>
<th>Greenland</th>
<th>Sapmi</th>
<th>Yamal**</th>
<th>Nunavik</th>
<th>Totals</th>
</tr>
</thead>
</table>

* Chaperons - only allowed if coaches are not the same gender as athletes / 1 per sport only
** Yamal Chaperons = translators

Total All: 1895
<table>
<thead>
<tr>
<th>Ch #</th>
<th>Function</th>
<th>Channel Name/Trunked</th>
<th>Assignment</th>
<th>RX Freq</th>
<th>N or W</th>
<th>RX Tone/NAC</th>
<th>TX Freq</th>
<th>N or W</th>
<th>Tx Tone/NAC</th>
<th>Mode</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>AWG Admin</td>
<td>D IC 9</td>
<td>Command</td>
<td>TG: D IC 9</td>
<td>-</td>
<td>SYS: ALMR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>AWG Admin, All others</td>
</tr>
<tr>
<td>2</td>
<td>EMS 3</td>
<td>Backup Command</td>
<td>D IC 3</td>
<td>151.2050</td>
<td>CSQ</td>
<td>158.8950</td>
<td>127.3</td>
<td>A</td>
<td>Use if Channel 1 is not available</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Area Wide</td>
<td>D IC 10</td>
<td>Security</td>
<td>TG: D IC 10</td>
<td>-</td>
<td>SYS: ALMR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Area Wide</td>
<td>D IC 11</td>
<td>Medical</td>
<td>TG: D IC 11</td>
<td>-</td>
<td>SYS: ALMR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Area Wide</td>
<td>D IC 12</td>
<td>Transportation</td>
<td>TG: D IC 12</td>
<td>-</td>
<td>SYS: ALMR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Local (at Venue)</td>
<td>LE 6</td>
<td>Carlson Center</td>
<td>167.2500</td>
<td>167.2500</td>
<td>167.9</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Local (at Venue)</td>
<td>LE 7</td>
<td>Lathrop High Ryan Middle</td>
<td>167.7500</td>
<td>167.7500</td>
<td>167.9</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Local (at Venue)</td>
<td>LE 8</td>
<td>Randy Smith</td>
<td>168.1125</td>
<td>168.1125</td>
<td>167.9</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Local (at Venue)</td>
<td>LE 9</td>
<td>Hutchison</td>
<td>168.4625</td>
<td>168.4625</td>
<td>167.9</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Local (at Venue)</td>
<td>VTAC11</td>
<td>North Pole High West Valley</td>
<td>151.1375</td>
<td>151.1375</td>
<td>156.7</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Local (at Venue)</td>
<td>VTAC12</td>
<td>North Pole Middle Big Dipper</td>
<td>154.4525</td>
<td>154.4525</td>
<td>156.7</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Local (at Venue)</td>
<td>VTAC13</td>
<td>Birch Hill</td>
<td>158.7375</td>
<td>158.7375</td>
<td>156.7</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Local (at Venue)</td>
<td>VTAC14</td>
<td>Skiland</td>
<td>159.4725</td>
<td>159.4725</td>
<td>156.7</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Weather</td>
<td>WX 7</td>
<td>Weather</td>
<td>162.5500</td>
<td></td>
<td>Disabled</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Regional Incident</td>
<td>REG D IC 5</td>
<td>Incident</td>
<td>TG: D IC 5</td>
<td>-</td>
<td>SYS: ALMR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Assigned by Dispatch if needed.</td>
</tr>
<tr>
<td>16</td>
<td>Regional Incident</td>
<td>REG D IC 6</td>
<td>Incident</td>
<td>TG: D IC 6</td>
<td>-</td>
<td>SYS: ALMR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Assigned by Dispatch if needed.</td>
</tr>
</tbody>
</table>

The convention calls for frequency lists to show four digits after the decimal place, followed by either an "N" or a "W", depending on whether the frequency is narrow or wide band. Mode refers to either “A” or “D” indicating analog or digital (e.g. Project 25) or "M" indicating mixed mode. All channels are shown as if programmed in a control station, mobile or portable radio. Repeater and base stations must be programmed with the Rx and Tx reversed.
**Ticket Info – Quick Reference**

*Are you AWG staff or volunteers selling tickets and have questions? Look no further! 😊*

### Distribution:
- Ticketmaster: Available online starting **November 20** – ticketmaster.com or 1-800-745-3000
- AWG Retail Store, 330 Barnette Street
  (Current Hours: Mon-Sat 8AM-6PM / March 10-21: Mon-Sun 8AM-8PM
- Carlson Center Box Office and UAF Patty Center Box Office
- All Fred Meyer Ticketmaster locations throughout Alaska

### Prices / Packages:

<table>
<thead>
<tr>
<th></th>
<th>Adult</th>
<th>Youth (Ages 6-18) *For Cultural Galas, youth age is 3-18.</th>
<th>Senior (55+)</th>
<th>Military Active &amp; Dependents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Super Pass (includes lanyard)</td>
<td>$40</td>
<td>$35</td>
<td>$35</td>
<td>$35</td>
</tr>
<tr>
<td>Day Pass</td>
<td>$15</td>
<td>$12</td>
<td>$12</td>
<td>$12</td>
</tr>
<tr>
<td>Opening Ceremony</td>
<td>$20</td>
<td>$15</td>
<td>$15</td>
<td>$15</td>
</tr>
<tr>
<td>Closing Ceremony</td>
<td>$20</td>
<td>$15</td>
<td>$15</td>
<td>$15</td>
</tr>
<tr>
<td>Medal Rounds</td>
<td>$15</td>
<td>$12</td>
<td>$12</td>
<td>$12</td>
</tr>
<tr>
<td><em>Soccer medal rounds (by day not game)</em></td>
<td>$30</td>
<td>$25</td>
<td>$25</td>
<td>$25</td>
</tr>
<tr>
<td>Cultural Gala 1 (Thursday)</td>
<td>$35</td>
<td>*$30 (Ages 3-18)</td>
<td>$30</td>
<td>$30</td>
</tr>
<tr>
<td>Cultural Gala 2 (Friday)</td>
<td>$35</td>
<td>*$30 (Ages 3-18)</td>
<td>$30</td>
<td>$30</td>
</tr>
</tbody>
</table>

The following tickets can **ONLY** be picked up at the AWG retail store/office from **AWG staff**:

- **Arctic Stars**
  - *AWG staff can sell tickets to Arctic Stars at **no additional discount other than Youth, Senior, Military***: for tickets associated with their Arctic Star sponsorship, please refer them to **CHERIE**. Must be picked up from Cherie only!

- **Sport / Committee Chairs**
  - *Entitled to one (1) Opening Ceremony ticket AND one (1) Closing Ceremony ticket; these tickets will be placed in envelopes with the sport/committee chair’s name on them for distribution at the Dec. 5th training or for pick-up in the store after Dec. 5.*

**Super Pass** (week-long)
- Includes: non-medal round sports events
- Exclusions:
  - Opening/ Closing, Cultural Galas
  - Medal Rounds

**Opening / Closing Ceremonies**
- *Opening, Sunday, March 16 (Carlson) – 6PM*
- *Closing, Saturday, March 22 (Carlson) – 6PM*

**Medal Rounds**
- *Sports with medal rounds: Hockey, Volleyball, Basketball, Curling, Soccer (soccer medal round tickets sold by day, not game)*

**Cultural Galas**
- *Thursday, March 20 (Hering Auditorium) – 7PM*
- *Friday, March 21 (Hering Auditorium) – 7PM*

**REMEMBER!**
1. No refunds or exchanges on ticket sales.
2. No AWG staff or volunteers selling tickets are authorized to “COMP” any tickets to anyone.
3. Arctic Star & Sport/Committee Chair tickets **must be picked up at AWG office from AWG staff only**.
PROPER ORDER FOR MARCHING FLAGS IN
It is the intention of the Fairbanks 2014 Arctic Winter Games Host Society to promote an alcohol-free Games time experience for participants.

Alcohol will not be served at any venue holding sporting or cultural events during the 2014 Games. Receptions solely hosted by the AWGHS will be alcohol-free. In the event that a sponsor requests to incorporate alcoholic beverages for receptions only, the sponsor will be permitted to do so with the expectation that invitations will specifically state that the "hosted bar" or "no host bar" is provided by the sponsoring organization.

Last modified: 1/31/14
Adopted: 2/4/14
DISRUPTIVE BEHAVIOR POLICY

The AWG events are meant to provide a safe and comfortable and enjoyable environment for everyone.

Any indoor venue of the 2014 Arctic Winter Games prohibits the use of:

- Air Horns
- Whistles
- Laser Pointers
- Any other device that poses a health risk or is a disturbance to the event

Spectators must refrain from throwing objects onto the Field of Play. This activity could result in serious injury to the Participants or interfering with the flow of play. Spectators must also refrain use of bad language directed at referees or participants.

Spectators that use these devices, throw objects onto the Field of Play or use bad language will be issued a warning by AWG or Venue Security/Staff. If the spectator fails to follow these directions, they will be escorted out of the venue for that day.

Signage regarding this policy will be posted at all indoor venue locations and will be enforced by AWG Security.

Last Modified: 11/18/2013
Adopted: 11/19/2013
CONCUSSION POLICY

When there is a blow to the head or force transmitted to the head by a blow to the body, then symptoms and exam will guide you in taking appropriate action.

1. Activate EMS and evacuate the athlete to the Emergency Room in the presence of any of the following High Risk Triggers. High Risk Triggers suggest that there is not just a concussion but a more severe head injury or a spinal injury.
   a. Concern about Spine Injury: pain/tenderness/deformity in the neck or back, weakness or numbness in arms or legs, facial injury)
   b. LOC greater than 30 seconds
   c. Severe headache
   d. Vomiting, especially repeated vomiting
   e. Seizures
   f. Focal neurologic abnormality (abnormal sensation, strength, reflexes, cranial nerve function)
   g. Slurred Speech
   h. Any Deterioration in mental status or neurologic exam after initial evaluation
   i. If ER evaluation reveals spinal injury or more severe head injury, then an appropriate care plan will be provided by the ER. If spinal or severe head injury is not found, then the athlete will be referred to the Polyclinic for follow up and appropriate disposition.

2. Any Athlete suspected of concussion, but not having the High Risk Triggers (#1 above) will be immediately removed from competition/training and transported to the Polyclinic. Concussion is suspected when one or more of the following are present following blow to the head or transmitted to the head:
   a. Headache, not severe or progressive, dizziness, poor balance (BESS test)
   b. Photophobia, phonophobia, abnormal vision or hearing, slow or slurred speech.
   c. Confusion (person, place, time), feels as if in a fog or underwater or lost, slow to respond, doesn’t anticipate or follow the flow of athletic activity.
   d. Change in personality, hyperactivity, somnolence, aggression, swearing, flat affect, disinhibited.
   e. Amnesia. Does not remember things that happened before or after the injury. Asks the same question repeatedly, not recalling the answer or prior discussion.
   f. Cognitive. Does not think logically, difficulty repeating a list or doing calculations

3. At the Polyclinic, the Chief Medical Officer or his designee will evaluate athlete to determine if concussion has occurred. This determination can only be made by a health care provider who is “qualified and trained” as defined by AK State Law and ASAA policy.

4. SCAT-2 will be performed on all athletes suspected of having a concussion. At least an abridged SCAT2 will be performed in the field and results communicated to the Chief Medical Officer. A full SCAT2 will be performed at the AWG Clinic and repeated as observation continues and the athlete revaluated. The NFL SCAT2 form or iPhone app will be used to standardize and document the exam.
5. All athletes suspected of having a concussion will continue to be monitored by the medical team at the Polyclinic for a minimum of 2 hours.

6. Any deterioration in the condition of athlete will result in immediate transfer to Fairbanks Memorial Hospital for further evaluation.

7. For any athlete diagnosed with a concussion,
   a. Athlete will be removed from competition/practice until reinstated per the Concussion: Return to Play Protocol. See attached.
   b. Athlete will receive a “Heads Up Fact Sheet” [link]
   c. Parents/Coach will receive a “Parents Guide to Concussion in Sports” [link]
   d. Athlete and coach/parent will acknowledge in writing that they have received these documents, [link]
   e. Following concussion, limited cognitive activity will be recommended, and there will be no physical activity until all symptoms have resolved.

8. Head Official/Chief of Competition and Sport Chair will be alerted to any diagnosis of suspected or definite Concussion and therefore ineligibility for participation.

9. The concussed athlete, by law, and as a medical standard of care, needs to complete a return to play protocol lasting at least one week before medically eligible to return to practice and competition. Since that period exceeds the duration of the Arctic Winter Games, the concussed athlete will be ineligible to participate in the remainder of the Competitions.

10. The concussed athlete will be followed medically daily either by the medical staff at the Polyclinic or by a “qualified and trained” health care provider to whom the athlete is referred by the Clinic. Written notice shall be provided to the athlete and coach for conveyance to the parents, stating the diagnosis of concussion, the need for medical follow up at home, and the medical ineligibility for practice and competition until cleared by a qualified and trained health care provider at home. [link]

11. Symptoms may not appear or be reported until sometime after the injury. All personnel have to be alert to the symptoms and recognize their importance. It is, by Alaska statute, the responsibility of all members to the AWG community to remove an athlete with suspected concussion from practice or competition and secure medical assistance for her/him.

12. Failure to follow this protocol is not only a violation of AWG Policy and not only poor medical practice, but it is a violation of the Alaska State Concussion Law.

Last Modified: 12/31/13   Adopted: 4/9/13
CONDOM POLICY

Policy

The 2014 Arctic Winter Games Board of Directors approves the availability of condoms at the 2014 AWG to encourage safe health practices and the below procedures will be followed:

1. Condoms will be available at the 2014 Arctic Winter Games at the accreditation check point for each athlete’s village, the Polyclinic and the Health Fair.

2. Condoms will be free of charge for participants.

3. They will be available in plain, non-games branded wrappers and will not be promoted as “collector” items.

Official Statement

The Fairbanks 2014 Arctic Winter Games is allowing the distribution of condoms at the accommodation venues as a preventative measure for those athlete’s that are sexually active. The condoms were provided by an outside agency free of charge. There is no advertising or promotion of the condoms.

Last modified: 9/23/13
Adopted: 9/10/2013, 9/24/2013
CONDUCT & CODE OF ETHICS POLICY

Policy

Service to the public is the first obligation of all Fairbanks 2014 Arctic Winter Games Host Society volunteers and employees. Therefore, it is expected that volunteers and employees will represent the Fairbanks 2014 Arctic Winter Games Host Society positively by providing the highest quality of service, without jeopardizing the best interests of the Fairbanks 2014 Arctic Winter Games Host Society itself. The conduct of Fairbanks 2014 Arctic Winter Games Host Society affairs must be above reproach at all times.

Guidelines

Volunteers and Employees will:
1. Maintain strictest confidence of information gained through their position when that information is not available to the public;
2. Refuse to place themselves in a position where they are under obligation to any person(s) who might benefit or seek preferential treatment;
3. Refuse to grant any special consideration, treatment or advantage, to any citizen or group beyond that which is available to all;
4. Refuse to engage in any activity, employment, business or transaction which is incompatible with the proper discharge of their duties or that may tend to influence them in the discharge of their duties;
5. Disclose to their supervisor, any financial, business or commercial interest which may be interpreted as a conflict of interest or which may be interpreted as conflicting with the proper carrying out of their duties;
6. Use Fairbanks 2014 Arctic Winter Games Host Society vehicles, equipment, consumable materials and property for conducting 2014 Arctic Winter Games Host Society business only;
7. Not use the name of the Fairbanks 2014 Arctic Winter Games Host Society to receive discounts when purchasing personal items.

I agree to this Conduct & Code of Ethics Policy

__________________________________ _____________________________ __________
Signature     Printed Name    Date

Last modified: 11/5/13
Adopted: 11/5/2013
CONFLICT OF INTEREST POLICY

The Board of Directors and Officers of the Fairbanks 2014 Arctic Winter Games recognize that conflicts of interest are unavoidable in an organization like the Fairbanks 2014 Arctic Winter Games.

The Directors accept the conflicts of interest that are inherent in the organization, but agree to mitigate those conflicts of interest to the greatest extent practicable through the process of candor, disclosure and non-participation. The Directors operate under the assumption that the public trusts to the good faith of this elected Board of Directors to determine whether or not a conflict of interest exists.

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

a) An ownership or investment interest in any entity with which the Fairbanks 2014 Arctic Winter Games has a transaction or arrangement,

b) A compensation arrangement with the Fairbanks 2014 Arctic Winter Games or with any entity or individual with which the Fairbanks 2014 Arctic Winter Games has a transaction or arrangement, or

c) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Fairbanks 2014 Arctic Winter Games is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. Insubstantial means having a cost equal to or less than the then-current IRS definitions of substantiality, 2% if the transaction involved, or $50, whichever is less.

A financial interest is not necessarily a conflict of interest only if the Board decides that a conflict of interest exists. The Fairbanks 2014 Arctic Winter Games acknowledges that a conflict of interest is inherent in and these are hitherto excluded from discussion.

At the start of the Fairbanks 2014 Arctic Winter Games Board Meetings, the Fairbanks 2014 Arctic Winter Games Board President will ask the Board of Directors to review the agenda items and voice any conflicts of interest. If applicable, a Director should disclose an actual or possible conflict(s). The Fairbanks 2014 Arctic Winter Games Board would then determine whether or not the conflict of interest was substantial enough to excuse that Director from participation on the agenda item(s). If a Director fails to disclose an actual or possible conflict of interest, then the Board of Directors will take appropriate disciplinary and corrective action.

Last Modified: 11/5/2013
Adopted: 11/5/2013
RECORD RETENTION POLICY

The Fairbanks 2014 Arctic Winter Games Host Society takes seriously its obligations to preserve information relating to litigation, audits, and investigations.

The information listed in the retention schedule below is intended as a guideline and may not contain all the records the Fairbanks 2014 Arctic Winter Games Host Society may be required to keep in the future. Questions regarding the retention of documents not listed in this chart should be directed to the President and General Manager.

From time to time, the President may issue a notice, known as a “legal hold,” suspending the destruction of records due to pending, threatened, or otherwise reasonably foreseeable litigation, audits, government investigations, or similar proceedings. No records specified in any legal hold may be destroyed, even if the scheduled destruction date has passed, until the legal hold is withdrawn in writing by the President.

<table>
<thead>
<tr>
<th>File Category</th>
<th>Item</th>
<th>Retention Period</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate Records</strong></td>
<td>Bylaws and Articles of Incorporation</td>
<td>Permanent</td>
</tr>
<tr>
<td></td>
<td>Corporate resolutions</td>
<td>Permanent</td>
</tr>
<tr>
<td></td>
<td>Board and committee meeting agendas and minutes</td>
<td>Permanent</td>
</tr>
<tr>
<td></td>
<td>Conflict-of-interest disclosure forms</td>
<td>4 years</td>
</tr>
<tr>
<td><strong>Finance and</strong></td>
<td><strong>Administration</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Financial statements (audited)</td>
<td>7 years</td>
</tr>
<tr>
<td></td>
<td>Auditor management letters</td>
<td>7 years</td>
</tr>
<tr>
<td></td>
<td>Payroll records</td>
<td>7 years</td>
</tr>
<tr>
<td></td>
<td>Check register and checks</td>
<td>7 years</td>
</tr>
<tr>
<td></td>
<td>Bank deposits and statements</td>
<td>7 years</td>
</tr>
<tr>
<td></td>
<td>Chart of accounts</td>
<td>7 years</td>
</tr>
<tr>
<td></td>
<td>General ledgers and journals (includes bank reconciliations)</td>
<td>7 years</td>
</tr>
<tr>
<td></td>
<td>Investment performance reports</td>
<td>7 years</td>
</tr>
<tr>
<td></td>
<td>Equipment files and maintenance records</td>
<td>7 years after disposition</td>
</tr>
<tr>
<td></td>
<td>Contracts and agreements</td>
<td>7 years after all obligations end</td>
</tr>
<tr>
<td></td>
<td>Correspondence — general</td>
<td>3 years</td>
</tr>
<tr>
<td><strong>Insurance Records</strong></td>
<td>Policies — occurrence type</td>
<td>Permanent</td>
</tr>
<tr>
<td></td>
<td>Policies — claims-made type</td>
<td>Permanent</td>
</tr>
<tr>
<td></td>
<td>Accident reports</td>
<td>7 years</td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
<td>Retention Period</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Safety (OSHA) reports</td>
<td></td>
<td>7 years</td>
</tr>
<tr>
<td>Claims (after settlement)</td>
<td></td>
<td>7 years</td>
</tr>
<tr>
<td>Group disability records</td>
<td></td>
<td>7 years after end of benefits</td>
</tr>
<tr>
<td>Real Estate</td>
<td>Deeds</td>
<td>Permanent</td>
</tr>
<tr>
<td></td>
<td>Leases (expired)</td>
<td>7 years after all obligations end</td>
</tr>
<tr>
<td></td>
<td>Mortgages, security agreements</td>
<td>7 years after all obligations end</td>
</tr>
<tr>
<td>Tax</td>
<td>IRS exemption determination and related correspondence</td>
<td>Permanent</td>
</tr>
<tr>
<td></td>
<td>IRS Form 990s</td>
<td>7 years</td>
</tr>
<tr>
<td></td>
<td>Charitable Organizations Registration Statements (filed with Minnesota Attorney General)</td>
<td>7 years</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Employee personnel files</td>
<td>Permanent</td>
</tr>
<tr>
<td></td>
<td>Retirement plan benefits (plan descriptions, plan documents)</td>
<td>Permanent</td>
</tr>
<tr>
<td></td>
<td>Employee handbooks</td>
<td>Permanent</td>
</tr>
<tr>
<td></td>
<td>Workers comp claims (after settlement)</td>
<td>7 years</td>
</tr>
<tr>
<td></td>
<td>Employee orientation and training materials</td>
<td>7 years after use ends</td>
</tr>
<tr>
<td></td>
<td>Employment applications</td>
<td>3 years</td>
</tr>
<tr>
<td></td>
<td>IRS Form I-9 (store separate from personnel file)</td>
<td>Greater of 1 year after end of service, or three years</td>
</tr>
<tr>
<td></td>
<td>Withholding tax statements</td>
<td>7 years</td>
</tr>
<tr>
<td></td>
<td>Timecards</td>
<td>3 years</td>
</tr>
<tr>
<td>Technology</td>
<td>Software licenses and support agreements</td>
<td>7 years after all obligations end</td>
</tr>
</tbody>
</table>
1. **Electronic Documents and Records.**

   Electronic documents will be retained as if they were paper documents. Therefore, any electronic files that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an e-mail message, the message should be printed in hard copy and kept in the appropriate file or moved to an “archive” computer file folder. Backup and recovery methods will be tested on a regular basis.

2. **Emergency Planning.**

   The Fairbanks 2014 Arctic Winter Games records will be stored in a safe, secure, and accessible manner. Documents and financial files that are essential to keeping the Organization operating in an emergency will be duplicated or backed up at least every week and maintained off-site.

3. **Document Destruction.**

   The General Manager is responsible for the ongoing process of identifying its records, which have met the required retention period, and overseeing their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding.

   Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

4. **Compliance.**

   Failure on the part of employees to follow this policy can result in possible civil and criminal sanctions against the Organization and its employees and possible disciplinary action against responsible individuals. The President will periodically review these procedures with legal counsel or the organization’s certified public accountant to ensure that they are in compliance with new or revised regulations.
Lost badges need to be reported immediately to the accreditation office at Athlete’s Village. Before a replacement is issued, a participant, volunteer or VIP will have to provide full details of where the badge was possibly lost and sign a declaration that they did not knowingly cause the badge to fall into another individuals’ hands (i.e. ‘traded it’, gave it away, etc.) Participants must be accompanied by Mission Staff to receive replacement badge.

Badges that are found at venues or other locations will be turned in to security volunteers. If any other volunteer receives the badge, they are asked to turn it in to AWG security. Security will make sure that the badge is taken to the accreditation office at Athlete’s Village. A phone call and an email will be sent to Chefs notifying them that a badge from their contingent has been found.

Volunteers who lose their badge will follow the same procedure above and receive their replacement badge at the Accreditation Office in Lathrop High School at the Athlete’s Village.

VIPs who lose their badge will follow same procedure above and receive their replacement badge at Westmark Hotel in the VIP room.

Last Modified: 10/8/13, 11/5/13, 12/10/13
Adopted: 10/8/13, 12/10/13
Purpose
Raavee represents the Host Committee of the 2014 Arctic Winter Games (the Games) as an ambassador at Games events and other events throughout Alaska, to promote crowd interaction and the spirit of the Games.

Preamble
The Host Society reserves the right to approve all proposed appearances by Raavee and will provide in writing (where required) an explanation for any request that is not approved. The Host Society will not approve an appearance that, in its opinion, would jeopardize the public image of Raavee and/or the Host Society.

Unless there are extenuating circumstances, appearances by Raavee in licensed hotel bars and lounges will not be considered, except where the appearance is at an official Games event or venue (ie – VIP lounge, sponsors hospitality suite, etc.)

Liability
The Host Society’s insurance provides liability coverage for bodily injury or property damage to a third party caused by the negligence of a volunteer.

Training
Mascot volunteers will be trained with respect to proper care, handling and use of the Raavee mascot costume. Specifics of costume care will be provided.

Actions and/or routines when appearing in costume must be conducted in good taste and with the spirit of the Games in mind at all times.

Handlers will be provided with rules and guidelines on movement of mascot, crowd control etc., with respect to making every appearance a safe appearance for all involved. Handlers will wear the Games clothing supplied by the Host Society.

General Guidelines
Qualifications
Enthusiasm
Creativity
Good physical condition
Good interaction with children
Responsibility
Discipline
Spontaneity (defined as the occasional desire to dress up and make a fool of yourself)
MASCOT POLICY

Authorized Users
All divisions and committees of the 2014 Host Society;
Participating contingents and associated sport organizations;
City of Fairbanks, City of North Pole, Fairbanks North Star Borough, Fairbanks North Star Borough School District;
Major sponsors as outlined in sponsor packages;
Retail merchandising outlets

Community Events
Members of the Raavee Team may not commit to any unscheduled event without prior written approval of the supervisor of the mascots. Donations are appreciated. Paid appearances will be negotiated.

Last modified: 9/27/2012
Adopted: 10/2/2012
Updated & Adopted: 12/11/12
MEDIA INTERVIEW POLICY

Purpose
The Fairbanks 2014 Arctic Winter Games Host Society has developed a general media interview policy that recognizes the needs of the media, the rights of our participants and the interests of mission staff, coaches and managers. Based on requests by mission/team staff, flexibility will be maintained to ensure that we do not negatively impact the coverage of the Games.

Preamble
We accept that, although we may develop one policy, at certain venues exceptions may be made with the consent of mission staff, preferably the Mission Media Liaison Officer or designate. We also recognize that interviews away from venues will principally come under the direction of mission staff and look forward to working with them prior to and during the games.

A list of Mission Media Liaison Officers and their cell phone numbers will be published in the Communications Guide/Games Phone Book.

Guidelines
Accordingly, the interview policy at sport venues will be as follows:

1. Immediately prior to competition, interviews will not be encouraged. Media may, however, be granted an opportunity to interview a participant if a team official, preferably the Mission Media Liaison Officer, coordinates the interview through the team coach or manager.

2. During competition, media will not be permitted on the field of play. “Court-side” comments at the end of competition will be permitted if requested.

3. The Host Society will facilitate a media interview area adjacent to most sport venues where interviews can take place immediately following competition. A member of the Broadcast & Media Relations Committee will be assigned to assist the media in this area. Coaches and/or mission staff will be encouraged to attend these media interviews if appropriate.

4. Media interviews will not be permitted in the locker room or dressing rooms. Exceptions may be allowed if media make specific requests through Mission Media Liaison Officers and are sponsored by a team manager or coach.

Last Modified: 9/11/2012
Adopted: 10/2/2012
**MERCHANDISE DISCOUNT POLICY**

**Purpose**
The 2014 Fairbanks Arctic Winter Games Host Society has established its merchandising strategy for the 2014 Games. The goal of the merchandising strategy is to maximize the financial benefit of merchandise sales for revenue generation to assist in financing the total Games operations.

The Host Society also recognizes the importance of marketing and promoting the Games and acknowledges that by wearing Gameswear, we increase visibility of the Games and support the marketing strategy and goals of the Host Society. By offering the discount policy we increase marketing exposure of the Games, while providing tangible benefits to all parties involved.

**Free of Charge Merchandise**
1. For the purposes of this policy, free of charge clothing will be approved by the General Manager and recommended by the staff of the Host Society.

**Cost Price**
1. Cost price is identified as the price paid by the Host Society, including embroidery, applicable freight and taxes.

**Staff**
1. Staff includes all full-time and part-time employees employed by the Host Society.
2. Full-time Staff will receive a uniform to be determined by the President at no charge for use during the Games.
3. Other items may be purchased at 15% discount off the retail price and must be approved by the General Manager.

**Host Society Board of Directors**
1. Host Society Board of Directors includes the Board of Directors and Ex-Officio members of the Host Society Board of Directors.
2. Host Society Board of Directors will receive a uniform to be determined by the President at no charge for use during the Games.
3. Host Society Board of Directors are entitled to a 15% discount on all merchandise purchased for personal use.
4. The President, Vice-President and the General Manager will be provided with additional merchandise for personal use only as required at no charge.
5. Barbara Lavallee Prints and Posters will be sold with no discount.
6. Trolls will be sold with no discount.

**Volunteers**
1. This policy applies to Volunteers registered and in the database and have donated 15 hours
2. Volunteers will be provided their “official” uniform at no charge.
3. Volunteers will receive a 15% discount off the retail price of merchandise at the AWG Store. Items purchased at events will not receive discount. No discounts after March 1, 2014.
4. Barbara Lavallee Prints and Posters will be sold with no discount.
MERCHANDISE DISCOUNT POLICY

5. Trolls will be sold with no discount.

Gameswear Friday Supporters
1. Gameswear Friday supporters will be provided at 15% discount off the retail price for purchases over $250.
2. In order to qualify for these discounts, purchases must be made in bulk and on one invoice for the total purchase.
3. Purchases must be made to promote the Games.
4. Gameswear Friday supporters’ discounts will end on March 1, 2014.

AWGIC & Chefs de Mission/Assistant Chefs de Mission
1. Will be provided 15% per visit during their pre-Games visits.

Administration of Program
1. The Merchandising Discount Policy will be administered by the General Manager.
NEWS RELEASE POLICY

Purpose
To ensure the information released is timely and newsworthy.

Guidelines
1. Regular news releases will be disseminated continuously leading up to the 2014 Fairbanks Arctic Winter Games, as information and resources permit. News releases will be distributed locally, or nationally, depending on the nature of the information.

2. The Public Relations Committee, in partnership with the Host Society Marketing Staff and Sponsorship Manager will prepare news releases. The General Manager and/or President of the Host Society will review the final copy.

3. Each news release will include contact information for the General Manager or President or designated Spokesperson.

4. Stories will be pitched to the media on a strategic basis.

5. The distribution of News Releases includes the Fairbanks Host Society Board of Directors, Host Society Committee Chairs, Arctic Winter Games International Committee, major sponsors, Chefs de Mission, AWGHS web site and all appropriate media outlets.

Last Modified: 9/11/2012
Adopted: 10/2/2012
Updated & Adopted: 12/11/2013
Official Spokesperson Policy

Purpose
To ensure the message relayed to various media outlets covering the Games and community, is accurate and timely, and reflects the desired key messages from the Host Society.

Guidelines
1. All Staff and volunteers will be governed by this Official Spokesperson Policy.

2. Prior to the Games, the media will be informed of the Official Spokesperson Policy by media handbook and pre Games orientation.

3. All media inquiries up to and during 2014 Fairbanks Arctic Winter Games will be forwarded to the General Manager or President of the Host Society who may determine the appropriate spokesperson, if not already designated.

4. In handling emergency issues communications, the official spokespersons for the Host Society up to and during the 2014 Fairbanks Arctic Winter Games is the General Manager, President or their designee. Amber Courtney is the designated Public Information Officer for emergency communications. She will produce and distribute press releases upon approval of the General Manager or President of Host Society.

5. If any staff member or volunteer is approached by the media for information or an interview, they are to direct the request through the General Manager, President or the Host Society Public Relations Committee.

Last modified: 9/6/2012
Adopted: 10/2/2012
Updated & Adopted: 12/11/12
Officials Policy

Purpose
To determine how Officials are selected and level of service provided to both major and minor Official of the 2014 Arctic Winter Games.

Preamble
It is the intention of the Host Society to target (1) 80% recruitment of major and minor officials locally before looking to (2) availability of officials from participating units or from (3) other non-participating jurisdictions.

Definitions
Major Official – A major official is any official required to run the sport completion where a certification of Level 2 is required.
Minor Official – Minor officials are the field of play volunteers required to run the competition. No certification is required.

General Principals and Guidelines
1. The Official’s Chair will work with the Sport Chair to create a list of local (Alaska) officials.
2. The Official’s Chair will work with the Chefs De Missions to create a list of officials from each participating Unit’s jurisdiction.
3. Where required, a Unit or Sport Organizing Committee can apply to the Official’s Chair for assistance to increase their numbers of higher-level officials’ certification.
4. In extenuating circumstances, when all other options have been exhausted, and with the consent of the Official’s Chair, General Manger and the Sport Manager, an official may be brought in from other non-competing jurisdictions.

Level of Service

The Host Society is responsible for costs associated with Major Officials including housing and meals. Transportation may be provided by the Host Society or other AWG Contingents. If transportation is provided by Host Society, costs will be determined with Major Officials. If they are on a road system and can travel to Fairbanks via automobile, officials will receive compensation, not to exceed $230, which is the average price of a plane ticket within Alaska to Fairbanks.

Accommodation
- Major Officials travelling from outside of Fairbanks will be provided with accommodations. There will be a maximum of two Officials per room assigned by the Host Society and will have access to a social area. There are a limited number of single rooms available and if an official chooses to have a single room, they will pay $60 per night to the Host Society.
- Minor Officials have access to Volunteer Services including the volunteer lounge but are required to find their own overnight accommodations.
OFFICIALS POLICY

Transportation
- Major Officials have access to transportation services. This includes access to all types of busing as well as VIP transportation.
- Minor Officials have limited access to transportation service. This includes access to Fairbanks North Star Borough Transit System.

Food
- Major Officials will have access to three meals per day by Food Services. At venues where officials are required to be present all day, there will be food made available.
- Minor Officials are considered volunteers and will not be provided with meals through Food Services, but snacks will be made available throughout the day at identified Volunteer Lounges.

Clothing
- Major Officials are provided with a Major Official uniform.
- Minor Officials are provided with a volunteer uniform.

Registration
- Major Officials will register for the 2014 Games through the GEMS System as a Major Official.
- Minor Officials will register for the 2014 Games through the GEMS System as Volunteers under the Sport that they are assisting with.

Last Modified: 9/23/2013
Adopted: 10/2/2012, 9/24/2013, 2/25/14
I ____________________ as the parent or guardian of ______________________ do hereby consent to the above named child applying and participating as a volunteer for the 2014 Arctic Winter Games. I agree on behalf of the child, to the obligations set out in the Commitment, Consent and Waiver and hereby execute the same on behalf of said child.

Signed this _______ day of _____________, 20___

Parent/Guardian (Printed name)  Child (Printed Name)

Parent/Guardian (Signature)  Child Birth Date

Phone number Parent/Guardian

Questions – 907-456-2014

Please return form to:
2014 Arctic Winter Games Host Society
Attention: Volunteer Committee
PO Box 71370
Fairbanks, AK 99707
PIN POLICY

Purpose
To design, produce, and sell distinctive pins representative of the core planning committees, nine contingents, cultural participants, and 20 sports.

Policy

1. **Pin Central** will be open for pin sales Monday through Friday during Games week. Hours of operation will be from 11am-6pm. Pin sales will be located on the third floor of the Centennial Center for the Arts, located at Pioneer Park.

2. A **pin trading** location will be located on the third floor at the Centennial Center for the Arts, located at Pioneer Park.

3. **Core Planning Committee Pins** - Media, Medical, Officials, Security and Sponsor. Committee Chairs will be given their designated pin to distribute among volunteers for personal use and trading. These pins will not be for sale.

4. **Volunteer Pins** - In recognition of volunteering, each volunteer receives a white volunteer pin. Milestone hours of service will be recognized with a specially designed pin for 100, 250, 500 and 1000 hours.

5. **Sport and Contingent Pins** will be sold for $6/pin and $39/full set.
   a. Contingent pins will be available on a predetermined release schedule based on geographic location.
   b. Sports pins will be available on a predetermined release schedule based on the approved sports competition schedule.

6. **Cultural Pins** will be sold for $6/pin. They will be released at the beginning of the Games.

7. **Sponsors** are encouraged to produce tradable pins to activate their sponsorship among all participants and visiting friends and relatives during the Games. Sponsors’ pins will not be for sale or distributed through the pin trading shop.

8. **Collector Sets** - 50 of each pin produced by the Host Society will be kept to create collector sets to be distributed at the discretion of the Host Society Board President and General Manager. One set will be provided to the state museum’s Arctic Winter Games pin collection curator.

The Pin Committee will produce a brochure that will be available throughout the Games with pictures of each of the pins that are available.

Last Modified: 12/6/2013
Adopted: 12/10/13
POLYCLINIC SCOPE OF PRACTICE POLICY

The Polyclinic will care for participants and technical officials only for the 2014 AWG.

Staffing: 24 hours a day. Peak hours 0600-0900 will be staffed by 1 triage nurse, 2 admin staff, 1 physician, and 2 mid-level. Routine hours 0900-2200 will be staffed by 1 admin staff and 1 mid-level practitioner or nurse. Night hours 2200-0600 will be staffed by a nurse or EMT.

Health care providers at the Polyclinic will provide care which does not exceed their usual scope of practice. They will be supervised as in their usual practice relationships.

No pharmaceuticals shall be dispensed. No surgical procedures shall be performed. No imaging or labs will be undertaken. Prescriptions will be written for pharmaceuticals to be dispensed by pharmacies. (AWG will print prescription pads.) Referrals will be made when imaging, labs or surgery are required.

Administrative staff will email immediately and provide written copy (no later than the following morning) of the encounter to the athlete’s Chef de Mission. The Chef will thereby be advised of the medical issues, the status of medical clearance for play, and the need for referral or follow-up, and will be the adult with legal responsibility for same.

The health care team at the Polyclinic is expected to take vitals (as appropriate to the condition), obtain a medical history, perform an appropriate exam, provide or refer as necessary work up or treatment, maintain a complete medical record in the GEMS system, make a decision about medical clearance to play, need for isolation in the infirmary, and designate appropriate follow up. Follow up can be provided at the Polyclinic, at the provider’s private clinic, by referral to a specialist/ER/an urgent care facility, with the participant’s team medical provider, or with the participant healthcare providers at home. Follow up at the Polyclinic for decision regarding medical clearance to play will be referred to the 0600 time slot. Private clinics will be encouraged to hold some appointment times in the 0600-0900 time slot for urgent AWG referrals and urgent clearance decisions.

Any participant referred for care outside the Polyclinic must be accompanied by a mission staff, coach, or a chaperone from their contingent. When referring, give the athlete a copy of the Polyclinic visit including the reason for the referral. (Participant can return the form to the Polyclinic. The participant’s Chef will be notified telephonically of any participant who loses medical eligibility to participate or any participant who is referred for outside consultation/care.)

Polyclinic will review report from consultant and make decision re medical eligibility to participate or isolation in infirmary.

Last Modified: 10/08/2013
Adopted : 10/08/2013
2014 Arctic Winter Games Privacy Policy
This privacy statement describes how Fairbanks 2014 AWG collects and uses the personal information you provide. It also describes the choices available to you regarding our use of your personal information and how you can access and update this information.

Location Services
Some services on this site make use of location-based data. If you allow these services, we will collect information about the Wi-fi routers closest to you and the cell IDs of the towers closest to you. We use this information to provide the requested location-based service, not to identify you. You will be asked for your permission each time a location-based service is requested.

Provide content based upon your location.
Check in to a store or other location to enable to earn loyalty rewards or let others know where you are.
Provide local search results.
Map routes and provide directions to specific locations.
Enable location sharing with friends.

Collection and Use
We collect the following personal information from you:
Contact Information such as name, email address
As is true of most Web sites, we automatically gather information about your computer such as your IP address, browser type, referring/exit pages, and operating system. We use this information to:
Send push notifications to you when you are using our AWG 2014 App. If you do not want these notifications, you can manage your preference either through your device or app settings depending on your device type. You can also contact us at awg2014.org
Improve our AWG 2014 App and marketing efforts

Social Networks
We enable you to log into a profile, and share information such as messages, photos, and videos with others within your network. We cannot control the actions of others with whom you may choose to share your pages and information. Also we cannot guarantee that the content you post on our site will not be viewed by others outside your network.

Sharing Your Information
We will share your information with third parties only in the ways that are described in this privacy statement. We may disclose your personal information: as required by law, such as to comply with a subpoena, or similar legal process. When we believe in good faith that disclosure is necessary to protect our rights, protect your safety or the safety of others, investigate fraud, or respond to a government request.

Tracking and Ads
We or a third party contracted by us may use technologies such as cookies, Web beacons, or scripts to gather information about how you and others interact with our Web site. For example, we will know how many users access a specific areas or features within our site and which links or ads they clicked on.
We use this aggregated information to understand and optimize how our site is used, improve our marketing efforts, and provide content and features that are of interest to you.

**Security**
The security of your personal information is important to us. We follow generally accepted industry standards to protect the personal information submitted to us, both during transmission and once we receive it. No method of transmission over the Internet, or method of electronic storage, is 100% secure. Therefore, we cannot guarantee its absolute security. If you have any questions about security on our Web site, you can contact us at awg2014.org

**Contact Information**
You can contact us about this privacy statement by writing or email us at the address below:
Fairbanks 2014 Arctic Winter Games
PO Box 71370
Fairbanks, AK 99707
awg2014.org

Last Modified: 9/23/2013
Adopted: 9/24/2013
RETURN TO PLAY POLICY

- **Symptomatic Stage:**
  - Physical and Cognitive Rest.
  - Then Incremental Cognitive Work, without Provoking Symptoms.

- **Day 1:**
  - Begin when symptom free for 24 hours. Rate of progression depends on presence of symptoms and risk factors.
  - 15 min light aerobic activity (walk, swim, stationary bike, no resistance training).

- **Day 2:**
  - 30 min light-mod aerobic activity (jog, more intense walk, swim, stationary bike, no resistance training).

- **Day 3:**
  - 30 min mod-heavy aerobic activity (run, swim, cycle, skate, Nordic ski, no resistance training).

- **Day 4:**
  - 30 min heavy aerobic (hard run, swim, cycle, skate, Nordic ski).
  - 15 min Resistance Training (push-up, sit-up, weightlifting)

- **Day 5:**
  - Return to Practice, Unlimited Heavy Aerobic Non-contact Participation

- **Day 6:**
  - Return to Full Competition. Medically Eligible when completes RTP Protocol and is cleared by qualified and trained Healthcare Professional.

Last modified: 3/12/13
Adopted: 4/9/13
SOCIAL MEDIA POLICY

Purpose
To ensure that Social Media outreach is timely, robust, and appropriate.

Definitions
Social Media is the use of web-based and mobile technology to create and/or exchange user-generated content. Currently, AWGHS authorizes the use of only the following social media platforms: Facebook, Twitter, and YouTube. Additional social media may be added based on approval from the President and/or BOD, and those platforms will also be covered by this policy. Any other social networking sites, blogs/microblogs, content communities, and other means to communicate electronically including all image- and video-hosting web services, wikis, and any collaborative, information sharing-driven Internet-based capabilities where users are encouraged to add and/or generate content must be approved prior to use.

Twitter:
Twitter is a free networking web site that allows users to send and read other users’ short updates (up to 140 characters). Twitter provides the opportunity to send information out quickly to people who follow our feed. Examples of “tweets” include: Announcement of Events, time/standings results, etc.

AWG Twitter accounts: There is only one Twitter account, maintained by the Marketing & Merchandising Manager and the Public Relations Committee and designated Media Liaison Officers. All Committees are encouraged to contribute information for posting to the list of Media Liaison Officers.

Facebook:
Facebook is a free social media tool that allows users to join networks organized by location, workplace, or common interest. Facebook allows organizations to set up a page about a business, (themselves, or a subject), and then post test, video, or photo updates.

Facebook accounts: Currently there is a Facebook account for the AWGHS that is maintained by the Marketing & Merchandising Manager and the Public Relations Committee and designated Media Liaison Officers. All Committees are encouraged to contribute information for posting to the list of Media Liaison Officers.

Roles and Responsibilities
1. Marketing & Merchandising Manager, Social Media Committee Members & Public Relations Committee Members:

The FB and Twitter accounts have already been established. The Public Relations and Social Media Committee Members will compile a list of Media Liaison Officers who have permission to post on FB and Twitter. Only the Marketing & Merchandising Manager, Public Relations and Social Media Chairs may approve substantive changes to the structure and look of pages, but generally will not add content. Content will primarily be added by designated Media Liaison Officers.
Media Liaison Officers will follow the guidelines below, and will be assigned to add, post, and update social media under their own authority to ensure that information is kept up-to-date, pertinent, and robust.

Media Liaison Officers Content Guidelines and Responsibilities:
(a) Ensure the accuracy and timeliness of the information presented;
(b) Regularly update published information to keep it current;
(c) Respond in a timely fashion to inquiries and comments;
(d) Maintain the highest caliber of professionalism, decorum, and diplomacy in communications with the public.

Last Modified: 1/2/2013
Adopted: 1/8/2013
**Goal and Purpose**
The purpose of the Ticketing Committee is to develop a ticketing policy for the 2014 Arctic Winter Games in Fairbanks, Alaska. The goal of the Ticketing Committee is to create a policy that maximizes potential revenue, while ensuring that access to the Games is affordable and accommodating to the public.

**Ticketing Agent**
The Ticketmaster Ticketing System will be used to manage the ticketing for the 2014 Arctic Winter Games. Tickets for all Arctic Winter Games events will be available for purchase online at www.ticketmaster.com, over the phone by calling 1-800-745-3000, all Fred Meyer Ticketmaster locations throughout Alaska, the Carlson Center Box Office, the UAF Athletics Box Office in the Patty Center, Ft. Wainwright Army Post and Eielson Air Force Base. During the week of the Games, Super Passes and Day Pass tickets will also be available at each ticketed venue. An agreement will be reached between the 2014 Arctic Winter Games Host Society and SMG of Alaska, Inc., dba The Carlson Center, for use of the system, as well as settlement of monies received through ticket sales.

**Ticket Prices**
Outdoor venues will not be ticketed, as it will be challenging to control entry and seating, as well as the logistical aspects of having ticket sellers sit outside in possible sub-zero temperatures without adequate heating and cover.

Additionally, keeping in line with affordability and accessibility, discounts will be offered to include Military (active duty and dependents), seniors (ages 55+) and youth (ages 5-18). Children under five years of age will not need to purchase a ticket for sporting events, although they will not be guaranteed a seat. Children under two years of age will not need to purchase a ticket for Cultural Galas, although they will not be guaranteed a seat.

In an effort to build excitement around the Games, pricing for the Opening and Closing Ceremonies will be reduced as compared to previous years. The Ticketing Committee feels that this is important, so as to keep in line with the affordability aspect of the Ticketing Policy goal. If more people are able to attend the Opening Ceremony, it is felt that this will assist in increasing excitement surrounding the Games and encourage additional ticket sales throughout the week due to the excitement level during the Opening Ceremonies. Closing Ceremony ticket prices will be kept the same as the Opening Ceremony, also due to this factor, and more people may be able to attend to support and celebrate the achievements of the athletes and send them off with a warm goodbye. Ticket prices are as follows:

**Super Pass**
This is a week-long pass that will encompass non-medal round sport events. This pass does not include Opening or Closing Ceremonies, Cultural Galas or Medal Rounds: $40.00 for adults; Youth/Senior/Military $35.00. Children under five years old will be free of charge however, a seat will not be guaranteed.
**TICKET POLICY**

**Day Pass**
This is a day-long pass that will encompass non-medal round sport events. This pass does not include Opening or Closing Ceremonies, Cultural Galas or Medal Round: $15.00 for adults; Youth/Senior/Military $12.00. Children under five years old will be free of charge however, a seat will not be guaranteed.

**Opening/Closing Ceremonies**
This ticket includes only the Opening or Closing Ceremonies. Separate tickets must be purchased for both Ceremonies: $20.00 for adults; Youth/Military/Senior $15.00. Children under five years old will be free of charge however, a seat will not be guaranteed.

**Medal Rounds**
This ticket includes individual medal round sport events. A separate ticket must be purchased for each medal round sport event: $15.00 for adults; Youth/Military/Senior $12.00. Children under five years old will be free of charge however, a seat will not be guaranteed. Medal Round Sports will consist of: Basketball, Curling, Volleyball, Hockey, and Soccer.

**Cultural Galas**
This ticket includes each Cultural Gala. A separate ticket must be purchased for each event: $35.00 for adults; Youth/Military/Senior $30.00. Children under two years old will be free of charge, unless a seat is required for them.

**Potential Revenue Projections**
Revenues are projected at 70% capacity in ticketed venues. Of this capacity, revenues are calculated based on a 60% attendance of regularly priced tickets, and 40% attendance of discounted tickets. Using this method, it is estimated that ticketing revenues will be $293,724.00. In comparison, at a 100% capacity and based on calculations of 60% attendance of regularly priced tickets, and 40% attendance of discounted tickets, revenues would be $367,147.00. A complete breakdown of venues and capacities can be found attached to this document.

**Expenses**
At this time, expenses will consist of credit card fees however, this is subject to change. For the purpose of this policy, debit cards will also be considered credit cards. Currently, credit card fees are calculated at 2.8% of the total purchase price. Credit card fees may be subject to change.

It is estimated that 70% of tickets purchased will be paid for by a credit card. Using the estimated revenue of $293,724.00, credit card fees will be calculated at $4,029.00.

Additional expenses will consist of having hand held POS machines at the ticketed venues during the week of the game. Miscellaneous items, such as secure cash boxes, calculators, and smaller office supplies will also be needed. Pouches and lanyards will also be needed to be either purchased or sponsored for the Super Passes.
Expenses that will be charged back to the customer upon purchase of tickets will be delivery fees if the customer has chosen to print tickets at home, or to have the tickets mailed to the customer. Currently, these fees are $2.50 for a print at home option and $3.25 for a mailing option.

Personal checks will not be accepted as form of payment for tickets, so as not to incur NSF Check fees. Exceptions will be made to accommodate business checks.

**Ticket Sales Timeline**
An approach similar to the 2012 Arctic Winter Games in Whitehorse will be adopted, which consisted of a three phase plan for ticket sales.

**Phase One** consists of advance purchases for AWGIC, Chefs de Mission, and families of athletes, sponsors and Arctic Stars. This phase will run from November 1, 2013 – November 15, 2013. Letters will be distributed to all International Committee members, Mission team, family, friends and sponsors that are eligible for pre-sale tickets. These pre-sale tickets will be available online and over the phone. The letters will list instructions on how to purchase their tickets, which will include a password to use so that ticket purchases can be tracked accordingly and to ensure that sales are limited only to those that are eligible.

**Phase Two** will consist of early ticket sales. This phase will run from November 16 – December 31, 2013. All tickets will be available to the public. Ticket purchasing locations will be announced, press releases will be distributed and media announcements will be made.

**Phase Three** will run from January 1, 2014 through the end of the games. All tickets will continue to be available to the public and will be accompanied by a media blitz approximately 8 weeks out from the Games.

**Box Office and Financial Operations**
There will be two main box office locations set up, one in the Carlson Center and one in the UAF Athletics Box Office in the Patty Center. These facilities are already set up as box offices, with appropriate security and accounting measures.

The Ticketing Committee will be responsible for creating audit trails for all tickets. Software audit trails, on the Ticketmaster ticketing system will be utilized for tickets sold online, over the phone, at Fred Meyer, the Carlson Center and UAF Athletics. Manual audit trails with appropriate measures will be utilized for tickets sold at all other locations. The Ticketing Committee will be responsible with providing Finance with daily reconciliations of ticket sales along with audits, for verification.
The Ticketing Committee will also be responsible for creating training manuals for box office policies and procedures.

**Interdependencies**
The Ticketing Committee will work with Advertising Committee and Social Media Committee to create a marketing plan for ticket sales. The Ticketing Committee will also work with Sponsorship on possible services provided to sponsors, as well as complimentary tickets provided in sponsorship packages. Security will work with Ticketing on creating secure ticket sales locations at each ticketed venue. The Ticketing Committee will also work with Finance on creating secure financial procedures. The Ticketing Committee will also work with the Scheduling and Results Committee to determine event times and information.

As we get closer to the event, the Ticketing Committee will work with additional committees as needed.

**Conclusion**
The above policy outlines the ticketing plans for the 2014 Arctic Winter Games in Fairbanks, Alaska. Approval of the policy is recommended.

Last Modified: 9/23/2013
Adopted: 10/2/2012, 9/24/2013
In accordance with the Laws of the State of Alaska and regulations of the facilities to be used, the following shall apply:

Sec. 11.76.105. Possession of tobacco by a minor.
(a) A person under 19 years of age may not knowingly possess a cigarette, a cigar, tobacco, or a product containing tobacco in this state.
(b) Possession of tobacco by a minor is a violation.

The Use of Tobacco is not allowed on any Fairbanks North Star Borough School District Property by any persons. The use of tobacco is not allowed in any building or school property. This includes cigarette, cigar, tobacco, chew and e-cigarette.

Smoking of tobacco products is also prohibited:

a) In a work place,
b) In a public vehicle or vehicle provided by The Fairbanks 2014 Arctic Winter Games Host Society
c) Outside designated smoking areas

While the Host Society does not encourage the use of tobacco products, if participants 19 years or older choose to use tobacco products, they are required to do so off of School District properties and use provided receptacles

Last Modified: 10/16/13, 12/9/13
Adopted: 10/2/2012, 9/10/13
VIP AND SPECIAL GUEST POLICY

(VIP) – Very Important People

Purpose
- To outline criteria for Very Important People Guests of the AWG 2014
- To ensure commitments are fulfilled re: information, ticketing, special events, etc. are clear and communicated
- To identify the interdependencies or needs from outside the Sponsorship Division to successfully service the VIP and Special Guests.

Criteria of Very Important People (VIP)
Very Important People Guests (VIP) shall include the following:
- Arctic Winter Games International Committee and spouse/significant other
- Guests, invited by the AWGIC and spouse/significant other (list to be provided by the AWGIC President)
- Host Society Board of Directors and spouse/significant other
- Guests, invited by the Host Society and spouse/significant other (list to be provided by the AWG 2014 Host Society Board)

Commitments to VIP Guests
- Accreditation Badge – Code VIP & HSS
- Local Maps and Information
- Games Information Package
- A local gift

VIP Guests are eligible for:
- See attached spreadsheet

Ticketing and Accreditation:
- Ticketed events will require pre-arrangements with the AWG 2014 Host Society to guarantee tickets, seating and access for all those listed
- They will have access to a designated (VIP) area until 10 minutes after the start of the event at which time the seats will be opened up to the Participants
- There will be 1 designated member of VIP/Sponsorship Fulfillment Committee on-site to both assist (VIP) to their seats and to monitor the area to ensure that those not permitted to enter, do not enter, and also to guarantee (VIP) that leave their seats to go to concessions etc. will maintain their reserved seating
- All VIP Guests are required to register through the GEMS system to be properly accredited.
VIP AND SPECIAL GUEST POLICY

(SG) – Special Guests

Criteria of Special Guests (SG)
Special Guests (SG) shall include the following:
- Sponsors – depending on level of sponsorship, support or participation (list to be provided by the Sponsorship Manager
- Arctic Stars
- 2016 AWGHS & Municipality
- Team Alaska BOD

Commitments to Special Guests
- Accreditation Badge – Code GST & OBS
- Local Maps and Information
- Games Information Package
- A local gift

Special Guests are eligible for:
- See attached spreadsheet

Ticketing and Accreditation:
- Ticketed events will require pre-arrangements with the AWG 2014 Host Society to guarantee tickets, seating and access for all those listed
- They will have access to a designated (VIP) area until 10 minutes after the start of the event at which time the seats will be opened up to the Participants
- There will be 1 designated member of VIP/Sponsorship Fulfillment Committee on-site to both assist (SG) to their seats and to monitor the area to ensure that those not permitted to enter, do not enter, and also to guarantee (SG) that leave their seats to go to concessions etc. will maintain their reserved seating
- All Special Guests are required to register through the GEMS system to be properly accredited.

VIP/Special Guest & Game Observer Registration
Registration for these attendees will take place at the Westmark Fairbanks Hotel in the Registration/Lounge (Tanana Trade Room). Registration will be managed by the Accreditation Committee for the first day, Saturday, March 15. After that date, the registration will be staffed by the VIP/Sponsorship Fulfillment Committee Volunteers. The Registration/Lounge will be open from 8 am – 9 pm on March 15 & 16 and 8 am – 8 pm on March 17-22. Besides Registration, the Lounge will be staffed with trained volunteers to assist VIP and Special Guests with directions, community and Games information.

Last modified: 9/23/13
Approved: 9/24/13
**Volunteer Uniform Policy**

Purpose
To ensure that there is consistency in the identification of all Games’ volunteers an appropriate uniform will be developed and distributed.

Policy
1. The volunteer uniform is clothing that is approved and purchased for the volunteers by the Fairbanks 2014 Arctic Winter Games Host Society. Embroidered on the uniform will be the 2014 Fairbanks Arctic Winter Games Host Society logo and the volunteer, medical & security program sponsor’s logo(s).
   a. Different colored uniforms will be provided to Security Volunteers, Medical Services Volunteers, Host Society Board/Staff & Committee Chair Volunteers, Media Liaison and Major Official/Referee Volunteers. This will distinguish these groups from other volunteers.

2. The Fairbanks 2014 Arctic Winter Games volunteer uniform includes the following items
   a. AWG 2014 jacket
   b. AWG 2014 T-shirt
   c. AWG 2014 Accreditation Badge
   d. If volunteers wish to purchase an additional T-shirt, they can be purchased from the AWG 2014 Host Society at wholesale cost.

3. **Games-Time Volunteer Uniform Distribution:** Volunteers completing the requisite 12 volunteer hours during the Games, or “Games-time Volunteers,” are entitled to one (1) volunteer uniform. The uniform will be distributed during volunteer accreditation and orientation.
   a. Volunteers only volunteering during the week of the Games, or that have not completed their 12 hours prior to collecting their uniform, are required to provide credit/debit card information, as a “Deposit” before picking up their uniform. Volunteers that would prefer to submit a check or cash will need to do so for the amount of $50. Cash will be returned and checks voided upon completion of the 12 hours of volunteer service.
   b. Volunteers that collect a volunteer uniform at orientation but do not complete their required 12 volunteer hours by the conclusion of the Games will be charged $50 on the credit/debit card they provided. Previously provided cash and checks will be deposited.
   c. As an added benefit, volunteers will receive a commemorative volunteer pin. This pin can be traded. Replacement pins can be purchased for $6 at the AWGHS store.
4. Volunteers are not permitted to pick up uniforms for other people.

5. The volunteer uniform is to be worn at all functions, events and rallies associated with the Fairbanks 2014 Arctic Winter Games.

6. Volunteers are required to wear their official volunteer uniform shirt or jacket as their outermost layer while on duty.

7. **Pre-Games Volunteer Uniform Distribution:** Volunteers serving 40 hours or more (as reported to and recorded by the Fairbanks 2014 AWG Host Society) prior to the week of the Games, or “Pre-Games Volunteers,” but are unable to volunteer during “Games-Time” will receive a “Pre-Games” uniform.
   
   a. The 40 volunteer hours must be completed, reported and recorded between April 1, 2013 and March 12, 2014 to receive the “Pre-Games” uniform.
   
   b. “Pre-Games” Uniforms will be distributed at the same time as “Games-Time” Uniforms.
   
   c. The “Pre-Games Uniform” includes the following items only:
      
      i. AWG 2014 jacket
      
      ii. AWG 2014 T-shirt

8. Volunteers will be given the uniform size they selected on their volunteer profile.

9. There will be no substitution for the volunteer uniforms.

10. If Volunteers would like their name embroidered on their uniform at their expense, they must use AWGHS approved vendor(s). AWGHS will provide the information regarding approved embroidery vendor(s) at the distribution of uniforms.

---

Last Modified: 9/23/2013, 12/10/13
Adopted: 10/2/2012, 9/24/2013, 12/10/13
The Fairbanks 2014 Arctic Winter Games Host Society, hereinafter referred to as “Host Society”, is committed to operating in furtherance of its tax-exempt purposes and in compliance with all applicable laws, rules and regulations, including those concerning accounting and auditing, and prohibits fraudulent practices by any of its board members, officers, employees, or volunteers. This policy outlines a procedure for employees to report actions that an employee reasonably believes violate a law, or regulation or that constitutes fraudulent to the Host Society business and does not relate to private acts of an individual not connected to the business of the Host Society.

If an employee has a reasonable belief that an employee or the Host Society has engaged in any action that violates any applicable law, or regulation, including those concerning accounting and auditing, or constitutes a fraudulent practice, the employee is expected to immediately report such information to the General Manager. If the employee does not feel comfortable reporting the information to the General Manager, he or she is expected to report the information to the President of the Board of Directors.

All reports will be followed up promptly, and an investigation conducted. In conducting its investigations, the Host Society will strive to keep the identity of the complaining individual as confidential as possible, while conducting an adequate review and investigation. The Host Society will take appropriate action in response to any such complaint or report, including, but not limited to, taking disciplinary action (up to and including termination) against an employee who in management’s assessment has engaged in violations(s) of law or regulation or other misconduct, as warranted.

The Host Society will not retaliate against an employee in the terms and conditions of employment because that employee: (a) reports to supervisor, to the general Manager, the Board of Directors or to a federal, state or local agency what the employee believes in good faith to be a violation of the law; or (b) participates in good faith in any resulting investigation or proceeding, or (c) exercises his or her rights under any state or federal law(s) or regulations(s) to pursue a claim or take legal action to protect the employee’s rights.

The Host Society will take disciplinary action (up to and including termination) against an employee who in management’s assessment has engaged in retaliatory conduct in violation of this policy.

In addition, the Host Society will not, with the intent to retaliate, take any action harmful to any employee who has provided to law enforcement personnel or a court truthful information relating to the commission or possible commission by the Host Society or any of its employees of a violations of any applicable law or regulation.

Supervisors will be trained on this policy and the Host Society’s prohibition against retaliation in accordance with this policy.

Date: _____________________________  (Signature)
Purpose
To allow youth volunteers, between the ages of 15 and 17 to make a meaningful contribution to the success of the 2014 Fairbanks Arctic Winter Games.

Policy
1. Youth volunteers are defined as children between the ages of 15 and 17 years as of January 31, 2014.

2. A parent or guardian must approve the participation of any youth volunteer by completing and submitting the Parental Consent form.

3. Youth volunteers will be restricted to volunteer jobs designated as “Youth Eligible”. It will be incumbent upon each committee to designate “Youth Eligible” volunteer jobs within their respective areas. A job will only have “Youth Eligible” status upon approval of the Volunteer Committee.

4. Youth volunteers will be welcome at all volunteer events, including rallies, thank you parties and volunteer lounges, although some restrictions may apply.

5. At any event where alcohol is served youth volunteers may only attend subject to all regulations outlined under the State of Alaska.

6. This policy does include the Youth Champions Program, which involves youth aged 10-14.

Note: Volunteers may not bring others (friends, children) with them while working a volunteer shift. Only accredited volunteers may be in volunteer areas at any time during the Games.

Last Modified: 9/11/2012, 12/10/13
Adopted: 10/2/2012, 12/10/13
YOUTH VOLUNTEER POLICY

I ____________________ as the parent or guardian of ______________________ do hereby consent to the above named child applying and participating as a volunteer for the 2014 Arctic Winter Games. I agree on behalf of the child, to the obligations set out in the Commitment, Consent and Waiver and hereby execute the same on behalf of said child.

Signed this _______ day of _____________, 20___

Parent/Guardian (Printed name) ____________________  Child (Printed Name) ____________________

Parent/Guardian (Signature) ____________________  Child Birth Date ____________________

Phone number Parent/Guardian ____________________

Questions – 907-456-2014

Please return form to:
2014 Arctic Winter Games Host Society
Attention: Volunteer Committee
PO Box 71370
Fairbanks, AK 99707
Arctic Winter Games social media content calendar:

Arctic Winter Games will be shared across three main social media platforms: Facebook, Twitter and Instagram.

FACEBOOK (during games)
At least one post per hour made from the media center. These will require image submissions from the field that are different from the images used in tweets or on Instagram.

**BOLD indicates a suggested posting to boost.**

MARCH 16:

10am - Post about opening ceremony tonight  
11am - Volleyball image  
Noon - Arrivals  
1pm - Arrivals  
2pm - Arrivals  
3pm - Curling  
4pm - Arrivals  
5pm - Snowshoeing  
**6pm - Opening ceremonies**  
**7pm - Opening ceremonies**  
8pm - Things happening tomorrow

March 17:

8am - Press gathering  
**9am - Gallery of images from the opening ceremony**  
10am - Soccer  
11am - Dene games  
Noon - Badminton  
1pm - Curling  
2pm - Wrestling  
3pm - Mushing  
4pm - Biathlon  
5pm - Cross country skiing  
**6pm - Dene games**  
**7pm - Link to results pages**  
8pm - Things happening tomorrow
March 18

8am - Gallery of images from Monday
9am - Volleyball
10am - Curling
11am - Basketball
Noon - Gymnastics
1pm - Alpine skiing
2pm - Mushing
3pm - Wrestling
4pm - Badminton
5pm - Soccer
6pm - Dene games
**7pm - Pin trading**
8pm - Featured article from world press

March 19

**8am - Gallery of athletes Instagrams**
9am - Link to results page
10am - Arctic sports (?)
11am - Dene games
Noon - Table tennis
1pm - Curling
2pm - Basketball
3pm - Volleyball
**4pm - Snowboarding gallery**
5pm - Alpine skiing
6pm - Badminton
7pm - Soccer
8pm - Tomorrow’s cultural gala
March 20

8am - Link to results page
9am - Featured article from world press
10am - Volleyball
11am - Cross country
Noon - Tonight’s cultural gala
1pm - Gymnastics (last day)
2pm - Biathalon
3pm - Table tennis
4pm - Wrestling
5pm - Alpine skiing (last day)
6pm - Dene games
7pm - Figure skating gallery (last day)
8pm - Hockey gallery

March 21

8am - Link to results page
9am - Pin trading
10am - Dene games gallery
11am - Cross country skiing (last day)
Noon - Mushing gallery (competition over)
1pm - Table tennis (last day)
2pm - Badminton
3pm - Biathalon (last day)
4pm - Soccer
5pm - Speed skating gallery (last day)
6pm - Volleyball (last day)
7pm - Tomorrow’s closing ceremony
8pm - Featured article from world press
March 22

8am - Best of Table Tennis gallery (competition over)
9am - Best of Gymnastics gallery (competition over)
10am - Link to results page
11am - Badminton (last day)
Noon - Best of Volleyball (competition over)
1pm - Basketball (last day)
2pm - Curling (last day)
3pm - Soccer (last day)
4pm - Hockey (last day)
5pm - Best of Cross Country Skiing gallery (competition over)
6pm - Arrivals at closing ceremony
7pm - Live from closing ceremony
8pm - Best images of the games

March 23

Noon - Link to results page
5pm - more great images from the games
7pm - Have fun in Greenland in 2016

NOTE: This content calendar relies heavily on real-time access to images collected at the various venues either by volunteer photographers or the AWG volunteers on site.
Twitter strategy:

VOLUNTEERS AT ALL VENUES MUST HAVE/CREATE A PERSONAL TWITTER ACCOUNT

The @awg2014 Twitter account will be retweeting live coverage from each venue. Each media liaison will be responsible for generating AT LEAST 2 tweets an hour during their shift that will feature something happening with the competition. The best of those tweets will be retweeted by @awg2014.

Also @awg2014 will be tweeting and re-tweeting news articles and information about the games. Results as they become available, coverage from international media, posts by athletes and spectators. @awg2014 will actively monitor the #awg2014 hashtag and use that to find content to share widely.

March 16

@awg2014 live tweeting from opening ceremonies

March 17

@awg2014 tweeting official results
RT from venues (8am-8pm)
RT press coverage
RT the best of the #awg2014 tag
SCHEDULE: overnight tweets about event schedules

March 18

@awg2014 tweeting official results
RT from venues (8am-8pm)
RT press coverage
RT the best of the #awg2014 tag
SCHEDULE: overnight tweets about event schedules

March 19

@awg2014 tweeting official results
RT from venues (8am-8pm)
RT press coverage
RT the best of the #awg2014 tag
SCHEDULE: overnight tweets about event schedules

March 20
@awg2014 tweeting official results
RT from venues (8am-8pm)
RT press coverage
RT the best of the #awg2014 tag
SCHEDULE: overnight tweets about event schedules

March 21

@awg2014 tweeting official results
RT from venues (8am-8pm)
RT press coverage
RT the best of the #awg2014 tag
SCHEDULE: overnight tweets about event schedules

March 22

@awg2014 tweeting official results
RT from venues (8am-8pm)
RT press coverage
RT the best of the #awg2014 tag
@awg2014 live tweeting from closing ceremonies

March 23

RT the best of the #awg2014 tag

NOTE: Having people at the venues tweeting on their own network and then re-tweeting that content will help to expand the social network covered by the games. It also allows the @awg2014 account to tweet things like: “Want to see more curling action, follow @xxxxx who is at the venue #awg2014” or “See more of the Games by following #awg2014.”
Instagram

LIAISONS AT THE VENUES WILL HAVE ACCESS TO THE AWG2014 INSTAGRAM

People throughout the world will be encouraged to follow @awg2014 on Instagram as well as to follow the #awg2014 hashtag made when sharing to Instagram

There will be specific assigned Instagram locations each day of the games. Liaisons in those venues will be expected to share AT LEAST 1 image from the event to Instagram during their shift that day. The press officer for the shift will also be monitoring the tag to engage with posts made by others, as well as securing access to volunteer photographer’s images to curate some of the best to share.

March 16

Curling
Snowboarding
Soccer
Volleyball
LIVE COVERAGE OF OPENING CEREMONIES from 3 admins
Best of volunteer photos

March 17

Badminton
Dene Games
Mushing
Cross Country Skiing
Best of volunteer photos

March 18

Arctic sports
Dene games
Figure skating
Gymnastics
Snowboarding
Speed skating
Best of volunteer photos
March 19

Alpine skiing
Dene games
Figure skating
Hockey
Snowshoeing
Table tennis
Volleyball
Best of volunteer photos

March 20

Curling
Dene games
Figure skating
Gymnastics
Volleyball
Mushing
Best of volunteer photos

March 21

Biathalon
Dene games
Snowboarding
Speed skating
Table tennis
Wrestling
Cross country skiing
Best of volunteer photos

March 22

Badminton
Basketball
Curling
Hockey
Snowboarding
Soccer
LIVE coverage of the closing ceremonies

NOTE: This content calendar also relies on access to images by volunteer photographers
Arctic Winter Games social media quick guide:

Hello-

Thank you for being a part of the volunteer team for the Arctic Winter Games.

You have many duties and responsibilities. One of which is helping to create social media content during the games. We're sharing on three platforms:

Facebook
Twitter
Instagram

and your role is different for each one.
For Facebook:

Capture and EMAIL or MESSAGE compelling images from the venue. Hopefully of competition, but also athletes and fans that are doing interesting things. The camera app on your smartphone is sufficient for our quality needs and you can email them right from your device. There is a content calendar for events that will be shared each day. However, even if the event at your venue is not being shared that specific day you will still send images from the event. Several calendar entries are for a ‘gallery’ of images from an event which will include content collected throughout the games.

GUIDELINES:
- capture 5 images during your shift to send
  3 sports action
  1 athlete reaction
  1 spectator/environment

- images should be composed and lit well
  please don’t just point the device and tap, here are some tips for capturing great images with a smartphone

- images should be collected from various times during shift
  you can email them as you take them, or even send a bunch at once

- NO SELFIES for Facebook. Instagram, sure.

- Wait for compelling moments
  You are there, you know what’s going on and which team/competitor is winning. That’s the stuff that we want to share
- Include some information in the email
  Was this a winning moment, a special athlete, something that will never happen again

- Include YOUR NAME for photo credit
  These images are a crucial part of sharing the Arctic Winter Games with the world. Your name will be attached to the images that go on to be shared on Facebook
For Twitter:

YOU MUST HAVE A PERSONAL TWITTER ACCOUNT

Even if you never use it again after the Games.

@awg2014 (the Games Twitter account) will be following you on Twitter and looking to retweet the best of what you share. Each person in each venue having a Twitter account will really help expand the social reach of the games. Your friends and family will enjoy your exclusive access to the Games and you will pick up followers as the week goes along.

During each event you are expected to tweet TWICE AN HOUR. The tweet can include an image (different from the one you’re sending to Facebook) or simply be a text based tweet. It might even be a retweet of something you discovered about the games on Twitter that no one else has seen yet.

Your tweeted content will more than likely be retweeted.

GUIDELINES:

- Twitter has limited characters
  Take on the challenge of saying what you want very succinctly

- You CAN tweet more than twice an hour
  About every 15 minutes, if you want to share a lot. More than that and your personal followers may get annoyed

- Include an image
  Twitter displays images really nicely

- MONITOR your Twitter feed
  People may respond directly to you, asking about things at the event or engaging with the things you say

- DO NOT TWEET RESULTS WITHOUT SAYING THEY ARE UNOFFICIAL
  You may see someone win, it may be obvious they won, but the easiest thing to do in this case is to refer people to the awg website where official results will eventually be posted

- Include the #awg2014 hashtag in every tweet
  Other networks will be encouraging users to monitor the hashtag, curators will be collecting content based on the hashtag. It’s super super important. #important

- Don’t be offensive
For Instagram:

YOU WILL HAVE ACCESS TO THE @awg2014 INSTAGRAM ACCOUNT

In order to provide a wide coverage of the Games each day has specific events that will be covered via Instagram. When you are at one of the scheduled events feel free to Instagram all you want. These images should be different than the one you are sending on to be used on Facebook, or the ones that you may want to include in your tweets.

Instagram also hosts videos, so feel free to capture video as well.

Instagram can use photos you store on your photo roll, so if you want to grab some images and then load them into Instagram that would work out fine.

During your shift you are expected to share AT LEAST 1 image to Instagram.

While you are sharing on this platform you will be seen as an official voice of the Arctic Winter Games. Please include your initials at the end of your caption to identify yourself

GUIDELINES:

-Instagram is fun, so share fun pictures

-Filter are your friend, have fun with the images you collect and share

-Make a video, just try one one day

-Include a caption as well as a location on the images
  Instagram asks “Where Are You” before posting. Include the venue in the posts

-Use hashtags
  Not only #awg2014 (which is crucial!!) but also the sport being played or something significant in the image.
  Tags are the way other people will find your amazing images

-Don’t be offensive
Airport Way Banner Composite

Cushman - Gillam

Gillam - Cowles

Cowles - Lathrop

Lathrop - Peger (There are 6 brackets to use in close proximity to each other)

Peger - Market

Market - Washington

Washington - University
ARCTIC SPORTS

FAIRBANKS 2014
Arctic Winter Games
March 15 - 22

CORIX® Utilities

FAIRBANKS 2014
Arctic Winter Games
March 15 - 22

CROSS-COUNTRY SKIING