

RETROSPECTIVE



Special Olympics
**WORLD
GAMES**
LOS ANGELES 2015

SPECIAL OLYMPICS WORLD GAMES LOS ANGELES 2015: RETROSPECTIVE IN BRIEF

The 2015 Special Olympics World Summer Games returned to the United States for the first time since 1999. Los Angeles, successful host to both the 1932 and 1984 Olympic Games, and a forerunner of the Special Olympics World Games in 1972, produced a memorable display of sports and social action over two weeks during the summer. Highlights:

- Los Angeles-record 164 delegations attended in the Games, the largest gathering of nations in City history, surpassing the total of 141 for the 1983 meeting of the International Olympic Committee Executive Board with the National Olympic Committees and 140 for the 1984 Olympic Games and 2012 I.O.C. Women's Conference.
- World Games record of 247,247 attendees across the 23 sports and ceremonies venues.
- World Games record of 1,728 credentialed news media (1,514 on site) from 79 nations.
- World Games first: performance records compiled in five sports and 46 new best-on-record performances set in Aquatics, Athletics, Cycling, Powerlifting and Roller Skating.
- 6,163 athletes from 164 nations earned a total of 8,060 medals and 3,392 placing ribbons over 290 events in 23 sports across nine competition days from 25 July-2 August.

Athletes and delegations:

- Delegations totaled 8,814 participants from 164 nations, including 6,163 athletes and 2,651 coaches and officials.
- Some 54% of all athletes walked to their competitions at UCLA and USC; all others were bused to sites in Long Beach, the Griffith Park area or Encino.

Finance:

- Games were held on a balanced budget of \$66 million (cash and in-kind support), 37% less than the original projection of \$104.6 million, one of the few Games to ever be held for less than originally projected.
- Fund-raising and sponsorship programs invited participation at all levels, including six Official Partners (Bank of America, The Coca-Cola Company, Deloitte, LLC, Kaiser Permanente, Mattel, Inc., Toyota) and a total of 187 companies and/or individuals who contributed \$25,000 or more. Individual "Support An Athlete" campaigns for \$2,500 each raised a total of more than \$1.5 million.

Guests:

- Special Olympics program for families registered 5,565 family members (4,653 on-site), providing credentials, reserved seating, complimentary tickets for the Opening Ceremony and a 28 July reception in Grand Park for more than 3,000 attendees featuring country music star Hunter Hayes.
- Strong Honored Guests program supported 3,410 individuals in four tiers, in cooperation with Special Olympics, Inc. (SOI).

- Hotel reservation program for the World Games in Los Angeles and Long Beach accounted for 18,289 room nights at 34 different properties. Hotels in the City of Los Angeles alone accounted for \$2 million in room revenue and generated more than \$350,000 in Transient Occupancy Taxes for the City.
- Host Towns spanning 97 communities, in seven California counties, hosted athletes from 21-24 July, prior to their arrival at the athlete housing sites at UCLA and USC.

Media:

- First-ever ESPN broadcast of more than 13 hours of previews and coverage on ABC and ESPN, including 3½-hour coverage of the Opening Ceremony and 10 highlights shows between 25 July and 8 August. Including re-airs on ESPN networks, a total of 38 hours of coverage was shown in the U.S., with a cumulative audience of 20.16 million viewers.
- World Games record of 1,728 credentialed news media (1,514 on-site), from 79 nations, nearly doubled the old mark of 889 from the Athens Games of 2011. Strong coverage was seen in local, national and international media.
- Powerful Social Media program on six platforms produced 2.9 billion digital impressions during the Games period, 2.05 million Web site visits, 190,456 social-media followers and/or subscribers and an archive of 23,108 royalty-free photographs on Flickr.

Medical Support:

- Pro bono support of more than 600 medical professionals throughout Southern California, including Kaiser Permanente, UCLA, USC, Children's Hospital and Western University to staff sports venues and polyclinics in the athlete housing sites.
- Healthy Athletes program provided 18,579 free screenings in six disciplines to 5,484 athletes, with 5,000+ pairs of shoes, 1,300 pairs of eyeglasses and 332 hearing aids distributed.

Spectators:

- Amazing estimated attendance of 247,247 for World Games sports and ceremonies, including 62,338 for the Opening Ceremony (including delegations seated on the field) on 25 July.
- Most popular sports by attendance were Basketball (25,800), Handball (14,286), Gymnastics (14,000), Aquatics (11,500) and Athletics (9,600).
- "Fans in the Stands" initiative recruited 5,188 "team captains" who in turn registered a total of 111,721 individuals who volunteered to come out for at least one sports session.
- All competition sessions were free of charge to the public (no tickets required).

Staff and Volunteers:

- LA2015 had a compact team of just 338 paid staff and contractors, plus 21 loaned executives, 41 interns and 28 internal volunteers for a team total of 428.
- Remarkable total of 8,560 volunteers worked the Games, contributing 332,490 total hours (an average of 38.8 hours each) during the Games.
- These volunteers were selected from a pool of 29,616 who completed a registration form, beginning in mid-2014. A remarkable 32% indicated language skills other than English.

Sustainability:

- World Games used existing venues in all cases; no new facilities were built, but were centered at the Los Angeles Convention Center area (7 sports), UCLA (7), USC (3), Long Beach (3 sites hosting 6 sports), Griffith Park area (2) and Balboa Park (1).
- Media Operations printed only condensed start lists; no results were printed for distribution, but were available solely online.

SPECIAL OLYMPICS WORLD GAMES LOS ANGELES 2015: RETROSPECTIVE

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On the Cover:

Nigerian basketball player Solomon Jegede carries the Flame of Hope at the Opening Ceremony. Cover photograph and design by Jon De Ring.

This Retrospective was compiled to provide information about the 2015 Special Olympics World Games held in Los Angeles, California USA from 25 July-2 August. It was compiled by Rich Perelman, Co-Senior Director/Media Operations, from information available as of 30 September 2015. Special editing assistance provided by Senior Director/Public Relations Danielle Yango.

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SPECIAL OLYMPICS WORLD GAMES LOS ANGELES 2015: RETROSPECTIVE

PREFACE

Any attempt to fully document the complexity, depth, exhilaration and organizational stresses of the 2015 Special Olympics World Games in Los Angeles would be difficult even in 1,000 pages of stories, pictures, tables and diagrams, if not impossible. So we are not going to try.

The 2015 World Games “Retrospective” package is offered only as a summary of the efforts undertaken in organizing the largest sporting event held in Los Angeles since the 1984 Olympic Games. It was successful in its goals to raise the profile of Special Olympics on the local, national and international stage and to provide world-class competitive opportunities for the 6,163 athletes from 164 nations who attended.

In order to assist future organizers of similar Games and to document the work done by a devoted organizing committee team of staff and volunteers, this Retrospective project is offered in five parts in PDF format for easy reading and review:

- I: **Retrospective:** a review of the arrangements, challenges and outcomes of the LA2015 Games Organizing Committee in attracting, creating and executing the first Special Olympics World Summer Games held in the United States in the 21st Century.
- II: **Memories:** a photographic essay of the Games experience, compiled primarily from the 23,108 photographs created by the LA2015 Digital Strategy photo documentation team.
- III: **Gallery:** a sampling of LA2015 advertisements and promotional graphics created by design director Jon De Ring, design coordinator Monique Yniquez and staff.
- IV: **Games Design and Signage Guide:** a detailed review, in an extra-large format, of the remarkably successful environmental design and signage program managed by Look & Signage director Jim Casares.
- V: **Results:** condensed summaries of the results of each sport as provided by the Games Management System (GMS) and edited for style by Isabel Cervello, vice president for Sports & Games Technology Management.

Information for the Retrospective section that follows was compiled from pre-Games planning documents and after-action reports filed by each LA2015 functional and venue team. These documents, and many others, will eventually be available for permanent reference at the LA84 Foundation Library (www.la84.org) as a legacy of these Games.

This work is dedicated to the remarkable men and women of the LA2015 organizing committee, who succeeded, regardless of difficulty, in creating a memorable success for the athletes, for the Special Olympics Movement and for Los Angeles, one of the world’s most accomplished cities for hosting major events for a worldwide audience.

Rich Perelman
Co-Senior Director/Media Operations

SPECIAL OLYMPICS WORLD GAMES LOS ANGELES 2015: RETROSPECTIVE

1. REFLECTIONS

The Los Angeles bid for the 2015 Special Olympics World Games played on the area's fame as the entertainment capital of the world: "In a city full of movie stars and all-stars, our athletes will be the stars of the show!"

In 2011, there was no way to know that the promise turned out to be an understatement.

The Special Olympics World Games was a success because the Los Angeles area, despite many predictions to the contrary, enthusiastically supported the event, the cause and the athletes who competed in the 25 sports on the program. That outpouring, developed through the determined efforts of a resilient organizing committee staff and a remarkable set of external partners, carried the Games on a wave of excitement throughout its 10 days, with an impact felt not just locally, but national and internationally.

The launch points for success were as varied as the delegations which came to participate:

- The sports program was well presented at every site, with excellent staff and volunteer support that made the competitions generally run smoothly. At many venues, the awards presentations were crowded and loud, adding a sense of spectacle to the drama of the athletic competitions.

The new World Games sports of Triathlon, Beach Volleyball and Open Water Swimming, all held in Long Beach, were enthusiastically received by both athletes and spectators.

- Just off the field, a remarkable 247,247 spectators attended the competitions and the Opening and Closing Ceremonies, with about 100,000 more wandering in and out of the World Games Festivals at the UCLA and USC campuses. At several sites, crowds overwhelmed the venues and lines snaked outside under the control of the fire marshals to control entry at safe levels.

In part, this interest was created by the organizing committee's unique "Fans in the Stands" initiative which recruited 5,188 team captains and registered 111,721 fans to attend the events, prior to the start of the Games. All of the sports competitions were free for spectators and required no tickets.

- Both the Opening and Closing Ceremonies were brilliantly staged by FiveCurrents in the Los Angeles Memorial Coliseum, with a capacity crowd on hand to open the World Games on 25 July. The staging – featuring a massive red carpet on which the delegations walked to their seats – was accompanied by world-class lighting, staging and sound support and performers that included Stevie Wonder, O.A.R., Cody Simpson, Avril Lavigne, J Balvin, Siedah Garrett, Carly Rae Jepsen and many others.
- The partnership with ESPN created by LA2015 chief executive Patrick McClenahan proved to be one of the signature achievements of the World Games. From an initial plan to televise the

Opening Ceremony and a few highlights during the week, a program of 10 hours of coverage expanded to more than 13 hours with added pre-Games shows and documentaries. Then, seeing the enthusiasm of viewers, those programs were re-broadcast on the ESPN family of networks for a total of 38 hours of airtime of the World Games. The cumulative television audience in the U.S. alone was estimated at 20.16 million, with ESPN also licensing its broadcasts to more than two dozen foreign television partners and making its coverage available in more than 100 countries.

- In addition, a World Games-record 1,514 news media from 79 nations covered the Games on-site, sending back stories, photography and video of athletes, coaches and delegations to their own countries daily.
- The Host Town program proved to be one of the backbones of the Games, creating interest not only in the three-day cultural exchange program prior to the Opening Ceremony, but creating lasting bonds between the 97 participating communities and the delegations. It was common to see athletes cheered on by spectators who had come from their Host Town community to continue their support throughout the Games.
- The World Games Festivals at UCLA and USC brought excitement, entertainment and activities to anyone who wished to attend. From cultural-theme days to live dance parties and especially the use of the stages for medal presentations at UCLA, the Festivals were a key connection point for athlete families, spectators and for promotion of the Games locally thanks to heavy interest from Los Angeles-area television stations.
- All of this was achieved with a tiny organizing committee staff of 428, nearly a third of whom joined the team with less than 60 days to go before the Opening Ceremony. Moreover, a dedicated corps of 8,560 volunteers assisted in the Games operations, selected from a total of 29,616 who applied. Where there were difficulties, their “can do” attitude solved the vast majority of the problems.

There were many other successes which were not as visible:

- The important Healthy Athletes program at USC was available to all athletes, each of whom was personally scheduled for an appointment. Some 18,579 free screenings were done in six disciplines, servicing 5,484 athletes (89% of the total!), with 5,000+ pairs of shoes, 1,300 pairs of eyeglasses and 332 hearing aids distributed for free. The screenings became life-changing experiences for athletes, some of whom were able to hear for the first time, see properly thanks to prescription eyeglasses or receive first-ever dental examinations.
- The LA2015 plan emphasized – from the bid through to the end of the World Games – sustainability as a pillar of the planning process. In specific, not a single venue was built for the Games, eliminating the cost and disruption of construction and leaving no facilities with an uncertain economic future. Moreover, this approach benefitted existing facilities which were rented for the Games and on which temporary facilities were added as needed. And by housing the delegations at UCLA and USC, where the largest sports venues were placed, some 54% of the athletes simply walked to their competitions and did not have to be transported. In Los Angeles, that’s an achievement to be proud of!

Even the staff uniforms were made of 25% recycled plastic, recovered from more than 1.2 million water bottles!

- The organization of the World Games was carried out on a financially-responsible basis, using a balanced, cash and value-in-kind budget of \$66 million, a remarkable 37% less than the projected \$104.6 million budget forecast in the 2011 bid documents. But it also generated more than \$240 million in economic impact to the Los Angeles area through direct, indirect and multiplier spending effects, making it a significant contributor to the Southern California summer economy.

This is not to say that the World Games were without challenges. There were many and the difficulty of organizing the Games was exacerbated by each of them.

For example, while athlete entries for the World Games were due back to Special Olympics, Inc. in November 2014, accurate data on exactly who was coming from what country was hard to pin down, even until the day of arrival. The constant changes, irrespective of any pre-set deadlines, caused severe problems in credentialing, delegation services, food service and transportation, just to name a few.

Delegation preparations for the Games were hampered when less than half of the countries expected to attend the Games sent representatives to the five-day Head of Delegations Conference held in January 2015.

Fund-raising for the Games ebbed and flowed and there was confusion over commercial rights and promotion of fund-raising efforts to specific individuals and groups.

Even in this digital age, software issues made staff and volunteer recruitment, processing, assignments and communications difficult and vexing, leading to significant confusion in the lead-up to the Games and during the first several days of competition.

The small staff size also meant that people were stretched thin. This not only impacted the planning effort, but also created a significant lack of oversight of key vendors. In several cases, the contracted delivery of people, services and things did not materialize as expected, leading to breakdowns in programs which had to be resolved on an ad hoc basis.

The effort and devotion of that staff, along with the volunteers, were the reason that the World Games were ultimately successful. They matched what LA2015 chief executive McClenahan called the “courage, determination and joy” of the athletes who came to compete and make the Games shine over nine warm summer days in Southern California.

Those athletes were all of that and much more. Combined with the spectators, staff, volunteers and partners like Coca-Cola, ESPN, FiveCurrents, Kaiser Permanente, Toyota, they raised this edition of the World Games to a new level of excitement, grandeur and opportunity.

Special Olympics promotes acceptance and inclusion for people with all types of intellectual disabilities. In Los Angeles in 2015, acceptance and inclusion were only the beginning, as the area embraced Special Olympics Athletes from around the world and only reluctantly saw them return home. But in an area which has hosted multiple Olympic Games, FIFA World Cups, NFL Super Bowls and many other mega-events, how long can it be before the World Games returns?

SPECIAL OLYMPICS WORLD GAMES LOS ANGELES 2015: RETROSPECTIVE

2. ORGANIZATION

2.01 About LA2015: Approach and Principles

“Yes, the World Games in 2015 will be a major event. It will also be an event of great impact because it's an event with a mission. This mission is represented by our logo. It starts with the Celebratory Figure representing the courage, determination and joy of our athletes. The figure is inside the Circle of Acceptance and Inclusion, the mission of these World Games . . . creating awareness that leads to the acceptance and inclusion of people with Intellectual Disabilities. And the Mosaic represents the diversity of 177 countries coming to Los Angeles and how we can share the mission of acceptance and inclusion with every corner of this diverse region.”



“Naturally, the theme of the 2015 Special Olympics World Games is ‘Reach Up.’ Reach Up and stand for acceptance and inclusion. Reach Up and celebrate courage, determination and joy. Reach Up and be the best you can be.”

~ Pat McClenahan, President and Chief Executive of the Games Organizing Committee for the Special Olympics World Games LA2015, in *The Pier Review*, January/February 2015 edition, pp. 18-19.

These words, repeated often by McClenahan and many others, became the reference point for the organization of the World Games. In order to create an event that made these goals a reality, a set of organizing principles were installed from the earliest days of the organizing committee, back in 2011:

- Athlete-centric planning, maximizing personal opportunities for competition, health and fun, and minimizing travel to venues;
- Community-wide involvement, especially through the pre-Games Host Town program and corporate and educational involvement in the organizing process;
- Creative use of Los Angeles’ wealth of existing facilities to control costs and emphasize sustainability through minimizing construction and infrastructure efforts;

- Conservative financing, powered primarily by charitable, individual and corporate entities, with modest governmental support where appropriate;
- Shared experiences for athletes, families and spectators that create awareness, leading to inclusion, resulting in no admission charges for spectators for the sports competitions.

The World Games team – known as LA2015 – which started with one person – McClenahan – grew to 428 by the time of the Games just four years later.

2.02 Award of the 2015 World Games

Los Angeles is certainly no stranger to major events. But the decision to bid for the 2015 Special Olympics World Games was not an easy one.

The Special Olympics Southern California (SOSC) Program is one of the earliest and best-known Special Olympics Programs in the United States. Founded in 1969 through the pioneering work of 1960 Olympic decathlon champion Rafer Johnson, a Los Angeles sports icon, SOSC (formed in 1995 when California Special Olympics was split into two sections) now operates a large and successful program for athletes with intellectual disabilities throughout the 11-county Southern California region from San Luis Obispo to San Diego. This was an organization used to large-scale challenges.

But the World Games had become one of the world's premiere multi-sport events, reaching new heights in international editions in Dublin (2003), Shanghai (2007) and Athens (2011). In fact, the World Summer Games had not been in the U.S. since 1999, and had not been held in California since an early version in 1972.

But SOSC Board of Directors chair Pat McClenahan and President and Chief Executive Bill Shumard were undaunted by the challenge. A 27-member bid committee which brought together civic and sports leaders developed a comprehensive plan to bring the World Games back to the city which had so successfully hosted the 1932 and 1984 Olympic Games.

The bid concept was well received by Special Olympics, Inc., which announced on 5 January 2011 that it would select the 2015 World Games host from two bidders: Los Angeles (for the United States) and South Africa. A detailed bid was submitted on 1 March 2011, including these passages from the Preface:

“LOS ANGELES, CALIFORNIA can provide a true “World Stage,” upon which the 2015 World Games can become a seminal event in the history of the Special Olympics Movement. In a city full of movie stars and all-stars, our athletes will be the stars of the show! . . .

“Los Angeles is truly the land where dreams can come true. A magical place where heart and desire can make the impossible become possible! Surely, there is no better ‘World Stage’ on which Special Olympics Athletes can see their dreams fulfilled.”

At a massive celebration at Staples Center in downtown Los Angeles on 14 September 2011, Special Olympics, Inc. chairman Tim Shriver formally announced that Los Angeles would be the host of the 2015 World Games: “On behalf of our entire Special Olympics Movement worldwide, I

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am thrilled to award our 2015 World Games to Los Angeles.

“Bringing our World Games to a city as powerful and prominent on the world stage as Los Angeles will allow our Special Olympics athletes to demonstrate to the world the best in sports.”

The Los Angeles bid committee included:

Chair:

- Pat McClenahan Board Chair, Special Olympics Southern California

Members:

- Roberta Abner Chief, Los Angeles County Sheriff's Department
- Bill Allen President & Chief Executive, Los Angeles County Economic Development Corporation
- Debi Anderson Special Olympics Athlete
- Gene D. Block Chancellor, University of California, Los Angeles
- Rick Caruso President & Chief Executive, Caruso Affiliated
- Leo Chu President, Hollywood Park Casino
- Anita DeFrantz President, LA84 Foundation
- Donna De Varona Olympic Swimming Gold Medalist
- Rob Friedman President & Chief Executive, Lionsgate Motion Picture Group
- Wendy Greuel Controller, City of Los Angeles (2009-2013)
- Stephanie Hardy Special Olympics Athlete
- Paul Hoffman Special Olympics Athlete
- Rafer Johnson Olympic Track & Field Gold Medalist and Founder, Special Olympics Southern California
- Michelle Kerrick Managing Partner – Los Angeles Practice, Deloitte & Touche, LLP
- Don Knabe Supervisor, County of Los Angeles
- Tim Leiweke President & Chief Executive, AEG
- Mark Liberman President & Chief Executive, LA INC., the Los Angeles Convention & Visitors Bureau
- C. L. Max Nikias President, University of Southern California
- Maidie Oliveau, Esq. Sports Counsel, Arent Fox, LLP
- Dustin Plunkett Special Olympics Athlete
- Barry Sanders President, Los Angeles Recreation and Parks Board of Commissioners
- Kathryn Schloessman President, Los Angeles Sports & Entertainment Commission
- Bill Shumard President & Chief Executive, Special Olympics Southern California
- David Simon President, Los Angeles Sports Council
- Gary Toebben President & Chief Executive, Los Angeles Area Chamber of Commerce
- Antonio Villaraigosa Mayor, City of Los Angeles (2005-2013)

Following the success of the bid effort, the Bid Committee was dissolved and the 2015 Special Olympics World Summer Games Organizing Committee was formed.

2.03 LA2015 Board of Directors

The LA2015 organizing committee is governed by an elected, 27-member Board of Directors that includes business, civic, political and sports leaders in Southern California:

Honorary Co-chairs:

Barack Obama • President of the United States of America
Michelle Obama • First Lady of the United States of America

Honorary Hosts:

Jerry Brown • Governor of the State of California
Eric Garcetti • Mayor of the City of Los Angeles

The Board of Directors:

Chair:

- Rob Friedman Co-Chair, Lionsgate Motion Pictures Group

Members:

- Robert Alvarado Chief Executive, CourtCall, LLC
- Raul Anaya President, Bank of America - Greater Los Angeles
- Debi Anderson Special Olympics Southern California Athlete & Global Messenger
- Nicole Avant Ambassador to the Bahamas, Retired
- Rick Caruso President & Chief Executive, Caruso Affiliated
- Mark Davis Chairman and Chief Executive, Davis Elen Advertising
- Anita DeFrantz President, LA84 Foundation
- Donna de Varona Olympic Swimming Gold Medalist and Member, Special Olympics, Inc. Board of Directors
- Edward Ellison, M.D. Executive Medical Director/Chairman of the Board, So. Cal. Permanente Medical Group
- Todd Goldstein Chief Revenue Officer, AEG Worldwide
- Peter Hudnut Project Manager and Acquisition Associate, The Ratkovich Company
- Rafer Johnson Olympic Track & Field Gold Medalist; Founder, Special Olympics Southern California
- Michelle Kerrick Managing Partner – Los Angeles Practice, Deloitte & Touche, LLP
- Andy Knox Managing Director, Chelsea Partners
- Sherry Lansing Founder & Chief Executive, The Sherry Lansing Foundation
- Cindy McCain Chair, Hensley & Company; Philanthropist
- Patrick McClenahan President and Chief Executive Officer, LA2015
- William H. O'Brien Senior Vice President & West Region General Manager, Coca-Cola Refreshments
- David O'Connor President and Chief Executive, The Madison Square Garden Company
- Maidie Oliveau, Esq. Counsel, Arent Fox LLP
- Dustin Plunkett Special Olympics Southern California Athlete & Global Messenger
- Donna Pulini Member, Triskeles Foundation Board of Directors
- Barry Sanders Chair, Southern California Committee for the Olympic Games
- David Simon President, Los Angeles Sports Council

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- Richard L. Van Kirk President Emeritus, Special Olympics Southern California
- Antonio Villaraigosa 41st Mayor of the City of Los Angeles (2005-2013)

The Board met quarterly to oversee the work of the staff, the financial status and planning for the Games.

California Lt. Governor Gavin Newsom served as Executive Chairman of a special Leadership Committee to broaden support for the World Games. Comprised of leaders from the business, entertainment, sports and civic communities, the group provided key strategic counsel and critical introductions to help supply needed resources for the Games:

Executive Chair:

- Gavin Newsom Lt. Governor of the State of California

Members:

- Rob Friedman Chair, LA2015 Board of Directors, and Co-Chair, Lionsgate Motion Picture Group
- Rick Caruso President and Chief Executive, Caruso Affiliated
- Bart Conner Olympics Gymnastics Gold Medalist, and Vice Chair, Special Olympics Inc. Board of Directors
- Raymond J. Lane Vice Chair, Special Olympics Inc. Board of Directors, and Managing Partner, Kleiner, Perkins, Caufield & Byers
- Doc Rivers President of Basketball Operations and Head Coach, Los Angeles Clippers
- Maria Shriver Former First Lady of the State of California, and Special Olympics Inc. Board Member
- Chris Smith President, Ohana Real Estate Investors, L.L.C.

2.04 LA2015 Leadership Staff

From an initial staff of one, the organizing committee grew to more than 100 in September 2014 and a total of 428 by the time of the Opening Ceremony. The senior staff leadership team included:

Patrick McClenahan President and Chief Executive Officer

McClenahan accepted the position as President and C.E.O. of the organizing committee after serving as the Chairman of the Los Angeles Bid Committee that won the international competition to bring the 2015 Special Olympics World Games to Los Angeles.

During the past 25 years, he has established a reputation as a strategic, results-oriented leader serving in senior-level executive positions in television at Prime Ticket, Fox Sports, KCAL, and CBS.

As President and General Manager of the two CBS-owned television stations in Los Angeles, CBS2 and KCAL9, McClenahan led the largest local broadcast operation in the country. He managed a staff of over 400 employees, a senior leadership team of 15 executives, and five trade unions in producing 11 hours of live news per day and over 100 live local sporting events per year.

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McClenahan was promoted to President and General Manager after serving as Senior Vice President and Station Manager since the stations became the largest duopoly in the nation in 2002. In that position, he was responsible for managing the day-to-day operations and several major projects, including the merger of CBS2 and KCAL9's operations, the planning and construction of CBS's new state-of-the-art, high-definition broadcast center in Studio City, the development of multi-platform digital distribution of content, and the negotiation of KCAL9's multi-year broadcast rights agreements with the Los Angeles Lakers (NBA) and the Los Angeles Dodgers (MLB).

Prior to being promoted to Senior Vice President and Station Manager, McClenahan was Vice President and Executive Producer of KCAL 9 Sports and KCAL9.com. Under his leadership, KCAL became the largest local broadcaster of sports in the country as he negotiated and managed sports broadcast rights with most of the sports teams in the market.

McClenahan's career in television production and programming began with the creation of his own company. It was during this time when McClenahan established his reputation as an innovative producer and developer of sports programming including live sporting events, magazine shows and specials for Prime Ticket Network.

After six successful years, McClenahan joined Prime Ticket as Executive Producer. He was soon promoted to Vice President of Programming and Production. When Prime Ticket merged with Fox Sports, he took on the role of Sr. Vice President of Production for Fox Sports Net, overseeing the sports production operations of 12 regional sports networks.

McClenahan has been honored with six Emmy Awards for his work in sports television. He is also active in providing leadership in the community, serving as Chairman of the Board of Directors for Special Olympics Southern California for 11 years. McClenahan also serves in leadership roles on the boards of the Los Angeles Sports Council, LA84 Foundation, and the Ukleja Center for Ethical Leadership.

A native of Los Angeles, McClenahan is a University of Southern California alumnus. He and his wife, Karren, are the proud parents of their son, Eric, and their daughter, Kelly, who has special needs.

Jeff Carr	Chief Operating Officer
Suzanne Gilman	Chief Financial Officer
Donna Brown	Senior Vice President, Volunteer Workforce Management
Brian Chacon	Senior Vice President, Technology
Craig Cochrane	Senior Vice President, Digital Strategy
Brian Erickson	Senior Vice President, Corporate Partnerships
Ratha Harntha	Senior Vice President, Operations
Stephanie Medina	Senior Vice President, Community Relations & Fan Development
John Ohanesian	Senior Vice President, Medical Services
Jan Palchikoff	Senior Vice President, Sport & Athlete Experience
Susan Pollack	Senior Vice President, Development
Jeff Proctor	Senior Vice President, Broadcasting
Haylen Van Koppen	Senior Vice President, Human Resources

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Steven Vanderpool
Kim Widdess

Senior Vice President, Communications & Media Operations
Senior Vice President, Guest Services and Events

The LA2015 team was headquartered in downtown Los Angeles on two floors of the iconic, 73-story U.S. Bank Tower – at 1,018 feet (310 m) high, the tallest U.S. building west of Chicago – through the courtesy of sponsor OUE Skyspace Los Angeles. LA2015 moved from its prior home, provided by Deloitte, at 350 South Grand Avenue in downtown Los Angeles in October 2014.

2.05 Accommodations

To accommodate the thousands of athlete family members, news media, officials, staff and spectators who attended the World Games, some 36,848 hotel room nights were reserved in 34 popular hotels located in Downtown Los Angeles, the Griffith Park area, West Los Angeles (near UCLA) and in Long Beach:

Los Angeles – Downtown (20):

Courtyard by Marriott L.A. LIVE
DoubleTree by Hilton Los Angeles
Hilton Checkers
Hotel Figueroa
J,W. Marriott Los Angeles L.A. LIVE
Kawada Hotel
Los Angeles Athletic Club
L.A. Hotel Downtown
Luxe City Center
The Historic Mayfair
Millennium Biltmore Hotel
The O Hotel
Omni Los Angeles
Radisson USC
Residence Inn L.A. LIVE
Ritz Milner
Ritz-Carlton Los Angeles L.A. LIVE
Sheraton Los Angeles
The Standard Downtown
Westin Bonaventure

Los Angeles – North (Griffith Park) (4):

Beverly Garland Hotel
Hilton Garden Inn Los Angeles/Hollywood
Loews Hollywood Hotel
Sportsmen's Lodge Hotel

Los Angeles – West (UCLA) (3):

Hotel Angeleno
Hotel Palomar
Luxe Sunset Blvd. Hotel

Long Beach (7):

Courtyard Downtown Long Beach
Hilton Long Beach
Hotel Maya Long Beach
Hyatt Regency Long Beach
Renaissance Long Beach
Renaissance Inn Long Beach
Westin Long Beach

These hotels agreed to provide protected rates from 21 July to 2 August 2015, making the LA2015 room block the best value for anyone coming to the World Games. Convention Management Resources (CMR) was the official hotel management company for the World Games and coordinated the hotel contracting and reservation process.

Bookings were available through a Web-based LA2015 housing portal and were available on a first-come, first-served basis from September 2014 through 9 June 2015, at which time any remaining rooms reverted back to the control of each hotel, at their standard rates. CMR produced weekly reports which tracked the rooms reserved, rooms available and open issues, and audited the sales at each hotel to ensure that the organizing committee received credit against the room block for all World Games-related reservations which were made.

This program proved to be quite successful. The LA2015 hotels hosted 18,289 room nights, with a peak of 2,335 rooms utilized on 25 July, the day of the Opening Ceremony. Total room sales at hotels in the City of Los Angeles alone (27 properties) generated more than \$2 million and City taxes of more than \$350,000.

Reservations through the CMR reservation system worked well, although once CMR forwarded its rooming lists two weeks prior to the event, it required guests to contact the hotels directly to make any changes. In many cases, especially for athlete families attending the Games, LA2015 staff had to assist in the process, owing to language and time zone issues.

Some delegations who came to Los Angeles well prior to the opening of the Delegation Welcome Center on 21 July needed referrals to hotels, but no room blocks had been reserved for this purpose, which would have been helpful.

Athletes and delegations were housed at UCLA and USC (see the Delegation Services section for more details). Approximately 375 sports officials were accommodated separately, in two residence halls, at Mt. St. Mary's College, near UCLA.

2.06 Ceremonies

One of the great successes of the 2015 World Games were the Opening and Closing Ceremonies and the post-event awards ceremonies. These programs became a treasured highlight of the World Games.

On 10 December 2014, LA2015 announced that the highly-respected FiveCurrents firm of Redondo Beach, California, was selected to create and produce the Opening and Closing Ceremonies of the 2015 World Games. David Shapiro served as the Executive Producer for FiveCurrents for the LA2015 ceremonies programs, with renowned choreographer Debbie Allen as Creative Director.

Opening Ceremony:

Always a highlight of the World Games, the Opening Ceremony was held at the Los Angeles Memorial Coliseum, site of the openings of the 1932 and 1984 Olympic Games. The talent line-up was initially announced on 18 June 2015 and Honorary World Games Co-Chair and First Lady of the United States Michelle Obama confirmed her attendance at the Opening Ceremony on 25 June 2015.

Tickets were placed on public sale on 2 June 2015 and offered in price tiers of \$120, \$100, \$60 and \$30 U.S. The program was broadcast live and distributed internationally by ESPN; the U.S. broadcast was produced by Bill Bonnell and Kate Jackson and hosted by Lindsay Czarniak, Kevin Negandhi, Dustin Plunkett and Robin Roberts.

Highlights (Pacific Daylight Time):

- 17:01:50 The Special Olympics World Games Cheerleaders enter the Coliseum.
- 17:18:20 David Egan, a Sargent Shriver International Global Messenger and former Special Olympics USA swimmer, takes the stage to rev up the fans.
- 17:21:20 Mix Master Mike from the Beastie Boys performs.

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- 17:27:19 Recording artist Jason French performs.
- 17:45:30 Opening Ceremony Creative Director Debbie Allen takes the stage to teach the crowd the Reach Up LA dance.
- 18:00:10 U.S. President Barack Obama welcomes the crowd by video.
- Hi everybody. Welcome to the 2015 Special Olympics World Games. I wish I could be there in person, but you got Michelle there, and that's even better. Fifty years ago, Eunice Kennedy Shriver started a big camp in her backyard. At the time no one could imagine what it would grow into; one of the biggest sporting competitions in the world for people with intellectual disabilities. Today in more than 170 countries, Special Olympians like you are athletes of all kinds - basketball and badminton players, cyclists, equestrians, kayakers and triathletes. You make extraordinary contributions to your community. Where some see limitation, you see opportunity. You represent the very best of human spirit- pride, teamwork, friendship, treating everyone with dignity, giving everyone a chance - that's what the Special Olympics is all about. So it makes a lot of sense that these games began in America. For we are a nation founded on the principle that all of us are created equal. We are a nation built on the promise of life, liberty and the pursuit of happiness and because of you, the athletes participating today, and those who came before you, that fundamental principle and promise has reached people all over the world. So thank you all for being a part of the Special Olympics. And good luck everybody.*
- 18:01:40 ESPN anchor Robin Roberts thanks President Obama and the crowd on ESPN.
- 18:02:45 Opening Ceremony video presentation.
- 18:06:30 Roberts introduces comedian Jimmy Kimmel.
- 18:08:15 Kimmel entertains the crowd with a standup routine.
- 18:11:00 Kimmel introduces actress Maria Menounos and Special Olympics Unified Partner and U. S. Army veteran Ken Melvin, who present the Los Angeles Police Department Color Guard.
- 18:12:20 Recording artist Nicole Scherzinger sings "The Star Spangled Banner."
- 18:14:45 Television host Nancy O'Dell and Sargent Shriver International Global Messenger Stephanie Handojo introduce O.A.R. and Cody Simpson.
- 18:16:30 O.A.R. and Cody Simpson perform "Reach Up," alongside Breanna Bogucki and Madison Tevlin (both of whom have intellectual disabilities), backed by a 30-member drum corps and 386 dancers.
- 18:20:20 Mix Master Mike returns to keep the crowd dancing.
- 18:24:35 Introduction of the Parade of Athletes.

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- 18:25:15 Tumblers, stilt walkers and rhythmic gymnasts enter the Coliseum.
- 18:26:55 The delegation from Greece enters the Coliseum with 149 members, followed by 161 others in alphabetical order from Afghanistan to Zimbabwe.
- 20:13:32 The delegation from the United States of America, with 480 members, enters the Coliseum.
- 20:20:38 The Mayor of the City of Los Angeles, Eric Garcetti, welcomes the athletes.

Los Angeles is a place of new opportunities and of new beginnings. L.A. is the city of hope, the city of acceptance and the city of inclusion where people come from around the world to follow their dreams. Our city is home to every culture, every language and every nationality. So all of you are here today, welcome home, you're here in Los Angeles. And Special Olympics is the embodiment of the spirit of this city. I think all of us as the athletes marched in to the field tonight, felt that chill of what it feels like to be one single human family. It is my honor to serve as honorary host of this inspiring global event and to officially welcome the athletes to the 2015 Special Olympics World Games.

- 20:22:05 Actress Eva Longoria and Sargent Shriver International Global Messenger Nitzeida Galves describe the Five Attributes of a Special Olympics Athlete.
- 20:24:24 Recording artist J Balvin performs his hit song, "Ginza," with dancers and stilt walkers, then is joined by Becky G to sing her hit, "Can't Stop Dancing."
- 20:30:16 Patrick McClenahan, President and Chief Executive Officer of the 2015 Special Olympics World Games, and World Games Board Members Dustin Plunkett and Debi Anderson welcome the athletes.
- 20:33:07 Tim Shriver, Chairman of Special Olympics Inc. and 12 Sargent Shriver International Global Messengers welcome the athletes.

Reach Up Los Angeles from the five million people of Special Olympics. Thank you Los Angeles! Athletes, this is your moment. This is our time. All around the world the wind is at your backs. Some look out and see division and disability everywhere. You look everywhere and see nothing but the beauty of the world. How lucky are we to be with you. That's why the people of Special Olympics have come to America. The land of the free and the brave! So let's make our own declaration, a new declaration.

How about a declaration of interdependence. How about we hold only one truth and that is that all of us are created more beautiful than we dare imagine. How about we pledge to lead our revolution with the games of joy, not with weapons of war. How about we aim to defeat fear. That's the attitude of mass destruction that needs defeating. And we promise with our declaration not to rest until every person with an intellectual different ability is healthy. Until every school has Special Olympics Unified teams all over the world and until everyone has been given a chance to have their rightful place at the table of belonging. To the rest of the world we say this

revolution that these athletes have started for us they cannot finish without us. So don't miss this beautiful moment, this beautiful encounter. Hold the hand, if you're comfortable of the person next to you, and put on your brave. Put on your brave. Find it deep within you. Deep within you.

Your brave knows there's a champion just dying to get out. Let 'er out! . . . Your brave, your brave is powerful enough not to be afraid of anyone but to give yourselves to everyone, so give yourself to these Games. Any your brave is free enough to come out, come out for equality. Come out and welcome the difference. So you can make the difference the world needs today. This is our revolution of the heart. Wherever you are, wherever you are watching, whatever your gifts, join the athletes of Special Olympics. They have saved a place for you on their team. And together, we cannot be defeated and we can storm the castle. Thank you! Put on your brave!

20:37:06 Tim Shriver introduces his sister, former First Lady of the State of California, Maria Shriver, who introduces a video featuring their mother and Special Olympics founder, Eunice Kennedy Shriver.

Thank you. Good evening. Good evening. How beautiful you look, and how lucky am I to be introduced by my brother. Because family was everything to our mother. And the five of us, Bobby, Timmy, Mark and Anthony, who are all here this evening, we always knew that Special Olympics was really our mother's 6th child, and maybe her favorite one at that. She not only gave birth to this movement, she attended to it, she guided it, she nurtured it every day, day in and day out, until it grew up into the global force of change that she envisioned. As any mother would through the years, our mother took great, great pride in Special Olympics and in all of you. I know how grateful she would be today to all of the coaches, the volunteers and family members who have stepped up to make an integral part of your life and help you to get to this journey. So give all the coaches and your family members a great round of applause.

But as we all know, our mother was most of all moved and motivated the most by you the athletes. She was so proud of you and wanted more than anything for you to be respected, valued, appreciated for who you are - brave, good, kind, solid, and yes, smart human beings. Men and women capable of dreaming big and making dreams happen. Looking out at all of you today we know that her own dream has become a reality. Yes, our mother, Eunice Kennedy Shriver lives on in us her five children, and all her grandchildren, her daughters-in-law.

She also lives on in all of you. And we thank you for continuing to make her so proud. Tonight she is so alive in this Coliseum. She is alive in the pride of you. She is alive in the love that is in this stadium and that is in all of you. And she is alive in the spirit of Special Olympics.

20:39:56 Eunice Kennedy Shriver tribute video.

20:41:13 The poem "Acceptance" is read by Special Olympics Global Ambassador and professional basketball player Damian Lillard and actress Lauren Potter. They

introduce recording artist Cassadee Pope.

20:42:47 Pope sings "Invincible."

20:46:25 Presentation of the Special Olympics Flag, carried by Special Olympics Athletes Nikia Davenport (United States), Oliver Doherty (Ireland), Xing Le (China) and Flora Vermisoglu (Greece) along with Olympic medalists Nadia Comaneci (Romania-USA), Michelle Kwan (USA), Greg Louganis (USA) and Michael Phelps (USA).

20:49:25 The Special Olympics Flag is raised.

20:49:56 Professional football player Jamaal Charles talks to the Special Olympics Athletes about courage.

I've been asked to talk about courage, but courage cannot be talked about without talking about fear. Before I had the chance to be an All American running back at Port Arthur High School in Texas, before I had to chance to win a National Championship at the University of Texas, and attaining academic honors, before I had the chance to become a professional athlete, all pro running back in the NFL for the Kansas City Chiefs, before all those wonderful moments, I was afraid. I was lost. When I was a boy, I had trouble reading - I found out I had learning disabilities. People made fun of me. They said I would never go anywhere. But I learned, I can fly.

When I was 10 years old, I had the chance to compete in the Special Olympics. That's right. The Special Olympics gave me my first chance to discover the talent that I did not know I had. When I competed in the Special Olympics, I found out just how fast I was. I stood high on the podium getting the gold medal in track and field. And when I found out how fast I was, I was blessed with a new confidence. The confidence turned to courage. Courage to be the best that I could be every day. And now once again, I am proud to take the athlete oath in the part of every Special Olympics. My fellow athletes, those here with me on stage, and those thousands in front of me around the world, I invite you to say the oath with me.

20:51:52 Charles, accompanied by Special Olympics Athletes Cindy Fernandez (Costa Rica), Andrew Smilley (Cayman Islands), Chidalu Onwunzi (Nigeria) and Chevi Peters (USA), lead the Special Olympics Athletes in the Athlete's Oath.

Let me win, but if I cannot win, let me be brave in the attempt.

20:52:27 Actor Ed Harris introduces Special Olympics Athlete Brightfield Shadi (Botswana), who talks about determination.

20:54:42 Olympic gold medalist Oscar De La Hoya and Sargent Shriver International Global Messenger Yoona Kim, introduce musician Stevie Wonder.

20:55:36 Wonder performs "Fear Can't Put Dreams to Sleep."

21:02:11 Mix Master Mike returns with a vibrant dance track.

21:06:07 A video is shown about Special Olympics International Global Messenger and restaurant owner Tim Harris when he was introduced by President Obama at the White House in 2014.

21:07:07 Harris introduces the First Lady of the United States of America, Michelle Obama.

Hi, I'm Tim Harris and I love you! Walt Disney said "if you can dream it, you can do it." I am here to tell you that dreams do come true. Since I was 14 years old, I wanted to own a restaurant. And now I do!

My favorite part is seeing the people coming through the front door every day. And I want the world to know that people with disabilities are awesome! At my restaurant we serve more than food. We serve breakfast, lunch and hugs. Since 2010, can you believe I've given out 72,000 hugs! Because, who doesn't need a hug? When you hug someone, you are letting them know you accept and love them. And now it's my pleasure to introduce a friend of mine who knows the power of a hug. Please welcome the First Lady, Michelle Obama!

21:08:52 Michelle Obama, accompanied by 20 Sargent Shriver International Global Messengers and LA2015 Global Messengers, speaks about unity.

Hello everyone! I want to start by thanking Tim for that hug, for his words of encouragement, and for that wonderful introduction. Let's give Tim a round of applause. So proud of him! Tonight we've heard about the joy, the courage, the determination and the acceptance ... by these Games and by these athletes every day. And I'm here to talk about one final theme - one that wraps all those other ideas together. One that has always captured the spirit of these Games and that is unity.

Now over the past few years, my husband and I have seen Americans unite in so many ways across the country. We've seen folks coming together to give back to military families. We've seen congregations rallying around families in need. We've seen communities rising above tragedies to heal the divisions that too often tear us apart. And these Games, these Games are a perfect reflection of that unity. They show us that we are all in this together. That we can lift up our friends and neighbors and that we can bring out the best in each other to reach even higher heights. We see it in the athletes, the amazing athletes who give it their all, who lend a hand when someone falls. Who hug, and hug every one of their competitors. We see it in the fans and the families and the volunteers and coaches who are here to shower our athletes with love and support every step of the way.

And we see it not just here in Los Angeles, but in the millions, the millions of people all around the world who are tuning in to cheer you all on. And so all of our athletes, I want you to know that all of the people won't just be cheering with you, they're going to be learning from you. They're going to be inspired by you. And they'll be reminded that at our core, we all want the same things. A sense of pride in who we are. And a belief that we can reach our dreams no matter what challenges we face. That's what you all are doing here. That's your mission, you're bringing us together. You're filling us with so much hope. And you're uniting us in a way that nothing else

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can. So, I want you all to know that my husband and I, we are so proud of you. So incredibly proud of you. And we love you all from the bottom of our hearts. We love you so much. You fill us with so much joy. And we cannot wait to see all that you will accomplish over these next few days, but more importantly over the years ahead. And now, on behalf of my husband and an entire nation that is rooting for all of you, it is my great honor to say those magical words, "Let the 2015 Special Olympics World Games Begin."

- 21:13:25 Michelle Obama formally opens the 2015 Special Olympics World Games by declaring, "Let the 2015 Special Olympics World Games begin!"
- 21:13:54 Video of the journey of the Special Olympics Flame of Hope.
- 21:16:50 Entrance of the Special Olympics Flame of Hope by Special Olympics Athletes Solomon Jegede (Nigeria), Pradip Adhikari (Nepal), Davaa Magvansuren (Mongolia), Horeih Golchin (Iran), Eliyahu Somer (Israel), Darianny Urtado (Cuba) and Destiny Sanchez (United States). Sanchez was accompanied in lighting the Coliseum cauldron by Olympic Gold Medalist Rafer Johnson, touching off a fireworks display that rings the Coliseum.
- 21:21:15 Recording artist Avril Lavigne performs "Fly," a song she dedicated to the Special Olympics World Games Los Angeles 2015.
- 21:24:20 "Reach Up LA" is performed by Siedah Garrett and J Balvin along with 416 dancers and singers, followed by fireworks.
- 21:27:25 Ceremony ends.

The Opening Ceremony was attended by a crowd of 62,338, which included the more than 9,300 delegates and guests on the floor of the Coliseum. Because of the fireworks displays which ringed the stadium, spectators were not allowed to sit in the top section, reducing the seating capacity to approximately 49,000. A sell-out of the spectator tickets was announced early on Saturday, 25 July, and no tickets were available for sale at the site.

The delegations arrived by bus from the athlete housing at UCLA and USC in mid-afternoon and were held at the Los Angeles Memorial Sports Arena prior to the start of the show. They were marched in parade order from the Sports Arena into the Coliseum along the south side of the stadium, which was closed to spectators for logistical and security purposes.

This meant that spectators, news media and honored guests were required to enter through the north side of the Coliseum, using less than half of the entrances normally available for Coliseum events. This, combined with security requirements and an unfortunate shortfall of contracted security staff, created a substantial entry backlog when the gates opened at 1500. Eventually, everyone did get in, with a few people treated for heat stress as temperatures reached 87 degrees F (30 C).

Reaction to the Ceremony was very positive. Typical was this report from Kevin Doyle, writing in the *Irish Independent*:

They came from 165 countries to form one glorious movement in the LA Coliseum.

There were plenty of movie stars and politicians, performances from Stevie Wonder and Nicole Scherzinger, speeches from Eva Longoria and the Kennedy descendants and even a video message from President Barack Obama.

But the red carpet was firmly reserved for the real stars: the almost 7,000 athletes. . . .

It would be nearly three hours before the flame would be lit under instruction from Michelle Obama who told the crowd: "My husband and I, we are so proud of you, so incredibly proud of you, and we love you all from the bottom of our hearts."

Sticking with Olympic tradition Greece were the first country to parade through the stadium and find their place in the centre of the pitch.

Then came five Afghani athletes, followed by Albania, Algeria, American Samoa, Argentina, Armenia, Aruba, Australia...Iran, Iraq and finally over an hour after the procession began Team Ireland.

You didn't need to know their names, you didn't need to know what county they were from, you didn't need to know their sport. All you needed to do was look at their faces.

Everybody should have a moment in their life when their face widens to the point of aching, the pain of the stretch marks on their cheeks only adding to the sensation.

Closing Ceremony:

Much more informal than the Opening, the Closing Ceremony of the World Games was the only event scheduled for Sunday, 2 August, after all of the sports competitions had been completed on the day prior.

Designed as a reward for the delegations and a show of thanks to the staff and volunteers who had made the Games a success, tickets were distributed free of charge. Although originally designed to be limited to 30,000 total attendees, the demand for tickets was so great that an additional 10,000 tickets were authorized, with several thousand distributed to the public at the festivals at UCLA and USC. In part, this was because the event was not televised and featured star attractions including performers Carly Rae Jepsen and O.A.R.

Highlights (Pacific Daylight Time):

- 17:03:00 Special Olympics Athletes and their delegations begin to enter the Coliseum.
- 18:13:10 Sargent Shriver International Global Messenger David Egan and Paralympic Gold Medalist and ESPN reporter Victoria Arlen welcome all attendees.
- 18:16:40 Mix Master Mike spins the Coliseum crowd into a frenzy.
- 18:17:40 Placards from all of the delegations are carried into the Coliseum.

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18:23:25 A unified group of Special Olympics Athletes from all of the participating delegations enter the Coliseum.

18:28:04 LA2015 president Patrick McClenahan and Board members Dustin Plunkett and Debi Anderson thank the Special Olympics Athletes, fans, volunteers, partners, law enforcement and broadcast partner ESPN for all of their support.

*McClenahan:
Reach Up LA!*

*Plunkett:
This past week you Reached Up and showed your courage, your determination, and your joy!*

*Anderson:
You Reached Up and stood for acceptance and inclusion.*

*McClenahan:
And you Reached Up and you competed. In striving to be the best that you can be, you showed the world you have skills! In fact, more than 27 Special Olympics World Games records were shattered!*

*Anderson:
And you did it in front of record crowds! Please join us in thanking the communities of Los Angeles and the Fans in the Stands for their great support! **

*McClenahan:
And now the World is Reaching Up for you. Thanks to more than 1500 media representatives from more than 80 countries and thanks to our Official Broadcast Partner, ESPN, who covered these Games like never before.*

*Plunkett:
I had the great honor of serving as an ESPN World Games Analyst and I was amazed at their commitment to telling our story. Thank you for Reaching Up for us, ESPN.*

*Anderson:
And thank you to our Volunteers! Thank you for Reaching Up and working hard to welcome, to inform, and to support these World Games.*

*Plunkett:
A special thank you to law enforcement and medical team for keeping us safe and healthy.*

*McClenahan:
And I want to say a heartfelt thank you to our LA2015 World Games staff.*

You Reached Up to put the athletes first, you Reached Up with our athletes as your example, facing adversity with courage, determination and joy. You reached up and

gave it your all...some of you behind the scenes, not even getting to watch competition. Please know that you all have made a difference...you all have literally helped change the world.

Plunkett:

And, finally, thank you athletes. You are why we are here, celebrating your accomplishments.

Anderson:

You have inspired us to be better. To make the most of what we've been given.

McClenahan:

You have taught us more about life than we could ever teach you and you have given us a reason to cheer in a world that needs more cheering.

Plunkett:

And as you return home, please know that we will continue to cheer for you. We will be rooting for your success.

Anderson:

Thank you, all, for Reaching Up for a World Games we will never forget.

McClenahan:

Finally, these World Games have been about abilities, not disabilities.

While you've been competing, seven athletes who love photography have been trained and coached by professional sports photographers. It's called the Peale Project, named after athlete Tom Peale because Tom doesn't attend a Special Olympics event without a camera around his neck. Their photos will be featured in a soon-to-be-completed book we've called "Through the Eyes of the Athletes" and can be ordered at LA2015.org.

Now, I promised them special access and I can't think of any better access than on stage at Closing Ceremony. So please welcome Tom Peale and The Peale Project photographers.

Reach Up athletes, Reach Up Fans in the Stands! Let's give them a shot we'll never forget!

- 18:32:48 Tom Peale from The Peale Project is introduced to take a picture of all those attending the Closing Ceremonies. The Peale Project mentors Special Olympics Athletes with professional photographers to create World Games images.
- 18:33:40 Egan and Arlen thank the volunteers for their participation.
- 18:35:47 Twenty selected volunteers representing the 8,560 volunteers who helped support the World Games enter the Coliseum.

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- 18:37:55 Sarah Locke-Henderson, a Workforce Management volunteer, speaks on behalf of all of the volunteers.
- 18:39:32 The Los Angeles Police Department Color Guard enters, lowers and removes the Special Olympics World Games flag.
- 18:41:11 Olympic Winter Games Gold Medalist Apolo Ohno introduces the delegation from Austria, where the 2017 Special Olympics Winter Games will be held.
- 18:41:47 The 2017 Special Olympics World Winter Games organizing committee delegation from Austria, led by its President, Hermann Kroll, enters the main stage.
- 18:42:23 Los Angeles County Supervisor Mark Ridley-Thomas transfers the Special Olympics Flag to Kroll. Kroll and Austrian Special Olympics Athlete Johanna Pramstaller invite the delegations to attend the 2017 World Winter Games.

Kroll:

Dear Special Olympics family, we all thank you for the trust that the Special Olympics has given Austria.

In Los Angeles we have seen enormous and beautiful games that have left a positive influence on us. Congratulations to President Patrick McClenahan and his team.

We are going to work extremely hard in the spirit of our motto, Heartbeat for the World, to also put on the most heartwarming games from March 14th through March 25th, 2017 for these athletes from around the world.

We warmly invite you all and hope to see you again in Austria – Styria, Graz, Schladming, Ramsau.

Pramstaller:

We athletes are happy for your coming visit, sending a heartwarming welcome from our home country.

It is our pleasure and honor to welcome you to the World Games, 2017 in our beautiful country. See you there!

- 18:46:05 Video showcasing the forthcoming 2017 Special Olympics Winter Games.
- 18:48:20 Recording artist Louisa Wendorff sings “Let it Go” from the movie “Frozen.”
- 18:52:07 Special Olympics Chief Executive Janet Froetscher, accompanied by six Special Olympics Athletes, thanks the LA2015 organizing committee, the athletes and looks forward to a future of acceptance and inclusion for individuals with intellectual disabilities.

We look forward to Special Olympics World Winter Games in Austria in less than two years. On behalf of all of us at Special Olympics . . . our Board . . . our Board Chair

Tim Shriver . . . invite you all to join us.

But before we look ahead, we should reflect on these World Games – the most game-changing ever. What did you think about these past days?

Athletes, coaches and families – can you help me say thank you to the G.O.C., volunteers, the Host Towns, and L.A.? [cheer] I can't hear you!

These World Games . . . changed the game. You ALL changed the Game.

The world watched our athletes compete, learned about their incredible journeys and in awe and in tears thanks to ESPN's amazing coverage and the stories told by more than 1,500 journalists who were with us here in L.A.

Thanks to our sponsors, our athletes graced billboards, TV commercials, product packaging and more - just like every other world champion.

And at competitions, Olympic champions, professional athletes and celebrities competed with our athletes and cheered our champions as the eyes of the world watched the obvious love and respect for our athletes.

Beside every athlete is a coach who believed in them and sacrificed for them.

Parents travelled from all over the world and roared with elation as the stands erupted in support of their children's feats. Beside every athlete is a coach who believed in them and sacrificed for them. Athletes, can you thank your coaches? [cheer]

There were crowds of cheering fans for athletes like 22-year-old Special Olympics Norway Athlete Thea Skoglund, who posted her personal best in Kayaking while her family from Norway watched her receive a gold medal.

Or when Ranveer Singh Saini and his Unified teammate Monica Jajoo won the first gold medal for Bharat in Alternate Shot Golf . Or yesterday when Onesmus Mutinda of Kenya won the Half Marathon with a time of one hour and 18 minutes.

We saw Chidalu Onwunzi's of Nigeria life transformed when she and her entire team heard for the first time, thanks to our doctors and Healthy Athletes clinics. 5,148 athletes received exams from volunteer medical professionals this week.

Many heard or saw clearly for the first time in their lives... allowing them to perform their best on the fields and in life.

We saw acts of bravery and courage like when Olivia Quigley left cancer and chemotherapy on the sidelines to win the gold in the 100 meters.

We cheered Mariluz Araya of Costa Rica who won four gold medals in powerlifting, but also does the lifting at home as an employee who is supporting her household.

The parents of Yong-jin Gwak of Korea cheered him winning gold in powerlifting because a local company paid for them and other parents to be here for the Games.

And I cheered my friend and co-worker Terrell Limrick who won the bronze in sailing.

We experienced the spirit of unified in powerful ways when our athlete's from across the world broke down the barriers that divide us and came together as friends like Israeli athlete Alon Dolev and Iranian trainer Yaser Tahmasbi who met on the flight to Los Angeles.

These are the athletes of the 2015 World Games . . . you are the athletes . . . fans . . . are they amazing and magnificent? And everyone who watched them, cheered them, met them, learned that their lives were better from having met and connected with these athletes.

These Games must close but we can't let them end. What happened these past nine days, can and should happen every day around the world.

We owe it to these athletes, who represent the most marginalized population on the planet, who have defied the odds to become champions they are. And who have competed so bravely here. Our champions. sports champions and champions of acceptance and inclusion. Look at them. See them as the world has seen them these past few days.

Don't let them return to the isolation, stigma, neglect they've lived with all their lives. They deserve better. They've earned it.

We've deserved it. What life isn't better with these athletes fully included? Every single person here tonight has a role to play. That's why you are here.

Every one of us must all leave with a message and a mission. And a sense of urgency. It is life saving and life enhancing.

The time has come. It is now. Right now. It is time for inclusion – full inclusion. It is time for acceptance – real acceptance. We need to spread this message to every school, every community, every town. And we must all make it a reality.

Athletes of these 2015 Games . . . celebrate, and continue to show the world who you are and lead us.

Sponsors, volunteers bring others like you, hire someone with ID, invite our youth to play dates with your children. Medical professionals, bring your colleagues, train them to treat people with ID. Coaches, invite others to create unified teams. Families – share your stories with pride.

It is this team from all over the world here in this Coliseum tonight that will change the world, but as big and committed as we are . . . we cannot do it alone. We need each and every one of you to reach out and invite others to come out and play and join us.

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Sport is our foundation because when we play Unified, we live Unified. The world needs to join us. We need to invite them (and persuade them!).

Team, are you in? PLAY UNIFIED!

Let's play Unified, and live Unified.

I declare the 2015 Special Olympics World Games closed!

- 19:02:32 Froetscher declares the 2015 Special Olympics World Games Los Angeles closed.
- 19:04:05 Destiny Sanchez hands the Special Olympics Flame of Hope to Los Angeles Police Lieutenant Clint Dohmen as the cauldron at the top of the Coliseum is extinguished.
- 19:05:55 Dohmen and Sanchez march the Special Olympics Flame of Hope out of the Coliseum.
- 19:06:36 The World Games "Look Back" video is played, while recording artist Andra Day sings "Rise Up."
- 19:14:32 Sargent Shriver International Global Messengers Tahj Mowry and Brightfield Shadi introduce recording artist Carly Rae Jepsen to entertain the Coliseum crowd.
- 19:16:06 Carly Rae Jepsen performs.
- 19:49:11 Mix Master Mike keeps the crowd dancing while the stage is changed for O.A.R.
- 20:03:50 Sargent Shriver International Global Messenger Jason Gieschen and Paralympic Gold Medalist Victoria Arlen introduce O.A.R.
- 20:04:20 O.A.R. performs.
- 20:43:33 Ceremony ends.

Attendance for the Closing Ceremony was 38,538, including the delegation members who filled the infield.

Awards Ceremonies:

While the Opening and Closing Ceremonies were held on a grand scale, the awards ceremonies accompanying each event were more intimate, but even more exciting.

Unlike the Olympic Games, in which medals are awarded on the field of play itself after the close of each event, the schedules for many Special Olympics World Games sports requires that competition sessions continue without interruption in order to handle the large number of divisions in each event. This meant that separate venues were arranged for awards for many World Games sports, away from the field of play:

- At the Los Angeles Convention Center, a separate awards plaza was installed to handle the seven sports held there and the nearby Lucky Strike Lanes.

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- At UCLA, the Festival stage was used for Gymnastics (Artistic and Rhythmic) and Judo.
- At USC, basketball awards were held at the Galen Center Rotunda; aquatics awards were distributed in the Lyon Center gymnasium, adjacent to the Uytengsu Aquatics Center; and at athletics, an awards area was set up behind Loker Stadium and in front of Heritage Hall.

In many cases, the only time a World Games athlete was identified by name was during an awards ceremony, making it a signal occasion for the athlete, his or her coach and especially their families and friends. At both the Convention Center and USC, the awards areas were regularly mobbed by families, friends and athletes from many delegations who cheered on the awardees.

World Games awards ceremonies differ from their Olympic Games counterpart in that, essentially, all competitors receive an award. The *Special Olympics World Games Guide* specifies:

- “All athletes who compete in a Special Olympics competition should receive recognition for their efforts in the form of a ribbon or medal. First through third places receive gold, silver or bronze medals, respectively. Fourth through eighth places receive ribbons.”
- “Athletes disqualified for technical rules infringements or who ‘do not finish’ will be awarded a participation ribbon on the last position on the podium. Athletes who are disqualified for unsportsmanlike behavior will not receive an award.”

Moreover, unlike the Olympic Games, “Athletes shall display no national flags during the award ceremony.” This rule was strictly enforced, but was not applicable to spectators, who were happy to wave flags of all sizes at the athletes from their home country.

The medals and ribbons used for the 2015 World Games were unveiled on 16 April 2015 during the “100 Days Away” ceremonies at the LA84 Foundation:



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The World Games gold, silver and bronze medals and placement ribbons featured the 19 colors of the World Games logo. A total of 23,400 awards were produced by MTM Recognition of Oklahoma City, Oklahoma, a long-standing partner of Special Olympics. This included 4,000 each of the gold, silver and bronze medals (12,000 total medals), 4,000 of the fourth-place ribbons and less of the ribbons for fifth, sixth, seventh and eighth place, and for participation.



(Medals and Ribbons photographs by Cory Hansen)

Awards actually distributed during the Games included:

- | | | | |
|----------------------|-------|--------------------------|-----|
| • 1st place medals: | 2,870 | • 6th place ribbons: | 468 |
| • 2nd place medals: | 2,728 | • 7th place ribbons: | 239 |
| • 3rd place medals: | 2,462 | • 8th place ribbons: | 133 |
| • 4th place ribbons: | 1,693 | • Participation ribbons: | 89 |
| • 5th place ribbons: | 859 | | |

In many cases, the divisioning process did not result in fields of eight athletes; some divisions were of just three athletes, which accounts for the significant decline in awards below third place. A total of 101 disqualifications were made for not making a maximum effort; this specific type of infraction meant that no ribbon would be awarded. Disqualifications of other types (for sport-specific infractions) generally allowed for a participation ribbon to be awarded.

Awards presentations were carefully scripted in advance. The Sport Presentation team at each site had responsibility for these programs, which were carried out in careful detail to maximize their impact. Massive awards podiums were provided with stands for eight places at all sites and were constructed with photography in mind.

Awards presenters numbered in the hundreds across the Games and included many celebrities – especially Olympic Games medalists including Anne Meyers Drysdale, John Naber, Apolo Ohno and others – who were recruited to help with the ceremonies. However, the main presenter of awards were Southern California-area law enforcement officers and public service staff members, many of whom have been involved with Special Olympics Programs on a regular basis.

A special Kids Corps program was created for the UCLA awards ceremonies, offering one of the few opportunities for youngsters under 16 to participate as volunteers. Children aged 7-15 could apply to be part of the group, which carried the trays on which the awards were brought to the awards ceremonies. Participants must have performed eight or more hours of volunteer community service prior to the start of the World Games, including two or more hours at a Special Olympics Southern California (SOSC) event. Each member of the Kids Corps received a special World Games uniform with a special sash in the World Games mosaic look, to wear during their four-hour shifts.

The program was based at the UCLA Lab School and operated from 28 July-1 August, when awards were distributed on campus. Just more than 40 children participated in the program, which was an excellent introduction to Special Olympics for both the participants and their families and is recommended to be expanded in the future.

2.07 Credentials

The complex task of access control and credentials proved to be one of the most challenging areas of the 2015 World Games.

Responding to the interests of individual functional areas for exact control of their areas, the final credential badge design included 10-11 lines of information, including a person's name, delegation or organization and function or role. Access control and privileges information consumed up to eight lines on each badge:

- Participant identification: 21 codes available
- Venue access: 28 codes available
- Sport access: 25 codes available
- Hub access: 6 codes available
- Medical information (athletes only): 9 codes available
- Housing access: 41 codes available
- Transportation access: 3 codes available
- Zone access 3 color codes and 4 numerical codes available

Most badges required photographs of the users (not for vendors or law enforcement personnel) and each badge had an individual bar code as well. On many badges, only one venue, sport or hub code was used, making their use more manageable. But the system was still complicated, as shown by the prototype badge:

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The credentialing program was designed to collect information from the functional areas, match the agreed-to-access for each job assignment with each person's registration data and then have an outside contractor print the badges. Unfortunately, the credentialing function was understaffed (only one staff member was assigned to this area) and two critical difficulties created substantial problems: (1) three different software systems were used to collect data from participants, invited guests and staff and the transfer to the credential-creation system was difficult, creating significant delays in printing credentials which were complete and correct (an estimated 10,000 badges had to be reprinted), and (2) although early registration deadlines were set, hundreds of changes to people, assignments and access continued to come in right up to and even after the Opening Ceremony. These issues created significant backlogs for the credentialing system and created late-delivery scenarios for various individuals and groups until well into the Games.

Moreover, the number of badges printed was large:

- World Games – individual badges: 31,323
- Delegations: 8,828
- Delegation Liaisons: 335
- ESPN: 262
- Families: 4,129
- Honored Guests: 2,758
- Host Town: 136

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LA2015 Staff:	501
LA2015 Volunteers:	9,398
Logistics Support:	250
News Media:	1,302
Public Safety:	127
Special Olympics, Inc.:	394
Sports Officials:	836
Torch Run	1,588
Vendors:	269
Youth Summit:	210

- World Games – generic badges: 36,218
(Badges without photographs, including day passes and credentials for law enforcement, sponsor activation teams, vendors and others.)
- Ceremonies only – individual badges: 1,776
(With photographs)
- Ceremonies only – generic badges: 3,000
(No photographs)

All together, this totaled 72,317 badges prepared for the Games and available for distribution.

The credentials themselves were supplemented by a four-color lanyard system designed to help identify the wearers:

- Blue: Delegation member housed at UCLA
- Red: Delegation member housed at USC
- Green: LA2015 team member (volunteer)
- Purple: LA2015 staff member (manager)

In practice, the credentials proved to be too complex for many users, with too many symbols and colors to be easily understood. The hub, sport and venue codes and the numeric zone codes were easy to use, however. The delegation lanyard colors (red and blue) were easy to understand, but the LA2015 lanyard distinctions (purple and green) were not widely recognized.

A six-page credential guide (in PDF format) was produced in mid-June detailing the various codes, but was distributed so late in the process that it was not widely read or used.

Credential distribution for staff and volunteers took place initially at the Uniform Distribution & Accreditation Center (UDAC) at the Herbalife Los Angeles Distribution Center in Carson, California, beginning on 7 July 2015. It closed on 18 July and the UDAC functions were moved to a smaller space inside the Los Angeles Convention Center, which opened on 21 July and remained open during the Games. These facilities were heavily used with 7,734 people visiting a UDAC to obtain their credential and uniform.

Additional, smaller credentialing centers were set up for the Games period on the UCLA and USC campuses and at the J.W. Marriott Los Angeles at L.A. LIVE (headquarters hotel) and for two days at the Delegation Welcome Center at Loyola Marymount University on 21-22 July only.

2.08 Delegation Services

Meeting the needs of an expected 9,000 attendees and 170+ delegations from around the world is a daunting task, but one that the four-person Delegation Services team did their best to achieve.

Just trying to establish the number of athletes, coaches and officials to prepare for proved to be one of the most difficult tasks of the entire organizing effort, as the numbers constantly changed. The total number of World Games attendees allowed to attend is initially established by quotas set by Special Olympics, Inc. in response to requests made by individual delegations worldwide, but is then constantly revised:

Planning was based on the primary entry deadline of 1 November 2014, by which time all entries – by name – were required to be in the hands of the Special Olympics, Inc. headquarters office in Washington, D.C. Substitutions were allowed to be made – by name – through 15 May 2015. Delegation travel information was due by 20 April 2015.

Unfortunately, very few of the 164 delegations which attended the World Games were able to meet these deadlines, causing significant backlogs. Moreover, constant changes in delegation personnel, missing data and photographs and revisions in travel arrangements challenged the plans made by accommodations, credentialing, food service, transportation and other groups.

A significant simplification of the logistics for most Special Olympics Athletes coming to the 2015 World Games was made by the decision to house athletes and coaches by sport, rather than country. In this way, some 54.0% of all athletes walked to the competition sites instead of being bused. However, the many changes in individual delegations caused constant shuffling of accommodations arrangements between the housing at the University of Southern California (USC), and the University of California, Los Angeles (UCLA), adding another layer of complexity.

Delegation Welcome Center:

The original concept for delegation arrivals into Los Angeles was to use the November registration information to process athletes, coaches and officials as early as possible. Credentials and identifying luggage tags would be printed in advance and sent to delegations ahead of their arrivals in Los Angeles, speeding their processing through a Delegation Welcome Center and transfer to their Host Towns.

Delegations which arrived before 21 July would be required to make their own arrangements for housing in the Los Angeles area until the Delegation Welcome Center opened. Any delegations which arrived on 23 July would not be able to go to a Host Town and would need to make their own arrangements until they could check in to the housing at UCLA or USC on 24 July.

These arrangements did not work out as planned:

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- The constant changes in delegation personnel, lack of complete and correct information and software issues created enormous backlogs in the creation of credentials. In mid-July, it was decided not to send packages of credentials and baggage tags to the delegations, but to distribute them on arrival.
- Travel schedules, due by 20 April, changed constantly throughout June and July. As a result, the planned processing flow at the Delegation Welcome Center at Loyola Marymount University was upset.
- Although the policies concerning early arrivals were well publicized, some delegations showed up early anyway and expected to have arrangements made for them in Los Angeles. Happily, Special Olympics, Inc. senior managers were in Los Angeles and assisted with the needs of these groups.

It should be noted that the first delegation to arrive in Los Angeles – on 14 July – was from the United Arab Emirates, which did have its arrangements made well in advance.

- On 21 July, some 7,200 delegates were expected to arrive, be processed and then sent on to their Host Towns. The first delegation to arrive was Brazil, at 0839, followed by Haiti at 0913 and many others. A red-carpet entryway was set up along which the athletes were greeted by LA2015 volunteers, news media and even a summer cheerleading camp! Inside the Gersten Pavilion gymnasium, a lounge for 312 was set up with tables, chairs, games and snacks with a six-station workroom adjacent for delegation managers to confirm arrangements and make any last-minute changes to their teams. A three-station medical examination station was also available in case physical examinations were required to certify athletes as fit for competitions.
- Unfortunately, every step in the process of delegation arrival and processing ran longer than planned. By the late afternoon on 21 July, the combination of late flight arrivals, longer airport processing times, longer travel times from the airport to the Welcome Center (only 3.6 miles/5.8 km away), extremely long delegation processing times at the Welcome Center, transport coordination issues and a shortage of buses caused a significant back-up at the Welcome Center. Because of this, delegations were asked to stay at the airport, in some cases for as long as six hours.

By 0315 on 22 July, all of the remaining delegations had been brought from the airport to the Welcome Center with assistance from the Los Angeles World Airports staff, Los Angeles Airport Police, Los Angeles Fire Dept., Los Angeles Police Dept., the Los Angeles Metropolitan Transportation Authority, Kaiser Permanente, and the LA2015 International Relations team. Of the 161 delegations which came to the Welcome Center on 21 July, 131 were transferred to their Host Towns and 30 delegations with 1,637 delegates were accommodated overnight at the Welcome Center. Assistance for their comfort was provided by the American Red Cross and Loyola Marymount University.

All of these delegations were on their way to their Host Towns the next morning, with the Welcome Center cleared by 1230. The 21 delegations which were scheduled to be processed on 22 July were handled without incident or delay.

Opinions are mixed on whether the Delegation Welcome Center concept was worthwhile. Those who liked the plan noted that too much emphasis was placed on processing on a single day (21

July) and that the Welcome Center should be open over a longer period to ease the processing flow. Others felt that more individualized processing could be done by sending staff to work with delegations at their Host Towns and take the pressure off of processing at a single site.

After the Host Town experience, delegations traveled to UCLA or USC, as appropriate, and moved in to their World games housing on the day prior to the Opening Ceremony on Friday, 24 July. This transfer process was much smoother, but there were some delegations which had long waits for buses from their Host Towns.

Delegation services – Housing:

Presciently, the “Athletes First” program for LA2015 was created to eliminate – to the greatest extent possible – heavy reliance on bus transport to move athletes to their competition sites.

By splitting delegations by sport for housing purposes, a remarkable 54.0% (3,326 of 6,163) athletes walked to their competitions at UCLA (1,262) or USC (2,064). Moreover, another 18.9% (1,164) of the athletes had only a 10-minute bus ride of two miles (3.2 km) from USC to the Los Angeles Convention Center. Only 27.1% of all athletes competing at the World Games had to travel further, to the competition sites at the Balboa Sports Center (7-a-side football), the Griffith Park area (equestrian and golf) or Long Beach (beach volleyball, cycling, kayaking, open water swimming, sailing and triathlon).

At both campuses, the Athlete housing program included strong support services, including a 24-hour service desk, a Delegation Service Center, Sports Information Desk, laundry facilities, meeting room, worship spaces and access to the Festival programs being held on each campus. Approximately 6,000 delegation members were housed at 30 separate facilities at USC, while about 3,180 were in eight residential centers at UCLA. The accommodations at both campuses were warmly received by the delegations, with very few issues arising during the Games. There was a strict no-visits rule applied to families, friends and news media which was ignored by many delegations, resulting in continuous reminders.

Delegation room assignments were initially expected to be made by the LA2015 housing partner, CMR, but the task was brought mostly in-house in view of the constantly-changing composition of the delegations. This is strongly recommended for the future.

Departures from both campuses at the end of the Games on 3 August worked very smoothly. Delegations were taken, at their choice, either to the Los Angeles International Airport for immediate departure, or to an LAX hotel of their choice (and at their own expense) and all transfers were completed by 2300.

Delegation services – Information:

A strong information program was a hallmark of the LA2015 Delegation Services team. Beginning in September 2014, lengthy newsletters were sent in PDF format to all delegations with details of the Games preparations. These were sent in September, November and December 2014, and following the Heads of Delegation Conference in January 2015, in March, April, May and June.

Many of the larger Special Olympics Programs got a first look at the preparations in Los Angeles for the 2015 World Games at the Heads of Delegation (HOD) Conference, held from 21-26 January at the Covell Commons complex at UCLA.

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Some 157 representatives from 72 countries attended the program, which included in-depth tours of the competition venue sites, as well as the housing and ceremonies sites. A full-day classroom session, with simultaneous interpretation into Arabic, French, Mandarin, Russian and Spanish (and limited additional support for seven additional languages), filled the first day, with site visits on succeeding days. The classroom presentations were hosted by LA2015 Board of Directors members and Special Olympics Athletes Debi Anderson and Dustin Plunkett.

A set of 26 Sport Technical Manuals and an 87-page Head of Delegation Manual with information about the Games and Los Angeles were distributed and, in keeping with the LA2015 emphasis on sustainability, on USB flash drives. In addition, these were also made available on an experimental basis on seven-inch Google Nexus tablets, which the delegates could use to determine if they would like to use such devices during the Games period (most liked them).

Unfortunately, more than 100 countries did not send representatives to this meeting and both the delegations and the LA2015 team missed a valuable opportunity to discuss their arrangements. Even in today's digital world, there is no substitute for on-the-ground knowledge and experience and attendance at this meeting could have been quite valuable later on.

An updated, 96-page Head of Delegation Manual was completed (in six languages) and circulated in July 2015 and covered most of the areas of interest for delegations. In addition, technology support included the issuance of mobile telephones (Nokia Lumia 635) to each Head of Delegation and Assistant Head of Delegation (343) and each Delegation Liaison; the smartphones (equipped with a 4 1/2-inch screen) proved versatile enough to be used for document reference and Web browsing during the Games, so tablets were not issued.

While the LA2015 commitment to sustainability mandated that the Head of Delegation manual, the 26 Sport Technical Manuals and other documents be viewed electronically (via e-mail or the LA2015 Web site), their usefulness might have been enhanced by the physical printing of some copies. At least in 2015, not everyone has joined the digital revolution.

Delegation Liaisons:

In order to assist delegations with their preparations, as well as their stay, in Los Angeles, LA2015 recruited and appointed hundreds of Delegations Liaisons. These Los Angeles-area residents stayed with their teams, provided language support and key local knowledge during the Games.

In general, one Delegation Liaison was appointed for each 40-50 members of a delegation and all were tested for language fluency to be able to assist their teams. They were easy to spot, too, thanks to their bright orange LA2015 uniform shirts.

The final roster of the 366 Delegation Liaisons is listed alphabetically by Special Olympics Program (slightly different in some cases from country names):

Mehrnaz Rahimi	Afghanistan	Mary Garcia	Aruba	Lina Safronova	Azerbaijan
Dorela Nuellari	Albania	Sarah Wooley	Australia	Victoria Medvedeva	Azerbaijan
Wade Edwards	Algeria	Ecaterina Balaceanu	Australia	Matthew Kennedy	Bahamas
Laura Camastro	Amer. Samoa	Luke Niu	Australia	Margaret Kennedy	Bahamas
Eileen Malumaleumu	Amer. Samoa	Jessica Weyreuter	Austria	Magdy Elsanhuty	Bahrain
Marisa Filoseta	Argentina	Ulrike Weschta	Austria	Fahim Raian	Bangladesh
Chloe Vignolles-Jeong	Argentina	Alexander Denk	Austria	Abir Siddiqui	Bangladesh
Gevorg Gevorgyan	Armenia	Joanna Wiese	Austria	Ana Rosa Zepeda	Barbados
Christine Arys	Aruba	Marco Sanchez	Austria	Callie Webb	Barbados

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Darja Ruppert	Belarus	Maria Glamuzina	Croatia	Iliana Flores	Honduras
Arne Reynaert	Belgium	Anna Maria Sicenica	Croatia	Reynaldo Reyes	Honduras
Melanie Maroy	Belgium	Rita Ford	Cuba	Candice Liang	Hong Kong
Sil Decraene	Belgium	Fabiola Guzman	Cuba	Tiffanie Lai	Hong Kong
Alfred Ayala	Belize	Evelien van Schie	Curacao	Jie Jane Gao	Hong Kong
Tavor Yisrael	Benin	Emmanouil Chatzimalonas	Cyprus	Attila Szabo	Hungary
Javier Guzman	Benin	Engracia Katsoufis	Cyprus	Timea Heidenreich	Hungary
Hina Surani	Bharat (India)	Ivana Moore	Czech Republic	Katalin Safrany	Hungary
Naseem Qader	Bharat (India)	Lenka Vrečníková	Czech Republic	Maria Teran Somohano	Iceland
Indu Malhotra	Bharat (India)	Veronique Dozier	Dem. Rep. of Congo	Anna Gudlaugsdottir	Iceland
Viren Shah	Bharat (India)	Lorrie Nixon	Denmark	Katharina Hasjim	Indonesia
Shirin Amlani	Bharat (India)	Trine Bay Larsen	Denmark	Kevin Pontonuwu	Indonesia
Subodh Sah	Bharat (India)	Yasmin Dhanani	Denmark	Dara Kusumo	Indonesia
Anil Desai	Bharat (India)	Kathryn Hunter	Dominica	Azita Khalili	Iran
Sonal Desai	Bharat (India)	Esmeralda Diaz	Dominican Rep.	Sara Rabiee	Iran
Sonal Charania	Bhutan	Akbar Khan	Dominican Rep.	Rima Sater	Iraq
Patricia Romero	Bolivia	Pilar Frausto-Glassman	Ecuador	James Cairns	Ireland
Gus Moreno	Bolivia	Acela Brooks	Ecuador	Ken Kieffer	Ireland
Ellen Hamilton-Klomp	Bonaire	Elhamy Khalil	Egypt	Colleen Tobin	Ireland
Benjamin Alickovic	Bosnia & Herzegovina	Ahmed El Agouz	Egypt	April DeVito	Ireland
Estelle Vest	Botswana	Samira El-Adawy	Egypt	Geno Mulcahy	Ireland
Omar Torres	Botswana	Melissa Soriano	El Salvador	Bernadette Magnus	Isle of Man
Ivi Casagrande	Brazil	Luis Sanchez	El Salvador	Julie Standish	Isle of Man
Ana da Silva	Brazil	Carrie Belyea	Estonia	Elke Coblens Atergut	Israel
Rui Jiang Ong	Brunei	Seth Morrison	Estonia	Sheri Neuberger	Israel
Alyssa Goode	Bulgaria	Mariana de Hemmer	Faroe Islands	Ervin Biener	Israel
Jaime Madrigal	Bulgaria	Eydgerd Nattestad	Faroe Islands	Maria Zuccarello	Italy
Philippe Dao	Burkina Faso	Pratiksha Khadka	Fiji	Luisa Giacomini	Italy
Maud Bellet	Burkina Faso	Erin Hobbs	Finland	David Thomforde	Italy
Van Chor	Cambodia	Caroline Goerke	Finland	Nathalie Pardo	Italy
Dee Reik	Canada	Laila Hartshausen	Finland	Umberto Gatti	Italy
Murielle LaBeaud	Canada	Riley Smith	Finland	Michael Sowash	Jamaica
Sophie Saidoff	Canada	Isabelle Bart	France	Christopher Lewis	Jamaica
Jean Tetarenko	Canada	Sandrine Tournier	France	Tanisha Wisdom	Jamaica
Jessica Kidder	Cayman Islands	Margarita Velmozhina	Georgia Rep.	Sara Jane Stephens	Jamaica
Patrick Stanton	Cayman Islands	Heidi Pinckston	Georgia Rep.	Betsy Stephens	Jamaica
Carmen Beckham	Chile	Amelia Nixon	Germany	Lucy Schouten	Jordan
Paola De La Torre	Chile	Ursula Schoeneich	Germany	Alyssa White	Jordan
Lexie Shi Chen	China	Fred Koch	Germany	Alyssa White	Jordan
Vivian Yan Zhang	China	Biggi Krebel	Germany	Yuriy Nikolaev	Kazakhstan
Charlotte Deng	China	Philipp Janik	Germany	Anna Rekhert	Kazakhstan
Chenyan Lu	China	John Hooper	Ghana	Viktoriya Zakharova	Kazakhstan
Amy Meng	Chinese Taipei	Charlene Varela	Gibraltar	Anishka Khosla	Kenya
Sandy (Tsui-Fang) Chang	Chinese Taipei	Gustavo Montez	Gibraltar	Shivani Khosla	Kenya
Salvador Amaya III	Colombia	Krista Novelli	Great Britain	Seo Kim	Korea
Luz Rooney	Colombia	Jennifer Nam	Great Britain	Annie Lee	Korea
Allison Thomas	Costa Rica	Wendy Zuniga	Great Britain	Phoebe Ahn	Korea
Jessica Rodriguez	Costa Rica	Alyssa Rountree	Great Britain	Jisue Ahn	Korea
Maria Porras	Costa Rica	Sofia Paragioudakis	Greece	Mike Gojcaj	Kosovo
Jennifer Arevalo	Costa Rica	Maria Eleni Gigourtaki	Greece	Gulnur Tlegenova	Kyrgyz Republic
Erick Vazquez	Costa Rica	Sophia Thomopoulos	Greece	Farah Kerawala	Laos
Alejandro Diaz	Costa Rica	Julianne Iskandar	Greece	Valdis Keris	Latvia
Joni Borbón	Costa Rica	Louena Nuellari	Greece	Serene Fakhreddine	Lebanon
Aracelli Aguilar	Costa Rica	Roger Andrade Mazariegos	Guatemala	Hratch Sarkissian	Lebanon
Alyssa Raney	Cote D'Ivoire	Jane Branum	Guyana	Sarah Daoudi	Lebanon
Ann Vandersteene	Cote D'Ivoire	Abby Eyre	Haiti	Nour Abboud	Libya
Tyler Harrison	Cote D'Ivoire	Kevin Labille	Haiti	Sihem Mouici	Libya
				Tricia Gonsowski	Liechtenstein
				Ursula Finkbeiner	Liechtenstein
				Ausra Venckus	Lithuania

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Jeanne de Calbiac	Luxembourg	Marjie Shahani	Philippines	Louise Dahlbom-Cleary	Sweden
Simone Luttert	Luxembourg	Nestor Fajota	Philippines	Emily Weixin Liang	Sweden
Mei Cheung	Macau	Ewelina Pelszynska	Poland	Philipp Anliker	Switzerland
Chen Du	Macau	Sylwia Linderman	Poland	Gary Khamneipuir	Switzerland
Amy Zhao	Macau	Dorota Roszko	Poland	Alexander Ocker	Switzerland
Vlatko Velkoski	FYR Macedonia	Yraima Martinez Sol	Portugal	Margherita Cicognani	Switzerland
Mary McPherson	Malawi	Solmaz Soleimani	Portugal	Mary Sorial	Syria
Zahra Ismail	Malawi	Fátima Bergquist	Portugal	Zhanna Yegiyon	Tajikistan
Tiffany Sze Yiing Tan	Malaysia	Esmeralda Brockhurst	Portugal	Serzh Oganov	Tajikistan
Sarah Derrick	Malaysia	Susana Castro	Puerto Rico	Timothy Chung	Tanzania
Ann Clark-Tyler	Mali	Yasmine Gentile	Puerto Rico	Woralux Semthiti	Thailand
Marta Suarez	Malta	Jenitsa Bermejo	Puerto Rico	Anna Kober	Thailand
Martine Romero	Malta	Ghada AlFraih	Qatar	Adriana Rosas Masi	Timor Leste
Susan Kahn	Mauritius	Paul Oltean	Romania	Maleta Welch	Tonga
Ravi Randhava	Mexico	Daniela Iliescu	Romania	Bette Lloyd	Trinidad & Tobago
Nancy Mayorga Reyes	Mexico	Natalia Bor	Russia	Danielle Borde	Trinidad & Tobago
Sherry Yturriaga	Mexico	Malika Salieva	Russia	Jessica Clifford	Trinidad & Tobago
Dasey De Paz	Mexico	Regina Reyes	Russia	Alex Jreisat	Tunisia
Stephen Wirthlin	Moldova	Luda Khatchatourov	Russia	Canan Kocasoy	Turkey
Jake Slemboski	Moldova	Elisabeth Orloff	Russia	Kerem Benli	Turkey
Adan Alvarez	Monaco	Barbara Orloff	Russia	Christopher Wizda	Turkmenistan
Christine Stafford	Monaco	Gulnur Tlegenova	Russia	Maria Milyakova	Turkmenistan
Solongo Soko Pugee	Mongolia	Tiffany Quinlan	Russia	Abdulelah Al Muhana	UAE
Ireedui Batsaikhan	Mongolia	Andrew Ruzindana	Rwanda	Mohamed Hassan	UAE
Djordjijana Konstantinovic	Montenegro	Antonio Gomez	Samoa	Afnan Alshanqeeti	UAE
Yasmine Lemri	Morocco	Beth Lealofi	Samoa	Ida Muyinza	Uganda
Soraya Benzakour	Morocco	Carrie Jiawei Wang	San Marino	Alex Aloo	Uganda
Yiyi Kline	Myanmar	Katie Mulcahy	San Marino	Stanislav Malyk	Ukraine
Christopher Murillo	Namibia	Yazeed Alamoudi	Saudi Arabia	Olga Poltoratskaya	Ukraine
Barsha Gautam	Nepal	Madani Sy	Senegal	Sahira Villalpando	Uruguay
Hubertus (Bert) Evers	Netherlands	Nemanja Obradovic	Serbia	Jacqueline Medina	Uruguay
Jolanda Hengstman	Netherlands	Suzanne Bertain	Serbia	Timothy Moore	Uruguay
Céline De Paepe	Netherlands	Nivethitha Subaschandra Bose	Serendib (Sri Lanka)	Jose Arroyo	Uruguay
Xia Hua	New Zealand	Caroline Duval	Seychelles	Katrina Dobieski	U.S. Virgin Islands
Larry Miller	New Zealand	Kathy Hall	Singapore	David Cota	U.S. Virgin Islands
Yelba Gutierrez	Nicaragua	Mingyi Wang	Singapore	Michele Bateman	United States
Jose De Leon	Nicaragua	Renee Muller	Slovakia	Se Yoong Park	United States
Chidinma Onyeador	Nigeria	Ayano Inoue	Slovakia	Jennifer Owen	United States
Darryl Pearson	Nigeria	Karen Lorshbough	Slovenia	Hermey Chen	United States
Erina Galanukan	Nippon (Japan)	Kirsten Stava	Slovenia	Yuqing Wu	United States
Serina So	Nippon (Japan)	Beth Fang	South Africa	Monae Smith	United States
Eriko Welsh	Nippon (Japan)	Pamela Sparrow	South Africa	Kelsey Chau Khanh	United States
Jordyn Petersen	Norway	Michael Pikuza	South Africa	Madison Bender	United States
Jasmine Clark	Norway	Maria & Robert Kreger	Spain	T.J. Dozier	United States
Komal Chawla	Pakistan	Luis Garcia	Spain	Diane Kim	Uzbekistan
Nazish Khan	Pakistan	Laura Sanchez	Spain	Lana Regan	Uzbekistan
Emaan Ahmed	Pakistan	Riley Hales	St. Kitts & Nevis	Teresa Cozad	Venezuela
Sharif Zubi	Palestine	Gloria Lopez	St. Kitts & Nevis	Jose Pelaez	Venezuela
Nedal Ibrahim	Palestine	Bob Heitker	St. Lucia	Edgar Delpino	Venezuela
Hector Manuel Ramirez	Panama	Chris Regan	St. Lucia	Raphael Argumedo	Venezuela
Eva Cisneros	Panama	Betty Durrant	St. Vincent and the Grenadines	Hung Le	Vietnam
Isis Moreno Rodriguez	Panama	Kristine Gaine	St. Vincent and the Grenadines	Erica Brown	Zambia
Siaki-Sean Samuolu	Papua New Guinea	Conny Thiel	Suriname	Ed Mutuma	Zimbabwe
Ricardo Gutierrez Sanchez	Paraguay	Sergio Estrada	Suriname		
Abbie Reese	Paraguay	Joni Salmon	Swaziland		
Ron Gochez	Peru	Emma Taylor	Sweden		
Maria Ballon	Peru				

In the main, the Delegation Liaisons performed commendably for their teams and were effective liaisons for the organizing committee. However, due to the thin staffing of the Delegation Services group, there was not enough time for more thorough training, which could have made the Delegation Liaisons even more valuable. As happens in so many large events, some of the Delegation Liaisons identified more strongly with their teams than with the organizing committee, of which they were a part, and had to be reminded.

2.09 Development, Partners and Sponsors

The 2015 World Games in Los Angeles was made possible by the support of individual donors, civic foundations and organizations and corporations.

Individual Giving:

A determined outreach program to individual donors of all sizes was undertaken to help fund the World Games.

Larger donations were sought through personal contacts from LA2015 Board members, individuals aligned with the Special Olympics movement worldwide, association and groups which support civic and cultural programming and charitable foundations. These efforts had varying rates of success, but ultimately raised millions of dollars at multiple levels of support.

Contributions earned an escalating series of benefits from the \$25,000 level and up, in the following tiers:

- Champion: \$ 25,000
- Champion – Bronze: \$ 50,000
- Champion – Silver: \$ 100,000
- Champion – Gold: \$ 250,000
- Champion – Platinum: \$ 500,000
- Founding Champion: \$1,000,000

Benefits included recognition in a variety of LA2015 media programs, special seating for the Opening Ceremony, reserved seating and parking at the competition venues, opportunities to participate in awards ceremonies, opportunities to participate in Unified Sports Experience events, tours of the Athlete Housing facilities at UCLA or USC, a unique opportunity to march in with a delegation at the Opening Ceremony and access to the Founding Champions suite at the Opening Ceremony.

Individual and foundation donations were received at every level for the 2015 World Games.

LA2015 was also, however, the recipient of donations of all sizes from individuals who wish to support the World Games and the mission of Special Olympics. One of the most durable and popular programs for individuals was “Support An Athlete.”

The concept was for individuals to raise money to support one or more athletes at the World Games, based on the estimated cost to LA2015 of \$2,500 per athlete. This is made up of the cost of housing during the Games (estimated at \$1,000), meals (~\$500), entertainment (~\$400), medical support (~\$300) and transportation (~\$300). By raising funds to support an athlete, the donor was paired with an athlete during the Games, to identify the direct benefit of the donation;

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however, no in-person meeting between the athlete and the donor was arranged. This should be considered for the future. The “Support An Athlete” program was highly successful and raised more than \$1.5 million for LA2015.

The Los Angeles Police Department (LAPD) and Los Angeles Fire Department (LAFD) produced unique “Challenge Coins” to raise money for “Support An Athlete” programs from fellow officers and friends. The obverse of each 1¾-inch coin pictures the World Games 2015 logo on a white background for the LAPD version and on a black background for the LAFD edition. The reverse depicts the famed badges of each organization against an American flag background. The initial run of 400 coins sold out (at \$15 each) almost immediately and two more orders were made; a total of 2000 coins were made in all: 1,200 LAPD coins and 800 LAFD coins.

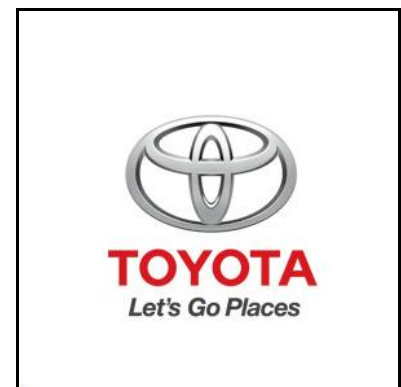
Partners, Sponsors, Suppliers and Champions:

In addition to individual giving, corporations and foundations have been solicited to help support the LA2015 organizing effort. The LA2015 partners, sponsors and champions included:

• OFFICIAL PARTNERS •

Bank of America = The Coca-Cola Company = Deloitte, LLC

Kaiser Permanente = Mattel, Inc. = Toyota



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- **OFFICIAL BROADCAST PARTNER** •
ESPN



- **OFFICIAL WORLD GAMES HEADQUARTERS** •
OUE SkySpace Los Angeles



- **OFFICIAL TRANSIT PROVIDER** •
Metro



- **OFFICIAL HOST VILLAGES** •
UCLA and USC



- **GAMES SPONSORS** •

Davis Elen Advertising = Microsoft = Toys“R”Us = The Walt Disney Company

- **GAMES SUPPLIERS** •

Google = Herbalife Nutrition = UPS

- **PROMOTIONAL PARTNERS** •

AMC = *La Opinion* = Los Angeles Tourism & Convention Board
Los Angeles Daily News = *Los Angeles Times* = WWE

- **FOUNDING CHAMPIONS** •

AEG = Annenberg Foundation = Bank of America = Kate Capshaw & Steven Spielberg
The Coca-Cola Company = The David Geffen Foundation = Kaiser Permanente
The Knights of Columbus = LA84 Foundation = Mattel, Inc. = Panda Express = Toyota
The Walt Disney Company

- **CHAMPION – PLATINUM** •

Albertsons and The Vons Foundation = Arent Fox LLP = California State University
FleishmanHillard = The Northrop Grumman Foundation = Jeff Skoll, Participant Media

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Perfect Sense Digital = Special Olympics Southern California = UNIQLO = Westfield

• CHAMPION - GOLD •

The Ahmanson Foundation = Business Wire = California Resources Corporation
Capital Group = Challenger, Gray & Christmas = Children's Hospital Los Angeles
Konica Minolta = Lionsgate = MTM Recognition
Natural History Museum of Los Angeles County = ProAngle Media = The Rose Hills Foundation
Spectrum Sports Management, Inc. = Televisa = Visa = Weingart Foundation
W.M. Keck Foundation

• CHAMPION - SILVER •

American Medical Response = Amtrak® = Ambassador Nicole Avant & Ted Sarandos
Avery and Andrew Barth = California Community Foundation = The California Endowment
CBRE = The Cheesecake Factory® = Comcast NBCUniversal = The Davis Family = Dechert LLP
The Fletcher Jones Foundation = G&E Studio Inc. = Haworth & Unisource Solutions
D JENKINS = LA2050 = Los Angeles Dodgers = Manatt, Phelps & Phillips, LLP
Marilyn & Jeffrey Katzenberg/DreamWorks Animation
The Mobile Source Air Pollution Reduction Review Committee
David O'Connor & Lona Williams = Primary Color = Ralphs/Food 4 Less
Rob and Shari Friedman Family Foundation = SEIKO = Smart City Networks
Starkey Hearing Foundation = Trader Joe's = Virgin America = Wasserman Foundation

• CHAMPION - BRONZE •

Abelson Heron LLP = Anthem Blue Cross = AudioEye, Inc. = The Bascom Group
Canyon Partners LLC = Carl W. Johnson Foundation = Cedars-Sinai
Convention Management Resources = Cox Communications & Kelley Blue Book
Gordon Crawford = Edison International = Entertainment Partners = EPIC = HBO
The J.C. Flowers Foundation = Joseph Drown Foundation = Lakers Foundation
Laz Parking = Lee Hecht Harrison = Macerich = Moon Tide Media Inc. = Pacific Life Foundation
Point Loma Nazarene University = The Richard Riordan Fund = Ryder System, Inc.
Skadden, Arps, Slate, Meagher & Flom LLP = Skechers = Snell & Wilmer L.L.P.
SoCalGas = The Thomas and Dorothy Leavey Foundation = TransPerfect

• CHAMPION •

Melissa and Bob Alvarado = AmeriCares = Andean Dream = The Annie E. Casey Foundation
Aon = Austrian-American Council West = Biola University = Boeing
Marty Bowen, Wyck Godfrey & Temple Hill Entertainment = BYD Motors, Inc.
Charles R. Drew University of Medicine and Science, Mervyn M. Dymally School of Nursing
Creative Artists Agency = Delaware North = Dell = Direct Relief
Dizzy Feet Foundation & SHARE, Inc. = Todd and Michele Doney
Emperor's College of Traditional Oriental Medicine = Engel & Völkers
Entertainment Industry Foundation = Evensen Family
Foundation for Global Sports Development = George and Judy Marcus Family Foundation
Grip-n-Assist Gladbelt = Homeland Vinyl = Hudson Jeans = Huntington Hospital
The John W. Carson Foundation = Sherry Lansing - The Sherry Lansing Foundation
Avi Lerner/Millennium Films = Lockton Insurance Brokers, Inc. = Looking Beyond
Los Angeles Sports Council Foundation = Marcia Israel Foundation = McKesson
Molina Healthcare = NBA Cares = NOVA Medical Products = Oakland Raiders
OneWest Bank = Orange County Fair & Event Center = OxySure Systems, Inc.

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The Smile Generation = Paul Hastings LLP = Quest Diagnostics = Ralph M. Parsons Foundation
The Ratkovich Company and The Alhambra = The Rosalinde and Arthur Gilbert Foundation
Nancy and Barry Sanders = San Diego Chargers = San Diego Padres = San Diego Zoo
San Francisco 49ers = Shakey's Pizza = Sony Pictures Entertainment = Sun Shield
Time Warner Cable = Todd R. Wagner Foundation = TOMS = Union Bank = Vanguard University
Janet and Dick Van Kirk = Waste Management = The Weinstein Company
West Coast University = Westmont College = Western University of Health Sciences

A number of Partners and Sponsors were highly active as presenters of many of the major venues at the 2015 World Games:

- Long Beach/Alamitos Beach: Hot Wheels (a division of Mattel, Inc.)
- Los Angeles Convention Center: Toyota
- Los Angeles Equestrian Center: Davis Elen Advertising
- UCLA/Drake Stadium and the North Athletic Field: Microsoft
- UCLA/Easton Stadium: Toys"R"Us
- UCLA/Intramural Field: OUE Skyspace Los Angeles
- UCLA/Los Angeles Tennis Center: The Walt Disney Company
- UCLA/Pauley Pavilion: Kaiser Permanente
- USC/Galen Center: Mattel, Inc.
- USC/Loker Stadium: The Coca-Cola Company
- USC/Uytengsu Aquatics Center: Bank of America

In addition, sponsor outreach to the public was made at the World Games Festivals held on the UCLA and USC campuses.

For both the individual fund-raising and corporate sponsorship teams, the dual responsibilities of sales outreach and then supporting the fulfillment efforts attached to completed sales proved challenging given the staff available. Separating the two efforts – sales and support – would have been a more efficient use of staff time, especially in the final year prior to the Games.

Some confusion arose from the fact that while the World Games organizing committee was raising funds to support the event, other entities also involved with Special Olympics in the U.S. were making the same efforts, sometimes to the same potential donors or sponsors. Special Olympics, Inc. in Washington, D.C., the individual Special Olympics programs in each U.S. state and the Law Enforcement Torch Relay teams were also highly active in the 2011-15 period; more clarity in the bid process as to the rights available and cooperation on approaches to sponsors and supporters can help to alleviate this problem in the future.

2.10 Digital Strategy

The crucial development and expansion of the LA2015 digital presence was concentrated in a specific department, Digital Strategy, in 2014. Support for LA2015's Web presence, social media programming and inter-department coordination of software for workforce management, fund-raising, electronic mail circulation and e-commerce.

Awareness and Audience Development:

From a standing start launch in March 2014, Digital Strategy created programming on multiple platforms to expand audience awareness of the World Games message. These included:

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- Facebook: www.facebook.com/LA2015
- Twitter: [@LA2015](https://twitter.com/LA2015)
- Instagram: [@LA2015](https://www.instagram.com/LA2015)
- YouTube: www.youtube.com/LA2015

Hashtags related to the World Games included #LA2015 – #ReachUp – #ReachUpLA – #TheWorldIsComing. Promotion of the World Games digital presence was assisted through a donated Google AdWords program that began in March 2014.

The impact of these programs was impressive, regularly generating more than two million digital impressions per week by the end of 2014. Impressions exploded in 2015, reaching a one-week record of 107,032,398 for the week ended 30 March and continuing to expand. The largest single week prior to the Games saw 275,505,788 impressions during the week ended 20 April. For the period from 1 January-30 June 2015, some 1,312,937,792 impressions were logged.

During July and into the Games, however, attention exploded:

- 1-6 July: 80.03 million digital impressions
- 7-13 July: 168.58 million
- 14-20 July: 95.97 million
- 21-27 July: 1,084.24 million (1.08 billion)
- 28-03 August: 1,711.46 million (1.71 billion)

Thus, for the Games period, more than 2.8 billion impressions were related to the World Games, a new plateau for worldwide attention to the event. During the life of the program from April 2014 through 3 August 2015, total digital impressions totaled 4,521,110,358. Moreover, actual engagements with the digital content (clicks, shares and the like) totaled 4,464,233 over the life of the project, with 2,212,536 engagements (49.6%) during the Games period.

The subscribed social-media audience also grew impressively over the course of the program:

- | | | |
|----------------------|--------------------|--------------------------------|
| • 2014: 30 June | 8,948 e-mail | 13,017 social fans & followers |
| • 2014: 29 September | 13,797 subscribers | 34,309 |
| • 2014: 29 December | 20,261 | 64,286 |
| • 2015: 30 March | 33,401 | 81,450 |
| • 2015: 29 June | 53,167 | 95,155 |
| • 2015: 20 July | 57,262 | 100,325 |
| • 2015: 03 August | 60,852 | 129,604 |

The total direct-contact social media audience peaked at the end of the Games at 190,456. The social fans & followers total was led by audiences on Facebook (80,789), Facebook in Spanish (23,417), Twitter (14,456), Instagram (6,422) and LinkedIn (2,145).

The LA2015 Web site was also busy during the Games period:

- 2015: June 256,291 visits
- 2015: 1-6 July 53,025
- 2015: 7-13 July 76,788
- 2015: 14-20 July 94,555

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- 2015: 21-27 July 1,389,805
- 2015: 28-03 August 663,000

The during-the-Games period Web site visits totaled 2,052,805.

In-Games Programs:

A special World Games 2015 mobile app was launched on 15 April and was available for free in the App Store (iOS users) and Google Play (Android users). Upon registration, users were able to share their own World Games-related content, including pictures and stories, in addition to accessing results and schedules. The app was downloaded 11,105 times, with 72% of the downloads (8,000) taking place before the Games began.

A unique program to share the World Games with a global audience was undertaken with the creation of a 100-member team to provide coverage in words, pictures and videos. The project, coordinated through the Social Media Nerve Center housed at USC (and with significant volunteer help from Google staff members), supplied content for the LA2015 Web site, LA2015's social channels on Facebook, Instagram, Twitter and YouTube, as well as on a curated Flickr site, for royalty-free use by media and other supporting organizations for the promotion of Special Olympics:

www.flickr.com/LA2015worldgames

This project was enormously successful, posting 23,108 photos on the Flickr site from 30 photographers, and 32 edited videos on YouTube, from the work of 14 videographers, all of whom were volunteers:

Photographers:

Edrea Adams
Chris Burt
Asia Chu
Steve Crothers
Alfredo Garcia
Susan Goldman
Terry Hoard
Mike Huffstatler
Delia Johnson
Emily Karlsson
Marv Keller
Leah Lau
Jennifer Leahy
Noelle Moy
Ryan Muir

Gilbert Murrieta
Bob Palermini
Tom Peale
Michael Pliskin
Ross Pollack
Shelly Rosen
Sheryl Sack
Anthony Schmidt
Don Sheffler
Ken Smith
Keenan Spencer
Robbie Swain
Nancy Thomas-Cote
Christopher Whitehead
Shannon Whitelaw

Videographers:

Greg Arch
Will Argeros
Cody Cunningham
Steven Dent
Torrence Dunham
Matthew Hardesty
Brett Holzhauser
Ari Kaye
Matthew McGee
Andrew Pilmer
Nicholas Pope
Jonathan Soto
Ryan Versfelt
Kris Vossmer

In addition, a 18-member team from the highly-respected Bernstein Associates agency also contributed images from these photographers:

Andrew D. Bernstein
Sharon Cavanaugh
Ray Czaplicki
Tony Di Zinno
Marie Eriel Hobro
Barclay Fernandez

Kevin Gilligan
Rick Graves
Bailey Holiver
Kristin Lee
Shannon Neilon
Juan Ocampo

Sal Ochoa
Adam Pantozzi
Aaron Poole
Sean Rice
Kit Sinclair
Tiffany Zablosky

Special photographic projects were also undertaken, on a volunteer basis, by Cory Hansen and Jason Tully.

Using this content, a World Games fan newsletter was created for the Games period, in 10 editions from 25 July-2 August, plus a wrap-up edition on 10 August, encouraging readers to continue to support the movement.

Digital Strategy also held a Social Media Summit on 25 February 2015 with sponsors and partners on-board by that time, to share plans and platforms available for social media programming during the Games. Highly informative, it created a shared base of knowledge that proved helpful to all of the attendees. One area of high interest that was never completely resolved was the area of permissible use of athlete images during the Games without specific, individual permissions. Regulations clarifying many questions were issued concerning the use of athlete images at the end of June 2015, but the issue persisted for many partners well into the Games. Future early coordination between the organizing committee, sponsors and Special Olympics, Inc. will be needed on this issue as social media tools and programming continues to evolve.

Inter-Department Support:

Beyond its outreach activities, Digital Strategy also operated significant LA2015 technology assets, including the www.LA2015.org Web site and the backbone registration and relationship-management tools.

The LA2015.org Web site was created in coordination with Perfect Sense Digital, using its proprietary content-management system, Brightspot. Quite powerful but fairly simple to use, it was not only used for the main Web site, but was able to be sectioned off for use by other departments to support their own communications. This allowed, for example, Delegation Services to have a password-protected sub-site for its use in communicating with delegations coming to the Games. For the Host Towns and Media Operations teams, a separate sub-site was created to allow those departments to offer items of interest in a single area which met the needs of their constituents. All of these programs worked very well and lightened the load on the Digital Strategy team as the individual departments managed their sub-sites themselves.

Digital Strategy also operated the organizing committee's solutions for electronic mail distribution (Listrak), e-commerce (Shopify) and online fundraising (Classy).

A critical resource provided by Digital Strategy was the Salesforce.com program used for staff and volunteer management, as well as registration for news media and others. Although a powerful platform for customer relationship management, it was used for many other functions as well, with varying degrees of success. The presence of full-time Digital Strategy staff to help administer the program's operations ensured that the functions assigned to it were ultimately able to function satisfactorily.

2.11 Family Services

LA2015 made a special outreach effort to encourage families to come and support their Special Olympics Athlete(s) at the World Games. This included, but was not limited to:

- Personal credential available to all family members (as defined below)
- Reserved seating areas for families at most competition sites

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- Special Family Reception invitations for the “Picnic in the Park” on 28 July
- Special Family Welcome Pack upon arrival
- Transportation privileges on the Games shuttle system
- Opening Ceremony tickets on a complimentary basis
- Access to special Honored Guest & Families Lounges at most competition sites

These privileges were available to the 5,565 Special Olympics athlete family members – from 95 countries – who registered online with LA2015 by 20 April 2015. Registration was free, but is available only to (1) a husband, wife or partner of a competing Special Olympics Athlete; (2) Blood relatives of the Athlete, and relatives related by marriage or partner of a blood relative, or (3) legal guardian, foster parent or caregiver of an Athlete.

Actual attendance of registered Families Program members at the Games totaled 4,653, who were seen all over, especially at the Festivals at UCLA and USC, as well as at the competition venues. Several competitors registered extremely large family delegations, especially from the U.S., including

- | | | | |
|------|------------------------|----------------|--------------|
| • 41 | Dillon Sanders | United States | (Athletics) |
| • 38 | Alyssa Sims | United States | (Gymnastics) |
| • 36 | Destiny Sanchez | United States | (Athletics) |
| • 32 | Justin Lutu | American Samoa | (Athletics) |
| • 30 | Conrad Ackerman | United States | (Aquatics) |
| • 27 | Kyle Mesorvey | United States | (Aquatics) |
| • 23 | Eric Young | United States | (Softball) |
| • 23 | Julie Doss | United States | (Gymnastics) |
| • 22 | Rosemary O'Reilly | Ireland | (Golf) |
| • 19 | John Paul Sean Coleman | Ireland | (Aquatics) |

The most-appreciated benefit of the Families Program was the provision of Opening Ceremony tickets for the entire family group (which could then sit together), instead of a regulated number of free tickets and others that had to be purchased (and therefore separated family groups).

But there were many other, much-appreciated, aspects of the Families Program:

- A Family Welcome Center was set up at the Los Angeles Convention Center from 23-July-1 August, generally open from 0800 to 2000 daily. Registered family members received their credentials, Opening Ceremony tickets and Welcome Pack at this location. A team from T-Mobile was present, selling SIM cards to use on mobile phones that families had brought with them, and just as importantly, getting families set up to use their phones in the U.S.
- The “Picnic in the Park” Families Reception at Grand Park in downtown Los Angeles on 28 July was also popular, thanks especially to a unique pairing of star chefs and California farms which combined to prepare unique dishes for the participants and the entertainment by country-western star Hunter Hayes.
- The Families Program team also wanted to provide a personal touch for the families who registered for the program and in April 2015, decided to create handmade cooling “neck wraps” to include with each Welcome Pack. Despite the late start, some 6,000 neck wraps were created in just 2 1/2 months by community groups, sewing guilds, sewing supply stores that had sewing classes, Girl Scouts, church groups and others. They were not only

appreciated by the families who received them, but were an excellent way to involve groups that had otherwise not been touched by the World Games. The project was especially meaningful to the Girl Scout troops, made up of girls who were otherwise too young to participate as volunteers at the Games.

- The Families Program team also came up with a series of activities for families outside of the Opening and Closing Ceremonies and the Families Reception. Trips to the Queen Mary in Long Beach (30 July; 400 free tickets available), Los Angeles County Museum of Art in the Miracle Mile District (26 July; 400 free tickets available) and the “Reach Up and Shop!” Day at The Citadel Outlets (29 July, with a 20% discount for all World Games credential holders) were all popular. In fact, the Reach Up and Shop! program was expanded for the entire week of the World Games, along with all Los Angeles-area Macy’s department store locations.

In addition to the Families Program itself, a corps of 49 Family Ambassadors furthered welcome families of Special Olympics Athletes to Southern California. Family Ambassadors – individuals or families – were recruited beginning in December 2014 and received training in Spring 2015 on how to connect with assigned families coming to the Games. Whether for advice on where to go and what to do, or to share the thrill of competition, the Family Ambassadors were able to work with 130 visiting families during their stay for the Games. The feedback on this program was excellent and it can be expanded with more time ahead of future World Games.

A Families Committee of 30 families from Special Olympics Southern California was formed in 2014 and met for 10 months to help design ideas which would make family experiences better for those visiting Los Angeles for the World Games.

2.12 Fans, Fans in the Stands and Cheerleaders

One of the astonishing successes of the 2015 World Games was the strong attendance by spectators.

Prior World Games had always had strong crowds for the Opening Ceremony, but capacity crowds filled many of the competition venues and some had lines of spectators waiting patiently to enter, under the direct supervision of site fire and safety officials.

In all, an estimated 247,247 attendees watched the ceremonies and the competitions:

• Opening Ceremony:	Los Angeles Memorial Coliseum	62,338
• Aquatics/Swimming:	USC/Uytengsu Aquatics Center	11,500
• Aquatics/Open Water:	Long Beach/Alamitos Beach	500
• Athletics/Track & Field:	USC/Loker Stadium	9,600
• Athletics/Half Marathon:	Long Beach/Alamitos Beach:	2,500
• Badminton:	Los Angeles Convention Center	2,308
• Basketball:	USC/Galen Center	25,800
• Beach Volleyball:	Long Beach/Alamitos Beach	3,000
• Bocce:	Los Angeles Convention Center	612
• Bowling:	Lucky Strike Lanes	3,351
• Cycling:	Long Beach/Aquarium Way	1,150
• Equestrian:	Los Angeles Equestrian Center	2,789
• Football/5-a-side:	UCLA/Intramural Field:	2,590

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• Football/7-a-side:	Balboa Sports Center:	7,600
• Football/11-a-side:	UCLA/Drake Stadium and North Athletic Field	6,150
• Golf:	Griffith Park	805
• Handball:	Los Angeles Convention Center	14,286
• Judo:	UCLA/Student Activities Center	3,797
• Kayaking:	Long Beach Marine Stadium	1,205
• Powerlifting:	Los Angeles Convention Center	5,608
• Roller Skating:	Los Angeles Convention Center	3,100
• Sailing:	Long Beach/Belmont Pier	4,025
• Softball:	UCLA/Easton Stadium	4,275
• Table Tennis:	Los Angeles Convention Center	2,050
• Tennis:	UCLA/Los Angeles Tennis Center	3,600
• Triathlon:	Long Beach/Alamitos Beach	4,000
• Volleyball:	UCLA/Pauley Pavilion	6,350
• Closing Ceremony:	Los Angeles Memorial Coliseum	38,358
• Ceremonies:		100,696
• Sports competitions:		146,551

(Attendance figures are from counts and estimates made by Venue Media Operations Managers at each site on each day; no tickets were issued for any of the sports competitions and no turnstiles were used to count spectators at any site.)

Adding in the more than 100,000 attendees at the Festival programs at UCLA and USC, total attendance at 2015 World Games events topped 350,000.

Tickets were sold for the Opening Ceremony only; admission to all of the sporting events and the Closing Ceremony was free. Only the events held at the Memorial Coliseum required tickets, as per the operating policy of that venue.

An extensive spectator information section of the LA2015 Web site explained the fan experience at the World Games, and a colorful, 10-page *Spectator Guide* (in PDF format) was available for download for easy reference during the event.

Spectators were specifically asked **not to bring** the following items into the Games venues, primarily for safety reasons, but also for the comfort of their fellow fans:

- Drugs or alcohol (no alcohol was served at World Games competitions or ceremonies)
- Pop-up tents inside of venues
- Animals (except assistive animals)
- Fireworks
- Firearms
- Weapons, knives and explosives
- The World Games was a smoke-free event. Tobacco use was not permitted at any location including cigarettes, cigars, pipes and smokeless products
- Professional cameras, (with lenses longer than three inches) or video and/or professional audio recording equipment
- Horns or other noisemakers, musical instruments or large music players

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- Frisbees, balls
- Signs, posters, placards or banners exceeding (30 by 36) inches in size. Handles or supports could not exceed one-quarter-inch thickness, three-quarters-of-an-inch width, and 18 inches in length – all such handles or supports must be made of wood without exception
- Hard- or soft-sided coolers of any size
- Skateboards, roller skates and rollerblades
- Outside food and drink (a reasonable amount of water for individual personal consumption was permitted)

By their presence, spectators could be included in images recorded by news media and others. Because of this, spectators saw this sign at the entrance to World Games venues:

BY ENTERING THIS AREA, YOU CONSENT TO BE FILMED, PHOTOGRAPHED AND/OR OTHERWISE RECORDED. YOUR ENTRY CONSTITUTES FULL CONSENT TO USE YOUR VOICE, NAME, AND/OR LIKENESS, WITHOUT COMPENSATION, IN ANY RECORDINGS FOR EXPLOITATION IN ANY AND ALL MEDIA, WHETHER NOW KNOWN OR HEREAFTER DEvised, THROUGHOUT THE UNIVERSE AND IN PERPETUITY. YOU UNDERSTAND THAT PHOTOGRAPHY, FILMING AND/OR RECORDING WILL BE DONE IN RELIANCE ON THIS CONSENT GIVEN BY YOU BY ENTERING THIS AREA.

IF YOU DO NOT AGREE TO THE FOREGOING, PLEASE DO NOT ENTER THIS AREA.

Very few questions were asked about these regulations; inquiries which were made primarily concerned the use of advanced cameras by fans.

Fans in the Stands:

One of the key reasons for the outstanding attendance at the 2015 World Games was the “Fans in the Stands” program, also known as “FitS.”

A significant effort to recruit attendees for the World Games was made beginning in late 2014. Individuals were asked to organize a spectator “team” and be recognized as a Fans in the Stands Team Captain. Team Captains had to register online, be 14 years of age or older, and be responsible to organize a group of 10 or more to attend at least one event during the World Games.

This program was a huge success. By 15 July, the allocation of spectator seats for the Fans in the Stands program was exhausted for all sessions of six sports: Beach Volleyball, Gymnastics – Artistic, Gymnastics – Rhythmic, Judo, Kayaking and Sailing. Because of the large number of family members and general spectators expected at the swimming events at USC’s Uytengsu Aquatics Center, Fans in the Stands seating was closed for that sport as well, although there was significant interest in that venue.

The Fans in the Stands totals at the end of the Games included 5,188 team captains and a remarkable 111,721 individual fans. Each group was scheduled so that every session of the Games was covered.

The largest single-group commitment to the Fans in the Stands program was from Bank of America, with 8,501 registered fans. The City of Los Angeles Department of Parks and Recreation organized field trips for more than 3,600 children to attend as part of its summer programming.

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World Games Cheerleaders:

What would a sporting event in the U.S. be without cheerleaders?



For the first time in World Games history, cheer squads were added to competitions at the four largest hubs: the Los Angeles Convention Center, UCLA, USC and Long Beach. *Cheer for LA2015* teams included Special Olympics cheer squads, All-Star cheer squads, Challenger cheer squads, and Unified High School cheer squads.

A total of 211 cheerleaders from 18 different U.S.-based cheer squads from eight states participated, with male and female cheerleaders ranging from age 6-45:

• Calvert County Starz	Owings, Maryland	8 cheerleaders
• Conejo Sparkles	Thousand Oaks, Newbury Park & Westlake Village, California	17
• Duncanville (DHS) Sparklers	Duncanville, Texas	9
• Eternity CheerForce	Simi Valley, California	7
• Everett Vikings Unified Cheer	Lansing, Michigan	8
• Explosive All Stars Cheer - Dazzle	Chino, California	16
• Fierce Lucky Katz	Rancho Cucamonga, California	11
• JOY SOMO	Rockville, Maryland	Wave 1: 12
• JOY SOMO		Wave 2: 2
• Ladybugs Forever	Los Angeles, California	2
• Legacy Showcats	Lexington, Kentucky	14
• Liberty Cheer Justice	Midlothian, Texas	19
• Mercer Island	Mercer Island, Washington	11
• New Hanover County Shining Stars	Wilmington, North Carolina	7
• Notre Dame School Cheer Squad	Dallas, Texas	17
• Orange Empire Challenger Cheer	Yorba Linda, California	17
• Pacific Coast Magic Invincible	Irvine, California	14
• Sinagua Middle School Mustangs	Flagstaff, Arizona	9
• Stardom	Victorville, California	11

The *Cheer for LA2015* squads were present at 10 different sports over the nine days of competition:

Los Angeles
Convention Center
 Handball
 Roller Skating

UCLA
 Football (5-a-side & 11-a-side)
 Gymnastics – Artistic
 Gymnastics – Rhythmic
 Judo
 Volleyball

USC
 Aquatics
 Athletics
 Basketball

The cheer squads were an integral part of the World Games from the start, appearing first in the pre-show for the Opening Ceremony. They were easy to spot in their custom red, white and black uniforms and were well received by fans wherever they appeared.

2.13 Finance

As the Special Olympics World Summer Games has moved around the world since Dublin held the first games outside the U.S. in 2003, much of the funding has been provided by local, regional and national governments of the host country.

In the U.S., and especially in Los Angeles, events such as the World Games are supported primarily by private funding, with modest government support. For the 2015 World Games, a careful program of fiscal controls and heartfelt outreach positioned the Games to succeed without the near-total governmental underwriting now common worldwide.

Balanced budget:

Using prior World Games as a model, bid projections of total costs and people were at upwards of \$104.6 million (U.S.) and more than 30,000 volunteers to host the competitions and support services. Instead of following the continuous expansion of the size and costs of so many mega-events over the past half-century, LA2015 has right-sized the event, using:

- The abundance of local sports and support facilities in Los Angeles,
- Athlete-centric planning which eliminated significant local transportation costs, and
- A commitment to sustainability, avoiding costly construction and technical infrastructure in favor of existing or temporary solutions.

The result was a Games operated on a four-year total budget of \$66 million, 37% lower than the original bid-document estimates:

• Accommodations for Delegations:	\$4,250,000	6.5%
• Athlete Entertainment:	250,000	0.1
• Food Services & Catering:	4,900,000	7.4
• General Operations:	8,300,000	12.6
• Opening & Closing Ceremonies:	3,500,000	5.3
• Rent - Equipment:	3,000,000	4.6
• Rent - Location:	1,200,000	1.8
• Security & Public Safety:	1,500,000	2.3
• Sports & Field of Play:	1,300,000	2.0
• Staffing:	21,300,000	32.3
• Technology & Media Support:	3,100,000	4.7
• Transportation - Airfare & Other:	1,100,000	1.7
• Transportation - Ground:	3,150,000	4.8
• Venue Operations:	5,400,000	8.2
• Volunteer Expenses:	650,000	1.0
• SOI Sanctioning Fee (2.5%):	1,150,000	1.7
• SOSC Financial Contribution:	950,000	1.5
• Contingency:	<u>1,000,000</u>	1.5
Budget total:	<u>\$66,000,000</u>	

Of this total, approximately \$50 million was raised in cash, with the rest value-in-kind received from corporate partners.

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(These figures include actual expenditures through 31 May 2015, plus a combination of actual and forecasted expenses after that date. There were significant in-kind services provided to LA2015 outside of the Games budget, not included above, estimated at \$46 million. Final, audited revenue and expense totals are not expected to be available until the end of the 2015.)

Even the famed 1984 Olympic Games in Los Angeles, which revolutionized Olympic-sport financing worldwide, cost 57% more to produce (\$546 million in 1984 dollars) than the initial (1979) estimate of \$347 million.

While permanent staffing had been estimated at 823 in the bid documents submitted in 2011, the actual pre-Games staff totaled only 428. In all, about 16,000 volunteers, staff and contractors comprised the entire Games workforce, about half of that used in prior World Games.

Funding for the Games came from corporate and foundation grants and sponsorships, individual donations, licensing, merchandising and Ceremonies ticket revenues and government grants at the local, regional and state level. Approximately 75% of the total Games budget was supported by private-sector donations and marketing revenues:

- Corporate partners and sponsors: 50% ~ \$ 33.0 million
- Individual donations: 14% ~ 9.2
- Foundation grants: 6% ~ 4.0
- Other (licensing, merchandising, Opening Ceremony ticket sales and miscellaneous items) 5% ~ 3.3
- Government grants: 25% ~ 16.5

Spending and expenses by year included (in millions of dollars; 2011-14 actuals; 2015 estimated):

<u>Year</u>	<u>Revenues</u>	<u>Expenses</u>	<u>Year</u>	<u>Revenues</u>	<u>Expenses</u>
• 2011:	\$ 1.0	\$ 0.5	• 2014:	\$ 19.3	\$ 16.6
• 2012:	5.5	3.0	• 2015:	35.0	40.9
• 2013:	5.2	5.0			

Any surplus remaining after the Games will be plowed back into the support of Special Olympics Programs at the local and international levels.

Economic Impact:

More than simply being frugal, the Games generated a significant economic impact in Los Angeles County. This was estimated at \$415 million in direct and induced spending in a January 2013 pre-Games study by Micronomics, in conjunction with the Los Angeles Tourism and Convention Board, based on the budget submitted with the Los Angeles bid.

The spending elements included (1) direct spending by visiting attendees (inclusive of displacement factors), organizing committee spending for (2) athlete and delegation accommodations, (3) staff salaries and contractor payments, (4) Games production expenses and (5) multiplier effects from this direct spending.

The study noted that the economic impact from the World Games would yield total governmental revenues in the millions of dollars for the State of California, in local tax revenues (to cities and counties) and in Transient Occupancy Tax (hotel) revenues.

As the total spending by LA2015 on the Games was less than projected, the total economic impact was less, but still more than \$240 million in total. It is worth noting that the Micronomics study did not take into account the Host Town program, which added spending in 85-plus communities for three days prior to the Opening Ceremony.

2.14 Food Service

The task of feeding 8,814 delegates, nearly 9,000 staff and volunteers and extending hospitality to the thousands of athlete family members, Honored Guests, news media and others was a massive one for the World Games. The scope:

• UCLA:	Delegations:	24 July-3 August	134,364 meals & snacks
	(Dining Halls)		
	Guests/Officials/Workforce:	20 July-3 August	99,800
	(Pauley Pavilion and Easton Stadium)		
• USC:	Delegations:	24 July-3 August	208,787
	(Dining halls)		
	Guests/Officials/Workforce:	20 July-3 August	100,960
	(Founders Park and Galen Center)		
• Balboa Sports Center:			
	Athletes/Coaches/Officials:	26 July-1 August	24,120
	Guests/Officials/Workforce:	22 July-1 August	16,955
• Griffith Park/Wilson & Harding Courses:			
	Athletes/Coaches/Officials:	26 July-1 August	3,690
	Guests/Officials/Workforce:	25 July-1 August	4,295
• Long Beach/Alamitos Beach:			
	Athletes/Coaches/Officials:	26 July-2 August	5,304
	Guests/Officials/Workforce:	20 July-2 August	15,140
• Long Beach/Aquarium Way:			
	Athletes/Coaches/Officials:	27 July-31 July	5,856
	Guests/Officials/Workforce:	27 July-31 July	0
• Long Beach/Belmont Pier:			
	Athletes/Coaches/Officials:	26 July-1 August	1,824
	Guests/Officials/Workforce:	25 July-1 August	7,523
• Long Beach Marine Stadium:			
	Athletes/Coaches/Officials:	26 July-31 July	1,176
	Guests/Officials/Workforce:	25 July-31 July	3,878
• Los Angeles Convention Center:			
	Athletes/Coaches/Officials:	22 July-2 August	39,960
	Guests/Officials/Workforce:	22 July-2 August	46,737

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- Los Angeles Equestrian Center:

Athletes/Coaches/Officials:	26 July-1 August	2,700
Guests/Officials/Workforce:	25 July-1 August	5,357

- Los Angeles Memorial Coliseum:

Athletes/Coaches/Officials:	25 July & 2 August	40,000
Production & Workforce:	20 July-26 July and 29 July-3 August	22,532

- Lucky Strike Lanes:

Athletes/Coaches/Officials:	26 July-31 July	5,742
Guests/Officials/Workforce:	26 July-31 July	4,964

- Loyola Marymount University:

Athletes/Coaches/Officials:	21 July-22 July	21,000
Guests/Officials/Workforce:	21 July-22 July	769

- Mt. St. Mary's College:

Sports Officials:	24 July-2 August	20,500
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- Other sites (headquarters hotels, Los Angeles International Airport, transportation depots, Uniform Distribution & Accreditation Center are logistics warehouses):

	20 July-3 August	38,990
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The total was a staggering 882,923 meals, snacks and beverage break sessions (but about 300,000 full meals) at 21 sites. At the larger, permanent sites – notably at the Convention Center, Memorial Coliseum, UCLA and USC – contracted caterers or food-service providers were already in place and were required to be used. Caterers were hired for smaller sites to provide support as needed. Food service support for delegation members at sites other than UCLA and USC was primarily focused on a mid-day meal and post-competition snack.

In general, the food service program was satisfactory, with menu quality dependent on the budget allocation made to each site. In a few instances, food ran short because of incomplete information provided as to the number of people to be served – especially in the workforce area – at specific meal periods. At the campus locations, this was eventually remedied by working together with the school dining halls to handle overflow situations.

Special mention must be made of the remarkable effort made by World Games sponsor Coca-Cola, which provided a variety of beverages, coolers and a small army of logistics support to keep delegates, guests and staff hydrated and refreshed during the event. Such efforts are certainly not a new experience for Coca-Cola, but the performance of its team was world-class, indeed.

Spectator concessions were handled by the existing contractors at each site, or if needed, a modest program of food-for-purchase was available for attendees.

Cleaning and waste management were also handled, for the most part, by existing contractors for the facilities used. While this was an efficient system that worked dependably, the ability to create a low-waste or no-waste environment through recycling, composting and other measures was limited.

2.15 Global Messengers

The focus of the Special Olympics World Games, of course, is the athletes who take part. Their experiences will reverberate through time through the people these athletes will meet and speak to in the months and years ahead, explaining the impact of their trip to Los Angeles.

To prepare the Los Angeles community and preview the impact of what the World Games will mean for so many – those who will come to compete and those who will hear about it in the future – LA2015 engaged 22 World Games Global Messengers to spread the word:

Kristin Arias	Joseph Gorin	Angelisa Romo
Sherina Assomull	Kimberly Guillen	Randy Smith
Eric Chan	Ramon Hooper	Pete Waldron
Terra Clendening	Kristin Knutson	Allen Wales
Michelle Core	Ariel Lopez	Marisa Watkins
Cameron Crowe	Marco Martinez	Elizabeth Weaverling
A.J. Fry	Lucy Meyer	
Eric Galindo	Rebecca Nerney	

Several of these athletes were themselves veterans of the World Games experience:

- A.J. Fry: 2007 World Summer Games gold medalist in Athletics, and a volunteer at the 2011 World Games in Athens.
- Kristin Knutson: 2011 World Summer Games silver medalist in Aquatics.
- Rebecca Nerney: 1991 World Summer Games silver medalist in Equestrian.
- Marisa Watkins: 2009 World Winter Games gold medalist in Snowboard.

One member of the Global Messenger team competed in the 2015 World Games: Eric Chan, who played tennis for the United States.

The LA2015 World Games Global Messengers corps was separate and distinct from the local Special Olympics Program Global Messengers; the Special Olympics Sargent Shriver International Global Messengers and Special Olympics Global Ambassadors, all three of which are ongoing Special Olympics projects that invite individuals to help raise awareness for Special Olympics Inc. and their outreach work worldwide.

2.16 Graphics and Look

The impact of design is well established as an important element for any large-scale sporting event and the 2015 World Games benefitted from a strong graphics program with multiple iconic elements.

Logo:

Created by Los Angeles-based Davis Elen Advertising, the mission of the 2015 World Games was vibrantly expressed in its unique three-element logo that was widely appreciated, admired and – most importantly – recognizable:



- At the center of the logo is the Celebratory Figure, representing the courage, determination and joy of Special Olympics Athletes. The Celebratory Pose is a universal expression of praise, enthusiasm and celebration.
- The Celebratory Figure is inside the Circle of Acceptance and Inclusion, creating the awareness that leads to acceptance and inclusion of all people with intellectual disabilities.
- The Colorful Mosaic, using 19 colors, represented the diversity of Los Angeles and of the 177 Special Olympics Programs worldwide, and the opportunity to share the mission of acceptance and inclusion with every corner of the globe.

David Moranville, Chief Creative Officer at Davis Elen, explained the creative process behind the logo's design. "It wasn't until we took all three of those elements – the ring, the celebratory character and the color treatment – and brought them together and modeled them in a three-dimensional environment that we realized we had created something truly powerful. That's when we said, 'Wow, this is beautiful, this is really world-class.'" Davis Elen enlisted the talents of noted New York-based graffiti artist Stash to bring a more "street-based" perspective representing the inherent edginess and grit that defines Los Angeles.

The logo offered excellent options for use in all kinds of advertising and promotional programs, especially in combination with the LA2015 theme of "Reach Up":



The Mosaic was also a key element in the promotion of the Games. Even without the celebratory figure or circle, the color-and-shapes reference to the Games became instantly recognizable:



The athlete shown above, seen in many LA2015 ads, is Frenchman Michel Kozoris, who competed in Athletics in the 2011 World Games in Athens. The photograph used was from his race in the 100 meters.

The Circle of Inclusion also became a popular theme for people to showcase their interest and support of the World Games, typically shown below with ESPN commentator Julie Foudy and seven LA 2015 Global Messengers:



Look of the Games:

Beyond the logo and its many applications, environmental graphics helped “brand” the Games for attendees, in photographs and on television for spectators on-site and viewers around the world.

To find the freshest-possible look on environmental graphics for the World Games, LA2015 turned to the famed Art Center College of Design of Pasadena, California to ask for students to help create a program that would be cost-effective, flexible, sustainable and efficient. The results included a wide-ranging “kit of parts” for awards podiums, entryways, gathering places, way-finding obelisks and signposts and celebratory elements.

The Art Center project was developed by the College’s Environmental Design Department under the direction of chair David Mocarski, working in collaboration with Regina Dowling-Jones, (director) and Christine Hanson (project manager) of the Sponsored Projects Team. The project team included:

Instructors (3):

Cody Clark
Michael Neumayr
Dewi Schonbeck

Katie Healey (Environmental Design)
K.B. Jeon (Photography & Imaging)
Jed Jeong (Environmental Design)
Erica Kim (Environmental Design)
Jonathan Kim (Environmental Design)

Students (32):

Sophia Alvarado (Photography & Imaging)
Connie Bakshi (Environmental Design)
Annie Buado (Photography & Imaging)
Ara Byun (Environmental Design)
Julian Callanta (Environmental Design)
Ellie Chan (Environmental Design)
Carrie Chang (Graphic Design)
Sabrina Che (Photography & Imaging)
Sherry Chen (Product Design)
Samantha Choo (Environmental Design)
Hayley Chung (Environmental Design)
Joseph Chung (Environmental Design)
Ronnie Dai (Photography & Imaging)

Terry Kim (Product Design)
Andy Lee (Graphic Design)
Cheok Lei (Film)
Yu-Jin Lim (Graduate Environmental Design)
Julia Ok (Graduate Environmental Design)
Ana Marie Pino (Fine Art)
Maria Shishkina (Graduate Environmental Design)
Tanvi Sonavane (Graduate Environmental Design)
Marie Stargala (Environmental Design)
Kevin Staves (Graphic Design)
Wesley Sun (Photography & Imaging)
Belle Thanassorn (Environmental Design)
Vincent Widjaja (Graphic Design)
Daniel Yoon (Photography & Imaging)

Many possible uses of the kit created by the Art Center project were explored to enhance the visual appeal and impact of the World Games. Among the most widely seen were the finish arches placed at the finish of the Cycling courses and the Triathlon and Half Marathon courses in Long Beach, and the giant Festival centerpieces – featuring the Games mosaic design – at UCLA and USC.

A carefully-designed program of environmental design and signage elements was orchestrated by the LA2015 design and signage director, with the help of the Art Center in development and several loaned production artists from contracted production companies in Southern California. The major elements were divided into five groups:

- Wayfinding signage, including both structures (some as large as 25 feet/7.6 m in height) and free-standing signs, all using the mosaic element as an accent to the actual sign information;
- Structures, including medium arches of 18 1/2 feet high and 26 feet wide (5.6 x 7.9 m) used for finish lines, and smaller arches of approximately 7 feet wide by 10 feet high (2.1 x 3.1 m) offered as backdrops for attendee photography, and accessories such as tent valances, to

mark functions housed in tents or other temporary structures placed at the venues;

- Field of Play signage, including on-field barriers, court signage and awards podiums, each emphasizing the use of the logo and especially the 19-color mosaic theme;
- Sponsor signage opportunities, which varied from site to site, but included entry signage and on-field boards visible to photographers, videographers and spectators;
- Miscellaneous items for special uses, such as light pole banners and special signage to mark facilities such as the Delegation Welcome Center and the Los Angeles Convention Center South Hall entrance tower.

The design and signage program is beautifully detailed by LA2015 Director of Look and Signage Jim Casares in the large-format “Games Design and Signage Guide,” which is included as volume 4 of the World Games Retrospective package.

Sport Pictograms:

Individual pictograms for each of the 25 sports in the 2015 World Games were developed by LA2015 intern Carrie Chang, a student at the Art Center College of Design, assisted by Casares.

Both one-color and four-color versions were produced. In addition, special pictograms were also produced for the Half Marathon race and the Motor Activity Training Program (MATP) for a total of 27.

These were widely used for on-venue signage and for quick visual identification of the official results reports of the World Games:



Aquatics-Swimming • Aquatics-Open Water • Athletics • Athletics-Half Marathon • Badminton • Basketball



Beach Volleyball • Bocce • Bowling • Cycling • Equestrian • Football

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Golf • Gymnastics-Artistic • Gymnastics-Rhythmic • Handball • Judo • Kayaking



Powerlifting • Roller Skating • Sailing • Softball • Table Tennis • Tennis



Triathlon • Volleyball • Motor Activity Training Program

World Games Artist-in-Residence Marco Martinez:

When the LA2015 organizing committee wanted to make an extra-special gift to a delegation, government, organization or supporter, it was likely to be a custom glass-and-tile sign made by its Official Artist-in-Residence, Marco Martinez.

A fixture in the Southern California Special Olympics movement, Martinez just walked into the Abram Friedman Occupational Center in downtown Los Angeles some years back and asked instructor Ricardo Nunez if he could enroll in his class in tiling and flooring.

From there, he discovered both a passion and a talent that he didn't know he had. His signs are all one-of-a-kind, made by hand out of wood, cut tiles, glass beads, and glue for friends and organizations he admires.

On his own, he created a 25-pound sign for Special Olympics Southern California for the chapter office and after carting it to Long Beach on public transit, started on a path that led to his involvement in the 2015 World Games as the official artist of LA2015.

Martinez created more than 50 custom tileworks which were presented to delegations, donors, government officials, sponsors and many others. The craftsmanship and effort required to plan and produce each piece, always incorporating the LA2015 logo, made them cherished, one-of-a-kind mementos of the 2015 World Games.



*LA2015 Artist-in-Residence Marco Martinez
(Photo by Ciro Cesar, courtesy La Opinion)*

2.17 Honored Guests

The Honored Guest program brought together a select group of individuals who support the Special Olympics movement. From celebrities to government leaders, and corporate to individual supporters, the Honored Guest Program recognized each participant for their ongoing support of Special Olympics and engaged new potential supporters to the movement through multiple opportunities for participation, designed around the four-step process of *Engage • Educate • Thank • Inspire*. Specific options for involvement included, but were not limited to:

- Awards presentations
- GenUin Youth Summit
- Healthy Athletes Program tours
- Opening Ceremony march-in with the delegations
- Unified Sports Experiences

Specific seating areas were reserved for Honored Guests at all venues, as well as access to the Honored Guests & Families lounges.

The program scope included Honored Guests of LA2015 and Special Olympics, Inc. as well as Program Honored Guests from each of the participating delegations, in four tiers, which included, but were not necessarily limited to:

- Tier 1: Heads of Government, Heads of State and Royalty; National Ministers; Special Olympics, Inc. and LA2015 chairs, presidents

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and executive committee members; Olympic and International Sports Federation leaders; Special Olympics Global Ambassadors and celebrity supporters.

- Tier 2: National Vice-Ministers; U.S. State Governors and Members of Congress; U.S. Ambassadors; International Non-Governmental Organization leaders; Special Olympics Inc. and LA2015 Board members; Olympic and International Sports Federation officers; past Games Organizing Committee leaders; Special Olympics Inc. corporate and individual donors and representatives; LA2015 corporate and individual donors and representatives; other celebrities and supporters.
- Tier 3: Local government officials; local consuls general, national Non-Governmental Organization leaders, U.S. National Governing Body leaders; scholars and observers.
- Tier 4: Honored Guests from Special Olympics Programs worldwide (up to 10 per Program, with additional places available for purchase).

Honored Guests in tiers 1-3 were invited and/or recruited by both LA2015 and Special Olympics, Inc. and all Honored Guests were registered through a special Guest and Event Management System (GEMS), created and operated by Special Olympics, Inc.

A grand total of as many as 5,000 Honored Guests were expected early on in the organizing process, with the actual number significantly lower, but still 13% more than anticipated in projections made just prior to the Games:

	<i>June 2015 estimate</i>		<i>Accepted Honored Guests</i>	
• Tier 1:	255:	105 + 140 accompanying	394:	184 + 210 accompanying
• Tier 2:	1,115:	510 + 605	1,144:	558 + 586
• Tier 3:	375:	250 + 125	665:	501 + 164
• Tier 4:	<u>1,265</u>		<u>1,207</u> :	238 + 969
<i>Total:</i>	<u>3,010</u>		<u>3,410</u>	(does not include day passes)

The Tier 3 group also included LA2015 and Special Olympics, Inc. sponsor guests, who were expected to receive up to a combined total of 764 day passes for each day of the Games, but were not to receive permanent credentials. This fluidity in numbers made planning for the overall total of Honored Guests uncertain all the way through the Games. In fact, some 553 sponsor personnel received full credentials (in Tier 2) and day passes issued to sponsor staff and guests (in Tier 3) averaged 963 for each day of the Games.

The Honored Guest Program headquarters was on the third floor of the J.W. Marriott Los Angeles L.A. LIVE hotel, where credentials, Ceremonies tickets and a special Welcome Pack were available for pick-up from 0800 to 2000 daily from 23 July-2 August. The Welcome Pack included a tote bag emblazoned with the LA2015 World Games logo, commemorative bottle of Coca-Cola, commemorative luggage tags and refrigerator magnet from OUE Skyspace Los Angeles, a Special Olympics pin, a Bank of America-Special Olympics pin, a Microsoft-Special Olympics pin, a brochure describing the Los Angeles Metropolitan Transportation Authority (Metro) system

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available for the World Games, a World Games visitor guide and some Andean Dream gluten-free cookies! In addition, 3,000 copies of the World Games Official Souvenir Program were available to Honored Guests at the J.W. Marriott on a complimentary basis.

Programming available to Honored Guests was segmented by tier:

- Tier 1: Tier 1 guests were assigned an individual host for the duration of the Games, as well as a dedicated vehicle, provided by Toyota. Individualized, personal schedules were created for each Tier 1 guest for the duration of their stay.
- Tier 2: Tier 2 guests also had individual hosts assigned to them, but instead of dedicated vehicles, had access to the LA2015 motor pool for on-demand transport to Games ceremonies, competitions and special events.
- Tiers 3-4: These guests did not have assigned hosts, but were directed to the Honored Guests & Families lounges at each hub or venue, where Hub Hosts were available to help direct them to awards ceremonies or other programs in which the guests were participating. These same Hosts could also assist with arranging transportation support as permitted by their credential transportation code (T1 for dedicated vehicles, T2 for motor pool access and T3 for access to the Games shuttle system).

Honored Guest & Families stations were provided at all venues and at larger facilities at some hubs:

- Balboa Sports Center: Hub Lounge: South-end tent
- Griffith Park: Hub Lounge: Golf Clubhouse & Patio
- Long Beach: Hub Lounges: Alamitos Beach
Belmont Pier
Marine Stadium
- Los Angeles Convention Center: Hub Lounge: South Hall (2nd floor)
Guest Service stations in the South Hall (3) and Concourse Hall (1)
- Los Angeles Equestrian Center: Hub Lounge: Grand Prix Room
- UCLA: Hub Lounge: Pauley Pavilion
Guest Service stations at each competition venue (7)
- USC: Hub Lounges: "Little Galen" dining hall
Galen Center arena
Guest Service stations at each competition venue (3)

The Honored Guest program was supported by three groups of volunteers: 100 hosts for the Tier 1 guests, who were individually assigned; 200 hosts for Tier 2 guests, and 150 hosts who were assigned to Lounges and Guest Service stations at the venues.

The coordination of Honored Guests invitations and registration was hectic with both LA2015 and Special Olympics, Inc. reaching out to potential guests. Because of backlogs primarily related to delegation registration, the production of credentials for Honored Guests was delayed in some cases and distribution began one day late. Ticket deliveries for the ceremonies were also late.

In the main, the Honored Guest program provided quality support for the invitees who attended the Games. The volunteer hosts, easy to spot in the cranberry-colored shirts, performed at a high level in most every circumstance. As the number of Tier 2 guests was significantly higher than the number of vehicles dedicated to their service, there were waits for motor pool support, but service from the J.W. Marriott Los Angeles L.A. LIVE was generally good.

Some 5,000 welcome pack bags were prepared, far more than were needed. So, some 1,500 unused packs were distributed to other groups, notably news media, who were very pleased to receive them.

2.18 Host Town

One of the outstanding aspects of the 2015 World Games was the Host Town program. Introduced in 1995 at the ninth Special Olympics World Summer Games at New Haven, Connecticut as a cultural-exchange addition to the event, the program became the launching point for the success of the Games in Los Angeles.

The Host Town concept is to bring Special Olympics delegations into a community for three days of cultural activities as well as an adjustment period for the athletes, and an opportunity for training and rest prior to the Opening Ceremony. The program brought the Special Olympics message of acceptance and inclusion to communities throughout California.

An impressive 97 communities in nine California counties – Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara and Ventura – agreed to act as Host Towns for the 2015 World Games.

On 5 March 2015, the pairings of these communities with specific Special Olympics delegations were announced; in some instances, delegations will be shared by more than one Host Town. Only a few assignments were re-arranged throughout the process:

Alhambra, Monterey Park & Lincoln Heights:

- Germany

Anaheim & Orange:

- Canada
- Senegal

Arcadia:

- Kyrgyz Republic
- Trinidad & Tobago

Azusa, Duarte & Glendora:

- South Africa

Bakersfield:

- Jordan
- Kenya

Beverly Hills:

- Gibraltar
- Monaco

Big Bear Lake:

- Chile

- Luxembourg
- Montenegro

Burbank:

- Botswana
- Zimbabwe

Calabasas:

- Great Britain

Camarillo:

- New Zealand
- Saudi Arabia

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Carson:

- Dominica
- Mali
- Palestine
- Turkmenistan

Cerritos:

- Guyana
- Uruguay

Chatsworth:

- Serbia
- Timor-Leste

Chino Valley:

- Laos
- Poland

Claremont:

- Bolivia
- Curacao
- Georgia Republic
- Latvia

Corona:

- Iran
- Slovakia

Costa Mesa:

- Aruba
- Bahamas

Downey:

- Ireland

El Segundo:

- Barbados
- FYR Macedonia

Fountain Valley:

- Netherlands

Fullerton:

- Bosnia & Herzegovina
- Lebanon
- Rwanda
- Tunisia
- Ukraine

Glendale:

- Armenia
- Bonaire
- Dominican Republic

Goleta:

- Bhutan
- Panama
- Qatar

Hacienda Heights:

- Chinese Taipei

Hawthorne:

- Estonia
- Nigeria

Hermosa Beach:

- Belgium
- Belize

Huntington Beach:

- Australia

Inglewood:

- Jamaica

Irvine:

- Korea

La Habra:

- Lithuania
- Myanmar
- Norway

La Jolla:

- Bharat (India)

La Mirada:

- Russia

La Verne:

- Pakistan
- U.S. Virgin Islands

Lake Arrowhead:

- Switzerland

Laguna Hills & Lake Forest:

- Cayman Islands
- Vietnam

Lakewood:

- Slovenia
- Turkey

Long Beach:

- China

Los Angeles – Downtown (2):

- Algeria
- Belarus
- Colombia
- Moldova

Manhattan Beach:

- Hungary
- Nepal

Mission Viejo:

- Indonesia
- Spain

Newport Beach:

- Mexico
- Fiji

Northridge:

- Azerbaijan
- Cambodia
- Malta

Ontario:

- Iceland
- Iraq
- Seychelles

Oxnard:

- Afghanistan
- American Samoa
- Kosovo
- Papua New Guinea
- Samoa
- Tonga

Palm Springs:

- Bahrain
- Portugal

Palmdale:

- Cyprus
- St. Lucia

Pasadena:

- Namibia
- Singapore
- Tanzania

Pomona:

- Isle of Man
- Libya

Poway:

- Ecuador
- (Togo - did not attend the Games)

Rancho Cucamonga:

- (Cote d'Ivoire - came to Games as Host Town period ended)

Rancho Santa Fe:

- Brunei
- Bulgaria
- Uganda

Redlands:

- Austria
- Liechtenstein

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Redondo Beach:

- Benin
- Haiti
- Suriname

Riverside:

- Sweden

San Diego – East County:

- (El Cajon)
- Egypt
- Hong Kong

San Diego – Golden Triangle:

- (La Jolla, University City)
- Costa Rica

San Diego – North County:

- (Del Mar, Encinitas, Solana Beach)
- Ghana
- Swaziland
- Thailand

San Diego – Point Loma:

- Albania
- Burkina Faso
- Finland

San Diego – South County:

- (Chula Vista, Coronado, National City)
- Argentina
- Puerto Rico

San Luis Obispo County:

- (Arroyo Grande, Atascadero, Grover Beach, Morro Bay, Pismo Beach, San Luis Obispo)

- United Arab Emirates

San Pedro:

- Croatia
- Kazakhstan

Santa Barbara:

- Guatemala
- Honduras
- Nicaragua
- St. Kitts & Nevis

Santa Clarita:

- El Salvador
- Faroe Islands
- Malawi
- Philippines

Santa Maria:

- Democratic Republic of the Congo
- France
- Mauritius

Santa Monica:

- Brazil
- Romania

Santa Monica Mountains:

- Israel

Simi Valley:

- Peru
- Serendib (Sri Lanka)
- Zambia

Solvang:

- Denmark

South Pasadena:

- Morocco
- Paraguay

Studio City:

- Cuba
- Czech Republic

Thousand Oaks:

- Mongolia
- San Marino
- St. Vincent & the Grenadines
- Tajikistan

West Covina:

- Nippon (Japan)

West Los Angeles:

- Italy

Westchester:

- Bangladesh

Westside:

- Malaysia

Whittier:

- Macau

Winnetka:

- Venezuela

Woodland Hills, Tarzana & Reseda:

- Hellas (Greece)

Each of the 80 designated Host Towns (or Host Town groups) was responsible for providing accommodations, activities, meals and training opportunities for 100+ athletes, from one or more countries. All of the Host Towns were located within a three-hour drive of Los Angeles, and agreed to provide the funding needed to support their programs, at an average of \$50,000 per Host Town (more than \$4,000,000 combined).

An amazing array of activities were conducted at the Host Towns, which included many large-scale events:

- 22 July: Host Town Riverside hosted a “Parade of Champions” in downtown Riverside featuring the 91-member delegation from Sweden and the 480-strong Special Olympics USA team.
- 22 July: Host Towns La Jolla, Rancho Santa Fe, San Diego/East County and San Diego-Point Loma treated 564 athletes, coaches and delegates from Albania, Bharat [India], Brunei, Bulgaria, Burkina Faso, Egypt, Finland and Uganda to a special day at the San Diego Zoo.

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- 22 July: Host Towns in the Orange County area hosted 345 athletes, coaches and officials from Aruba, Bahamas, Canada, Lithuania, Myanmar, Norway, Russia and Senegal at Angel Stadium in Anaheim to watch the Minnesota Twins and Los Angeles Angels of Anaheim in a Major League Baseball game.
- 22 July: The Chatsworth-Northridge-Winnetka-Woodland Hills/Tarzana/Reseda Host Towns were celebrated at a Gala Welcome dinner, featuring Rafer Johnson, hosted by the UCLA Shape-Up Group. More than 500 delegates from Cambodia, Hellas [Greece], Malta, Serbia, Timor-Leste, Venezuela at The Odyssey Restaurant in Granada Hills.
- 23 July: Host Towns in the Orange County area hosted more than 1,000 athletes and delegation officials on Day 7 of the 125th Orange County Fair in Costa Mesa.
- 23 July: Host Towns in the San Diego area hosted more than 1,700 athletes and delegation officials at Petco Park in San Diego to watch the Miami Marlins and the San Diego Padres in a Major League Baseball game.

Among the smaller events of note:

- | | | |
|--|---------|---|
| • Alhambra: | 22 July | Jet Propulsion Laboratory tour |
| • Arcadia: | 23 July | Santa Anita Racetrack tour |
| • Burbank: | 22 July | Warner Bros. Studio tour |
| | 23 July | The Walt Disney Company Studios tour |
| • Calabasas: | 23 July | Training with the Calabasas HS Football team |
| • Carson: | 23 July | Luau featuring Polynesian dancers |
| | 23 July | Goodyear Airship Base/Carson tour |
| • Cerritos: | 22 July | Luau at the Cerritos City Hall |
| • Downey: | 22 July | Coca-Cola Enterprises bottling plant tour |
| • Fountain Valley
& Huntington Beach: | 22 July | Luau at the Huntington Beach Pier Plaza |
| • Inglewood: | 22 July | Training session with Paul Pierce (Los Angeles Clippers) at The Forum |
| • Long Beach: | 22 July | Dinner and Dancing on the Queen Mary |
| • San Diego-East | 23 July | U.S.S. Midway (aircraft carrier) visit |
| | 23 July | Cabrillo Marine Aquarium tour |
| • San Diego-North | 22 July | Day at the Races at Del Mar Thoroughbred Club |
| • San Diego-South | 22 July | U.S. Olympic Training Center/Chula Vista visit |
| • San Pedro | 22 July | U.S.S. Iowa (battleship) tour |
| | 23 July | Cabrillo Marine Aquarium tour |
| • Santa Barbara: | 23 July | Santa Barbara Zoo visit |
| • Simi Valley: | 23 July | Lunch with Ronald McDonald |
| • South Pasadena: | 23 July | "Circles of Inclusion" mosaic artwork project |
| • Studio City: | 22 July | Welcome Party at CBS Studios |
| • Thousand Oaks: | 22 July | Ronald Reagan Presidential Library tour and lunch |
| • West Los Angeles: | 23 July | Picnic lunch at The Getty Center |
| | 23 July | Gala at Universal Studios Hollywood |

The response to the Special Olympics Athletes, coaches and officials from around the world at every Host Town event, was sensational. A typical example: carnival operator Ray Cammack Shows, without being a member of any Host Town committee, donated to each of the more than 1,100 delegates visiting the Los Angeles County Fair site at Fairplex in Pomona a free, only-in-America souvenir of a stuffed animal, and provided free passes to ride any attraction at its midway on 23 July for the 1,000 delegates visiting the Orange County Fair. And many did, experiencing a carnival ride for the first time ever!

From Frank Macha, director of Special Olympics Tanzania, to the Pasadena Host Town staff:

On behalf of athletes, coaches and leaders whom you hosted in Pasadena, please accept my sincere gratitude for your outstanding kindness during the time you hosted us. The days we stayed with your community will be very memorable to us.

I wish you could hear for yourself the remarks made by the athletes and coaches. To say the least, they will remember Pasadena forever.

And the Host Towns felt the same. From Jerry Siegel, chair of the Santa Barbara Host Town:

Host Town has been an amazing and wonderful experience for our visiting athletes, coaches, [Heads of Delegation] and [Delegation Liaisons], for each and every member of the Santa Barbara Host Town Committee, and for our community. Everyone has had a fantastic time and all four of our visiting delegations have been effusive in their praise and thanks for the experience, the activities and our efforts – countless hugs and high fives all around but much more than that – a very real personal connection and bonding has occurred which we and our visitors will carry with us through the Games and beyond, for many years to come, if not for the rest of our lives.

The overwhelming sentiment from the Host Towns was summed up by Celina Zacarias of the Camarillo Host Town committee:

Just a quick note to THANK YOU for the opportunity to be a Host Town . . . while it was a lot of work . . . we had an AWESOME experience. I would do it all over in a heartbeat!

The Host Town experience was so positive that it set the stage for the success of the World Games to follow. Many Host Town community members became so attached to their delegations that they followed them to the competition sites and were an important component in the record attendance at the World Games sporting events.

Special Olympics Southern California (SOSC) staff worked with each Host Town to assist with preparations, and to encourage each participating community to continue its support of the Special Olympics into the future.

The Host Town development process went well and became popular once the requirements were made clear and the scope of the program was limited enough that potential hosts were certain that they would be successful. Preparations were especially aided by a series of regional Host Town informational meetings (three per region for each of the seven regional groups), which included briefings from LA2015 staff members on what to expect and prepare for in areas including ceremonies, delegation services, Fans in the Stands, media operations, medical services,

security, transportation and others. LA2015 support was also available to help Host Towns create their own Web sites and Facebook pages to support the Host Town efforts and were quite effective.

The use of the plentiful college and university campuses in Southern California as housing sites for Host Town proved to be a convenient and effective alternative to home-stays, especially for the larger delegations, providing a consistent standard of care and food service.

2.19 International Relations

Much more than a Los Angeles-based event to which the world was invited, the World Games was an international event to which Los Angeles was host. That required a determined effort to reach out to the international community in which Los Angeles plays an important part.

Under the direction of former City of Los Angeles Chief of Protocol Elga Sharpe, a dedicated LA2015 team worked closely with the nearly 100 Consuls General or Honorary Consuls in the greater Los Angeles area (the third-largest concentration of consular offices in a single city in the world). These relationships were key to working through entry and visa issues, liaison with the delegations and their consulates and embassy in the United States and outreach to coordinate invitations, security and support of heads of state, ministers, ambassadors, consular officers and other officials who attended the World Games in varying capacities.

The success of this effort was demonstrated by the large number of consulates – 18 – which held receptions for their delegations at the World Games, either just prior to the Games (some at the Host Town locations) or during the week of the Games:

- Armenia
- Australia
- Austria
- Canada
- Chile
- China
- Dominican Republic
- Great Britain
- Greece
- Ireland
- Israel
- Japan
- Kazakhstan
- Luxembourg
- Morocco
- Panama
- Sweden
- Switzerland

In addition, the Mayor of Los Angeles and the Los Angeles County Board of Supervisors hosted a reception brunch at Los Angeles City Hall on 25 July – day of the Opening Ceremony – for the dignitaries visiting Los Angeles, including Heads of State, Heads of Government, Ministers, Ambassadors, Consuls General and Honorary Consuls.

In order to prepare the organizing committee with background information about the 164 delegations which attended the Games, the nine-member International Relations team compiled a remarkable, 330-page Delegation Fact Sheets reference set. Compiled from governmental and Special Olympics sources, each country expected to participate in the Games was profiled on two pages, with helpful phrases transliterated from the native language, basic facts about the country, cultural protocols and taboos, and that country's history and participation in Special Olympics. It was a priceless, welcome resource for everyone working directly with any delegation.

During the Games, a team of 22 protocol officers loaned from consulates and three protocol professionals from national and regional institutions assisted the International Relations team, supporting the needs of delegations and their Los Angeles-area consular contacts, and vice versa.

Visa assistance was a special area of concentration. Director coordination with the U.S. Department of State allowed for visa fee waivers for the athletes, coaches and officials traveling as part of official delegations to the Games; this saved the delegations an estimated \$1 million in visa application fees. The International Relations team was also on-site at Los Angeles International Airport (LAX) to greet many of the delegations, answer questions and assist them through the arrivals process at LAX.

In the future, a deeper integration of the international relations and protocol team with all of the organizing committee's service groups (for ceremonies, delegations, media, security and so on) can only enhance the impact and smooth operation of the Games.

2.20 Language Services

A determined effort to create a multi-layered program of language support for the World Games resulted in a widely-successful effort to meet the needs of delegations and the organizing committee.

Planning surveys indicated that the delegations coming to Los Angeles would speak in excess of 60 different languages (70 including dialects):

Albanian	Fiji Hindi	Korean	Romanian
Arabic	Fijian	Laotian	Russian
Armenian	Finnish	Luganda	Samoan
Bahasa Indonesia	French	Macedonian	Serbian
Bahasa Malaysia	German	Malay	Serbo-Croatian
Bengali	Greek	Maltese	Seychellois Creole
Bosnian	Hebrew	Mandarin	Sinhala
Bulgarian	Hindi	Mongolian	Slovak
Cantonese	Hungarian	Montenegrin	Slovenian
Croatian	Icelandic	Myan	Spanish
Czech	Italian	Norwegian	Swedish
Danish	Japanese	Papiamento	Tagalog
Dutch	Kazach	Pashto	Tamil
Dzongkha	Khmer	Polish	Thai
Farsi	Kiswahili	Portuguese	Urdu

To meet these needs, a three-level approach was created, beginning with the assignment of one or more language-qualified Delegation Liaisons for each team. These 366 Los Angeles-area volunteers were conversant not only with the language(s) of their delegations, but with the customs and expectations – of their delegation and the U.S. – as well.

At the athlete housing facilities at UCLA and USC and the sports venues, a team of 600 language-service support volunteers was embedded into the officials and volunteer staffs who operated the competitions and support services at each site. These language-support volunteers were easily identified by language tags, indicating their ability to help.

In addition, LA2015 staff and volunteers who were language-qualified – but not part of the Language Services team – were also identifiable by their language tags that could be easily be seen by delegations, fans and officials.

Recruitment of language-enabled staff came from discussions with Consuls General in the Los Angeles area, universities, language and culture clubs and personal networks of the LA2015 staff

and friends. The specific language needs at each competition site were determined with assistance from the sport competition managers, who were able to provide their language needs based on the entries.

Sign language support was provided for delegations at the Opening and Closing Ceremonies, with specialists recruited with the assistance of the City of Los Angeles.

For the two Heads of Delegations meetings, held at the Los Angeles Convention Center Theatre on 24 and 31 July, simultaneous interpretation was provided in the six designated languages of Arabic, English, French, Mandarin, Russian and Spanish. The Head of Delegation (HOD) Manual was available in all six languages.

Having almost 1,000 language-qualified staff and volunteers at the World Games, spread across the venues, ensured that nearly all Games-critical functions benefitted from strong language support. Even deeper integration of language-service needs early in the planning process – allowing sufficient time for added recruitment, testing and training – can add to the clarity and quality of the experience of delegates, officials and staff.

2.21 Licensing and Merchandise

One of the under-appreciated successes of the 2015 World Games was the licensing and merchandising program.

Although the sales goal was targeted at \$500,000, it was exceeded by nearly 22% at \$609,900, with a net of \$175,500, more than 46% above expectations.

A full line of merchandise was available on the LA2015 Web site, including apparel (25 items), caps (2), collectibles (3), drinkware (9) or bags and totes (3). The most popular items were T-shirts, caps, tote bags and pins.

Online sales of World Games items were strong since the LA2015 Web store opened in March 2014, with orders received from 47 countries (and six continents) and all 50 U.S. states.

Souvenir sales for the Games period was contracted to an experienced concessionaire which found surprisingly high interest in merchandise and sold out its inventory in many locations. A rapid-response back-up manufacturing plan for the most popular items might have added to the successful sales effort, especially at the Festival sites at UCLA and USC.

2.22 Logistics

The movement of goods to the competition and support venues was handled with skill by a logistics team which had a well-defined plan and benefitted from the support of the California Military Department (CMD) and supplier United Parcel Service (UPS).

Incoming goods arriving more than two weeks prior to the Games were stockpiled for later distribution at three primary sites:

- Army National Guard Long Beach Armory in Signal Hill, California;
- United Parcel Service (UPS) service facility in La Mirada, California;

- Freeman Decorating Co. (FDC) warehouse in Anaheim, California, for items for use at the Los Angeles Convention Center only.

Items delivered to these sites were re-distributed to the competition and support venues as they opened and operations compounds were established. Each ops compound had a detailed storage and release protocol for all items delivered, multiple communications modalities for external and internal coordination, equipment for the movement of goods including carts, forklifts and vans, and a small reserve supply of commonly-used items such as chairs, tables, office supplies and power cords.

Best known for its California National Guard unit, the CMD provided logistics and operations support with a single-day peak of 442 personnel involved in moving delegation luggage and Games materials between sites. Participating elements included the California Army National Guard's Long Beach-based 224th Sustainment Brigade and Oroville-based 2668th Transportation Company, the Los Alamitos-based 9th Civil Support Team (CST) and up to 321 members of the California Cadet Corps. The 9th CST is a joint Army/Air Force unit that specializes in identifying hazardous agents, projecting their effects and advising responders how to save lives and prevent suffering. The Cadet Corps is an educational and leadership-development program run by the Military Department at high schools across the state to prepare students for college and the workforce.

As an LA2015 Official Supplier, UPS contributed not only warehouse space and value-in-kind shipping, but seconded three staff members to work directly in the organizing committee offices. This was enormously helpful in solving a myriad of problems quickly that would have taken many extra days without having UPS team members on-site.

The success of the logistics effort was a product of the close relationships established by the LA2015 logistics unit with the CMD and UPS, both of which brought experienced teams to help make the Games run smoothly. Given the continual advances in technology in the logistics area, obtaining and integrating quality partners like these is recommended for every future organizing committee.

2.23 Media Operations

A World Games-record contingent of 1,514 local, national and international media from 79 countries came to Los Angeles to cover the 2015 World Games in Los Angeles, one of the world's media capitals. A full-service program of support services ensured their ability to cover the Games in words, pictures and videos that reached around the world.

A strong effort by LA2015 broadcast partner ESPN created remarkable outreach for the Special Olympics movement, touching audiences in the U.S. and worldwide.

Media Credentials:

Credentials were required for all media covering the 2015 World Games, with applications accepted online (only) beginning on 20 August 2014. Three media categories were established:

- E Journalist, reporter or writer, credentialed through Media Operations
- EnC Photographer or videographer, credentialed through Media Operations
- EnR Rights-holding broadcasters, credentialed through ESPN

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The published deadline for E and EnC applications closed on 1 June 2015. Media credentials in these categories were authorized for verified members of news-gathering organizations, including holders of AIPS cards, letters of assignment from their news organization and individuals and organizations which have been accredited for parallel events such as Olympic Games or regional, multi-sport Games.

Information on working access and conditions for media was included on the LA2015 Web site, and in addition, a six-page invitation to apply for media accreditation (in PDF format) was posted on the site and widely distributed by electronic mail in December 2014. Continuously updated, the invitation was also sent to all members of the International Sports Journalists Association (AIPS) in March 2015. Individual meetings were also held with Los Angeles-based news services, newspapers and television stations to encourage their coverage of the Games, and Special Olympics, Inc. also promoted media accreditation in close cooperation with the LA2015 media operations team.

These outreach efforts were extremely successful, as 1,036 applications for media credentials (from 66 countries) were received by the cut-off date of 1 June, but applications were usually accepted until 1 July. Thereafter, authorizations were made only in specific circumstances.

The total number of E and EnC credentials applied for reached 1,462. However, LA2015 did not provide any assistance to media requesting visas to enter the United States other than a confirmation that their application for credentials had been approved, and some media were not able to obtain visas to enter the U.S. to cover the Games (notably from Bangladesh and Pakistan).

ESPN coordinated its own credential requests and collated credential requirements for its licensed broadcasters worldwide, working directly with the LA2015 credentials manager. A total of 266 EnR credentials were actually issued to ESPN and its affiliated broadcast organizations for the Games.

The final tally of E and EnC credentials actually distributed to media included 1,248 in the E and EnC categories, from 461 organizations from a total of 79 countries:

Algeria	1	Cote d'Ivoire	3	Ireland	28	Paraguay	1
Argentina	2	Cuba	1	Israel	1	Peru	1
Australia	2	Ecuador	4	Italy	7	Poland	7
Austria	11	Egypt	4	Jamaica	2	Puerto Rico	3
Bangladesh	14	El Salvador	4	Japan	18	Qatar	3
Barbados	1	Estonia	1	Korea	3	Russia	3
Belgium	4	Finland	7	Libya	1	Saudi Arabia	5
Belize	1	France	1	Macau	2	Senegal	3
Bolivia	1	Georgia	1	Malta	2	Singapore	1
Bonaire	2	Germany	7	Mexico	4	Spain	1
Brazil	4	Ghana	3	Monaco	1	Sri Lanka	1
Burkina Faso	1	Great Britain	11	Mongolia	4	Sweden	9
Cameroon	1	Greece	1	Morocco	3	Switzerland	3
Canada	9	Guatemala	1	Nepal	2	Trinidad & Tobago	1
Cayman Islands	3	Honduras	1	Netherlands	2	Uganda	3
Chile	2	Hong Kong	4	New Zealand	4	United Arab Emirates	6
China	11	Hungary	4	Nigeria	7	United States	930
Chinese Taipei	2	India	10	Norway	7	Venezuela	2
Colombia	2	Indonesia	1	Pakistan	9	Zimbabwe	2
Costa Rica	11	Iran	1	Panama	1		

The U.S. total of 930 is somewhat deceiving, since it includes U.S.-based correspondents from foreign media organizations from at least 14 countries: Armenia, Belgium, China, El Salvador, France, Germany, Great Britain, Japan, Mongolia, Norway, Philippines, Spain, Sweden and Switzerland.

Including the 266 EnR credentials distributed to broadcasters, total media participation in the Games was 1,514, 70% higher than the old high of 889 from the 2011 World Games held in Athens, Greece. There were 214 media approved for credentials who did not pick them up, thus the total number of media actually credentialed was 1,728.

There were two significant surprises in the media credentialing process:

- Based on information from prior World Games, the split between press (category E) and media with cameras (EnC and EnR) was expected to be about 33% for category E and 67% for EnC and EnR. Instead, only 159 credentials were issued to writing press, a tiny 10.5% of the total, compared with 89.5% for those with cameras. This imbalance had significant impact on the administration of photo positions at the venues and needs to be watched in the future.
- The demand for media credentials – based on their need for photographer and videographer access – from corporate sponsors and other partner organizations was unexpectedly high. Although these groups were generally well managed internally, this is an area which needs to be monitored closely in the future, as it could get out of hand.

One aspect of the process which was expected was the rush of applications right at the deadline date. Organizing committees must expect to receive a crush of questions, applications and excuses just at or after any deadline and be flexible enough to handle the added load.

The success in recruiting a large number of media to cover the Games helped to create the desired result: a torrent of coverage about the 2015 World Games.

Media Information Services:

Given that the World Games would have a large number of media present, it was important to create a dependable program of media information which would (1) aid in the coverage of the Games, (2) answer as many of the obvious questions as possible and (3) create a central point of first reference.

In order to meet these needs, Media Operations created a three-publication program designed to meet pre-Games needs, information about the media services available at the Games and during-the-Games period information needed on a daily basis:

- *Factbook:*

Three editions of an all-in-one reference to the development and history of the Special Olympics and the World Games, organization of the 2015 World Games and sports and venue information, known as the Factbook, were produced:

Factbook 1.0:	<i>Published:</i>	1 May 2015	120 pages	3.9 MB
Factbook 2.0:		1 June 2015	126 pages	3.7 MB
Factbook 3.0:		15 July 2015	144 pages	4.1 MB

Each was produced in a PDF format and posted on the LA2015 Web site for download. Each Factbook was referred to more than 1,000 times and version 3.0 was fully downloaded 462 times from 15 July-10 August 2015.

- *Guide for News Media:*

One of the most-asked questions about the World Games by news media was about access and reserved positions, especially for photography. In order to answer these questions in a definitive way, equally accessible to delegations, media, sports officials and the LA2015 workforce, the Guide for News Media was created:

Interim Edition:	<i>Published:</i>	10 July 2015	127 pages	6.0 MB
Games Edition:		15 July 2015	131 pages	10.1 MB

The heart of this publication was a series of detailed maps of each venue, showing precise locations of reserved media seating, photo and video positions and post-event interview areas. It was well received by many media, with 953 page views of the host page on the LA2015 Web site and 452 complete downloads of the two editions combined.

- *LA2015.org Media Blog and LA2015 Media Communique:*

In order to create a during-the-Games central reference point for news media, a special section of the LA2015 Web site was created and identified at the “LA2015 Media Blog.”

This section hosted reference information such as the *Factbook*, *Guide for News Media* and the Sports Technical Manuals, included a link to the daily Media Communique and posted articles daily from nearly every sport in the World Games. A team of 2-3 editors reviewed and edited articles of 200-300 words provided by the Venue Media Operations Manager for each sport, generally due 90 minutes after the end of competition each day. The stories covered the competition itself, but also personal stories of Special Olympics Athletes, coaches, officials, family members and others who were touched by the daily heroics on display at each site.

More than 180 reports were received from the venues, with more than 150 stories posted for reference on the Media Blog, conveniently accessible by sport by using the category (sport) list on the right side of the page. These not only provided direct coverage of the World Games, but also offered options for future coverage possibilities based on what had happened at each site each day, and helped to shape the coverage for those who used it.

The Media Blog proved popular with media, with 13,894 total pageviews during the Games period. It was available to anyone visiting the LA2015 Web site, but as it was not in a highlighted position on the site, usage was primarily by news media, to whom the site address was heavily promoted.

The *LA2015 Media Communique* was designed as a once-a-day, morning summary of advisories, important updates for news media, a review of the prior day’s activities and referrals to important online support sites. The goal was to replace a series of news releases and dozens of links on the Media Blog with a convenient, “one stop” daily reference.

It was started as a weekly publication immediately after the close of the primary media

credential application deadline on 1 June and was circulated (in PDF format) on Mondays on 8 June, 15 June, 22 June, 29 June and 5 July. Frequency was increased to three times during the week of 12 July (12, 15 and 18 July) and then daily from 20 July through 3 August (24 editions in all).

The *LA2015 Media Communique* was distributed by e-mail, usually for delivery at 0600 Pacific Daylight Time, to media in the E and EnC categories (1,045-1,175 recipients during the Games period), to interested others (especially in the EnR category: 158-163 recipients during the Games) and the LA2015 staff (891 addresses). As it turned out, the *Media Communique* was highly popular well beyond its intended audience, as it was re-distributed by multiple recipients to others. The 2,200-plus e-mail circulation reached at least twice that many daily and perhaps more.

In a few instances, advisories for news conferences or official LA2015 statements were issued immediately without waiting for the next morning's *Media Communique*, but then also either reprinted or linked to on the Media Blog in the next issue.

The other critical area for media was results information. The World Games results system worked fairly well after a spotty start, but the reporting of results – owing in part to the format of World Games competitions – was not as rapid as media are used to (i.e., in real time) from similarly-styled events such as Asian, Olympic or Pan American Games. Nevertheless, results were available within a few minutes following the close of competition each day. Many individualized training sessions with media were undertaken at the Media Operations Office and Workroom and at the venues to help find start lists and results within the system.

A text-based summary of all results was available for use by news media requiring a digital feed of World Games results. The feed for each sport was posted daily, approximately 30 minutes after the completion of competition, at a consistent address.

The media information service program generally met its goals of providing news media with the information it needed to cover the Games in a timely way. But this project could have been significantly better:

- The *Factbook* and *Guide for News Media* were well received, but a significant number of media were uninterested in using a PDF file and stated their preference for a printed edition. If funds had been available to do, the printing of some copies would have been helpful, especially of the *Guide for News Media* with its venue maps.
- Media continually asked for interesting stories about Special Olympics Athletes, especially from their own country. Although the Special Olympics Athlete registration package has a profile page (Form K) to collect such information, only 332 of these forms (5.4% of the 6,163 athletes in the Games), from 17 delegations, were ever made available to LA2015's Delegation Services team (and then passed on to Media Operations). Of these, more than half came from just two countries: Great Britain (119) and Hong Kong (58). A great opportunity was missed to promote many more athletes who were coming to the Games.
- Once the Games began, information about where and when athletes were competing was not available during the Divisioning process. This was a major problem for many media (and spectators), trying to figure out where athletes from their country would be on any given day

and time. Much better information was available once the formal competitions started at a site, but this was some days later at some venues.

Much better (and earlier) coordination of athlete profile and competition information, especially during the Divisioning process, can be of immense benefit to news media, who will then be even better equipped to report stories of interest to their audiences back home.

Media Support Services:

A strong program of media support facilities was available at a central filing site as well as at the competition venues.

The Media Operations Office and Workroom at the Los Angeles Convention Center served as the credential pick-up location as well as the workroom for media covering events at the Convention Center venue sites. It was operated at two different locations during the Games period, for 9-15 hours daily:

- | | | |
|----------------------|----------------------------|-------------|
| • 20-21 July: | Convention Center Room 306 | 0900 - 1800 |
| • 22-23 July: | Room 408 | 0900 - 1800 |
| • 24 July: | Room 408 | 0900 - 2100 |
| • 25 July-02 August: | Room 408 | 0700 - 2200 |

The media work area in Room 408 included 80 seats with both password-protected WiFi and Ethernet connections for complimentary Internet access, 48 lounge seats, Coca-Cola beverage service and six courtesy computers. Credentials, photographer's bibs and ceremonies ticket distribution were handled from a service desk and the Media Operations administration office was also at this location.

News conferences were held on 20 July (welcoming the Games to Los Angeles) and 24 July (previewing the Opening Ceremony) at the adjacent Convention Center Theatre in Room 411.

Media-support facilities were available at each competition site, including but not limited to:

- Reserved seating in existing venue media facilities or in the grandstands (if available);
- Reserved shooting positions for photographers and videographers at field level;
- Designated post-event Interview Area (marked by a step & repeat banner) to meet athletes;
- Working areas with complimentary Ethernet and/or WiFi Internet access.

All venues had free entry for media areas by showing a valid LA2015 media credential. Tickets were required only for the Opening and Closing Ceremonies at the Los Angeles Memorial Coliseum (which were distributed at the Media Operations Office and Workroom).

At UCLA, filing facilities at each site were complimented by a central, 32-seat media workroom located at the aptly-named Press Room of the JD Morgan Center, close by all but one of the venues being used on that campus.

Transportation support for media was inconsistent, in part due to a lack of a comprehensive schedule of buses. Service was available from LA2015-designated hotels to the Convention Center and USC, and then to other sites via transfer at the Los Angeles Memorial Coliseum. A shuttle system from UCLA to USC functioned reliably and transfers to the Coliseum for the ceremonies were generally available.

However, complimentary parking was offered to news media driving their own vehicles on a space-available basis for all sites except the Coliseum for the Opening and Closing Ceremonies (where no media parking was available). Media had only to show their credential for free access to reserved lots at most sites, except for The Pike in Long Beach (tickets for this lot were validated for media) and at USC, where parking passes were issued for complimentary access to two different lots on the campus (close to the Galen Center: 201 distributed, or close to the Aquatics and Athletics venues: 320 distributed).

Photographer and Videographer Services:

Photographers and videographers, who made up almost 90% of all media attending the World Games, were easy to spot. All were issued special bibs allowing access to field of play-adjacent shooting positions:

- Red: 120 Category EnR: ESPN and other rights-holding broadcasters
- Navy: 50 Category SOI: Special Olympics, Inc. documentation team
- Purple: 549 Category EnC: Credentialed media with cameras

Bibs for licensed broadcasters were distributed by ESPN out of its allotment. Photographer (purple) bibs were distributed to organizations rather than individuals and could be shared freely by credentialed media within that organization. For example, a local television station might have 20 people credentialed, but worked with an allocation of four bibs which were shared by those that needed them at any specific time. This helped to prevent overcrowding in photo positions at most sites. All of the EnR and SOI bibs were used; a total of 507 EnC bibs were distributed, including one "spare" issued to each of the 25 Venue Media Operations Managers for discretionary use.

Under regulations developed in conjunction with ESPN, live video coverage was not allowed at any site, but recordings of competitions and athlete interviews shown post-competition were encouraged.

Photo-position spaces were generally adequate Games-wide, with priority for positions given to the ESPN crews and the SOI documentation team. Special arrangements were made to allow local television trucks to park near the Festival locations at UCLA and USC, and near the Coliseum for the Opening and Closing Ceremonies, to enhance their coverage.

Television:

An unprecedented collaboration with ESPN – the Worldwide Leader in Sports – made the 2015 World Games one of the most impactful ever.

Under an agreement with the LA2015 Games Organizing Committee concluded on 28 April 2014, ESPN produced and aired 11 1/2 hours of original World Games-related content, including:

- Complete, live coverage of the three-and-a-half-hour Opening Ceremony on 25 July, hosted by "Good Morning America" anchor Robin Roberts, ESPN anchors Kevin Negandhi and Lindsay Czarniak and analyst Dustin Plunkett, with reporters Jeremy Schaap and Marty Smith on the infield;
- Pre-Games programming including the one-hour special, "Countdown To The Special Olympics World Games with Robin Roberts," as well as a new 30 For 30 Short documentary, "Brave In The Attempt," executive-produced by Maria Shriver;

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- The first-ever daily 30-minute, prime-time World Games highlights show at 1900 Eastern Daylight Time (1600 Pacific) from 26 July-1 August on ESPN, ESPN2 and/or ABC originating from ESPN's Los Angeles Production Center at L.A. LIVE, plus a Games retrospective aired on the following weekend (all times Eastern Daylight Time in the United States):

23 July	Thursday	Countdown to the Special Olympics World Games with Robin Roberts	9 p.m.	ESPN
25 July	Saturday	Countdown to the Special Olympics World Games with Robin Roberts 30 For 30 Short: Brave In The Attempt Countdown to the Special Olympics World Games with Robin Roberts	2:30 p.m. 7:30 p.m.	ABC ESPN
25 July	Saturday	Opening Ceremony	9 p.m.	ESPN
26 July	Sunday	LA2015 Highlights	7 p.m.	ESPN2
27 July	Monday	LA2015 Highlights	7 p.m.	ESPN
28 July	Tuesday	LA2015 Highlights	7 p.m.	ESPN
29 July	Wednesday	LA2015 Highlights	7 p.m.	ESPN
30 July	Thursday	LA2015 Highlights	7 p.m.	ESPN2
31 July	Friday	LA2015 Highlights	7 p.m.	ESPN2
1 August	Saturday	ESPN on ABC Sports Saturday	4 p.m.	ABC
1 August	Saturday	LA2015 Highlights	7 p.m.	ESPN
7 August	Friday	Best of LA2015 & Closing Ceremony	7 p.m.	ESPN
8 August	Saturday	ABC Sports Saturday: Best of LA2015	4 p.m.	ABC

All of these shows re-aired on ESPN2 later on the same night, and including coverage on ESPN Deportes and additional re-airs that were added during the week, a total of 38 hours of World Games coverage was shown on the ESPN family of networks.

KABC7 re-aired the Opening Ceremony for the Los Angeles market in its entirety, immediately following the ESPN broadcast, from 9:30 p.m.-1 a.m. Pacific Daylight Time.

- Provided a two-minute daily Video News Release available for use, free of charge, by broadcasters worldwide.

Produced by Bill Bonnell (Opening Ceremony) and Kate Jackson, with "SportsCenter" anchors Lindsay Czarniak and Kevin Negandhi as hosts and Jeremy Schaap and Marty Smith reporting from the competition venues, the ESPN coverage reached a remarkable 20,160,000 viewers in the U.S. alone. International exposure with ESPN's licensed broadcasters worldwide placed the World Games in more than 170 countries.

Licensed international broadcasters to carry the ESPN coverage included:

- | | | | |
|--------------|---|-----------|-----------|
| • ABS-CBN | Philippines | • ORF | Austria |
| • BT Sport | Great Britain | • Starhub | Singapore |
| • Fox Sports | Cyprus, Greece, Israel,
Malta, Turkey, and Africa in
coordination with SuperSport | • TG4 | Ireland |
| • Indovision | Indonesia | • TSN | Canada |
| • ITV | Great Britain | • TV3 | Thailand |
| • NHK | Japan | • TVB | Hong Kong |
| • Nordisk TV | Sweden | • TVI | Portugal |
| • NTV | Mongolia | • TVP | Poland |
| | | • Viasat | Russia |
| | | • YLE | Finland |

Broadcasters covering the World Games with crews in Los Angeles included ORF (Austria), YLE (Finland), BBC and ITV (Great Britain), RTE (Ireland), NTV (Mongolia) and Nordisk (Sweden).

In addition, World Games coverage on ESPN.com received more than one million page views.

The impact of ESPN's efforts on the success of the 2015 World Games cannot be overstated. Even with a modest budget, its high-quality shows validated the quality of the Games and helped drive additional spectators to the live events. Across the country, attention to the Special Olympics World Games reached new heights.

The television coverage of the Opening Ceremony was meticulously planned in conjunction with producers FiveCurrents and ran fairly smoothly. However, the planning for the competitions did not always fit with the needs of television and some real-time adjustments had to be made to help ESPN obtain the coverage it desired. In the future, an increased role for television and its requirements for camera and commentator placements must be taken into account when planning for the competitions. Future organizers would be wise not to underestimate the impact of accommodating the ever-expanding needs of broadcasters for access, power, space and people required to produce world-class programming at the World Games.

2.24 Medical Programs

The Medical Services program was one of the success stories of the 2015 World Games, thanks in large part to the commitments of local health-care partners and public-safety officials who created a dynamic and flexible support system for delegates, fans and staff.

It was also the largest operating department in the entire World Games, with a total of 2,670 staff and volunteers engaged in providing medical services.

Athlete and Delegate care:

Given the special needs of athletes coming to the World Games, a heavy emphasis was placed on a strong medical program.

This was achieved through the combined efforts of a coalition of world-class Southern California medical services providers, including:

- *Kaiser Permanente:*
As medical services sponsor for the 2015 World Games, Kaiser Permanente provided oversight and communications coordination through the Medical Command Center and integrated the Healthy Athletes Program vision of wellness into delivery of overall Medical Services plan. Kaiser Permanente physicians and staff provided on-field medical coverage at the Delegation Welcome Center at Loyola Marymount University, the Long Beach venues, Los Angeles Convention Center, UCLA and USC.

In an extraordinary show of support, some 600 Kaiser Permanente personnel were involved as World Games volunteers.

- *Keck USC School of Medicine:*
Operated the Poly Clinic on the USC campus, supporting delegations housed there, providing both acute and emergency medical care, as well as the Healthy Athletes Program.

- *UCLA Health System:*
Operated the Polyclinic on the UCLA campus, supporting delegations housed there, providing acute care, as well as the Healthy Athletes Program, with special emphasis on the MedFest physical examination project.
- *Children's Hospital Los Angeles:*
Provided on-field coverage at Balboa Sports Center, Griffith Park (Wilson and Harding Golf Courses) and the Los Angeles Equestrian Center.
- *Western University of Health Sciences:*
Supported the Healthy Athletes program, especially the MedFest physical examination project and clinical resources for Healthy Athletes.
- *Charles R. Drew University of Medicine and Science:*
Provided the Overnight Nursing program for the World Games.
- *American Medical Response (AMR):*
Provide ambulance support, including communications coordination and dispatch.

Bert Mandelbaum, M.D., founder of the Santa Monica Orthopaedic and Sports Medicine Group, served as Chief Medical Officer of the World Games. The World Games Medical Director was Aaron Rubin, M.D., Program Director for the Sports Medicine Fellowship at Kaiser Permanente with Thad Woodward, M.D., a Sports Medicine specialist at Kaiser Permanente, serving as Associate Medical Director.

Preparation for the medical needs of the delegations began long before athletes began arriving in Los Angeles. Every Special Olympics Athlete attending the World Games was required to have a documented medical examination prior to coming to Los Angeles, or had to pass a physical examination upon arrival. Each Delegation was required to have at least one Delegation Team Physician and/or Delegation Medical Personnel who can support the medical needs of its members. A detailed Medical Risk Assessment identified athletes with medical conditions that may require clinical monitoring or medical intervention.

Medical Services facilities were arranged at every venue, often with multiple stations for each sport. At USC for example, four field-of-play medical stations – all in tents – were placed at the athlete check-in, athlete warm-up and two on the field of play for Athletics at Loker Stadium. Three stations – at the awards area and at both ends of the pool – were available at the Uytengsu Aquatics Center. The massive South Hall of the Los Angeles Convention Center, host to five sports, had three large medical stations just steps from the fields of play. Field-of-play medical facilities were staffed by sports medicine physicians, athletic trainers, emergency medical technicians, paramedics, nurses and/or first-aid providers.

Polyclinics were set up at the delegation housing sites at UCLA and USC to provide treatment for all non-life-threatening illnesses and injuries that required additional intervention (notably X-rays) outside the scope of a venue facility. In addition, they provided after-hours medical support for athletes and medical observation services. Two nurses per housing cluster were on-site at each campus from 2000 to 0800 overnight as first responders for delegations in case of after-hours medical emergencies.

The combination of heavy staffing and comprehensive medical service stations at the competition sites ensured that athlete health would be well maintained at the 2015 World Games. Even so, there were many delegation requests for services, especially for prescription drugs, wheelchairs and crutches which were not related to on-site injuries, but to meet pre-existing needs that were not the responsibility of the organizing committee. Moreover, requests for assistance for non-athlete members of delegations were quite frequent, especially at the polyclinics. It will be helpful in the future for organizers to ensure that the limitations of the medical programs provided are well publicized in advance of delegation arrivals, and strongly enforced, especially in the early days of the Games.

There was some confusion in the arrangement of medical insurance for Host Towns, but this was ironed out in advance of delegation arrivals. This key area must be addressed as early as possible in order to keep Host Towns from withdrawing due to potential liability exposure from medical-related issues.

Healthy Athletes:

The highest-profile medical program at the World Games was “Healthy Athletes.”

This program of free screenings and information on how to live a healthier life was instituted in 1995 at the ninth Special Olympics World Summer Games at New Haven, Connecticut, and is now a fixture at the World Games.

Healthy Athletes offers a free seven-part program to promote health:



- | | | |
|------------|------------|--|
| • Fit Feet | (Podiatry) | Podiatric screenings to evaluate ankles, feet, lower extremity biomechanics and proper shoe and sock gear and usage. |
|------------|------------|--|
- | | | |
|--------------|--------------------|--|
| • FUNFitness | (Physical Therapy) | Designed to assess and improve an athlete’s flexibility, functional strength, aerobic capacity and balance, and to educate coaches and families. |
|--------------|--------------------|--|
- | | | |
|--------------------|--------------------------------|--|
| • Health Promotion | (Better Health and Well Being) | Uses interactive tools, displays and demonstrations to encourage healthy behaviors and enhance levels of wellness and self-care. |
|--------------------|--------------------------------|--|
- | | | |
|-------------------|-------------|---|
| • Healthy Hearing | (Audiology) | Free hearing screening designed to detect hearing problems and ensure proper audiological care. |
|-------------------|-------------|---|

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- Lions Clubs Int'l (Vision) Free eye assessments and prescription eyeglasses, sunglasses and sports goggles at no charge.
- Opening Eyes
- Special Smiles (Dentistry) Oral care information, free dental screenings and instructions on correct brushing and flossing.
- MedFest (Sports Physicals) Physical exams for athletes not previously screened prior to competition, including stations for medical history, height and weight, blood pressure, cardiology tests, musculoskeletal tests, orthopedic tests and abdominal evaluation.

All of these services were free, and offered in large pavilions in or adjacent to McCarthy Quad on the USC campus from 26 July-1 August from 1100 to 1900 daily:

• Healthy Athletes check-in:	600 sq.ft.	(~ 56 sq. m)
• Fun Feet:	3,200 sq.ft.	(~ 297 sq. m)
• FUNFitness:	4,000 sq.ft.	(~ 372 sq. m)
• Health Promotion:	2,000 sq.ft.	(~ 186 sq. m)
• Healthy Hearing:	2,432 sq.ft.	(~ 226 sq. m)
• Opening Eyes:	4,000 sq.ft.	(~ 372 sq. m)
• Special Smiles:	1,950 sq.ft.	(~ 181 sq. m)
• Coaches' Lounge:	400 sq.ft.	(~ 37 sq. m)
• Healthy Athletes referrals:	1,200 sq.ft.	(~ 112 sq. m)

In all, the pavilions and associated storage facilities comprised more than 20,000 sq.ft. (1,858 sq. m) of space. MedFest physical exams were done at both the UCLA and USC campuses, at facilities separate from the other Healthy Athletes programming. Levi Harrison, M.D., served as the Medical Director of the Healthy Athletes Program, which opened with a gala ribbon-cutting ceremony on the morning of 26 July.

All of the 6,163 athletes who attended the 2015 World Games were pre-scheduled for a visit (which is optional), fully coordinated with their individual training and competition schedules. Many took advantage of the opportunity and the results were remarkable:

• Athletes screened:	5,484	total	(88.98% of all athletes)
	3,321	males	(60.18% of screened)
	2,163	females	(39.84% of screened)
	18,579	total screenings in the six disciplines	
• Fun Feet:	4,489	screenings	
• FUNFitness:	2,015		
• Health Promotion:	3,098		
• Healthy Hearing:	2,840		
• Opening Eyes:	3,369		
• Special Smiles:	2,768		

Over the seven days of the Healthy Athletes program, more than 5,000 pairs of properly-fitted athletic shoes were distributed, 1,300-plus pairs of eyeglasses were issued, more than 600 athletes received comprehensive dental care, 322 hearing aids were distributed, and 197 athletes

were fitted with hearing aids. Life-changing experiences took place daily, giving athletes from around the world a new opportunity to participate on a more-level playing field, at the World Games and for the future.

Spectator First Aid:

Spectators, officials, news media, Honored Guests and LA2015 staff were supported with a series of first-aid stations which were placed at every competition venue. These were generally staffed by two people at any time and were available during all hours that a venue was open, usually one hour prior to the start of competition and 30 minutes afterwards.

Stations were staffed by combinations of certified first-aid personnel, emergency medical technicians and nurses. They provided rapid assessments of medical concerns, initial treatment of minor injuries, documentation and escalation to a higher level of care if needed. If emergency services were needed, the 9-1-1 system was activated for assistance and response.

2.25 Office Administration

From its inception to create the bid documents in 2011 to the completion of the World Games in 2015, the Games Organizing Committee in Los Angeles grew from a staff of two to 428-plus and then down to near-zero once again.

Initially housed in donated offices of the Abelson Herron law firm in downtown Los Angeles law firm for president and chief executive Patrick McClenahan and bid coordinator Elisa Van Laningham, the first move was in January 2013 to donated space from corporate partner Deloitte at 350 South Grand Avenue, also in downtown Los Angeles.

From just a few offices at first, the need for space spread to a half-floor and then a full floor at the Deloitte offices by September 2013.

Finally, in September 2014, the LA2015 team moved to its final headquarters location on two floors of the iconic, 73-story U.S. Bank Tower – at 1,018 feet (310 m) high, the tallest U.S. building west of Chicago – through the courtesy of sponsor OUE Skyspace Los Angeles.

The World Games operations initially occupied the 40th and 41st floors (approximately 23,650 sq. ft. or 2,917.2 sq. m each) from October through December 2014, then moved to the 20th and 21st floors with a similar layout in January 2015, through the Games period. Between the two floors, there were five conference rooms (20th: one medium and one small room; 21st: two small and one very large conference room) and an enormous open-seating “bullpen” with 84 tables and 168 working positions (expandable to more than 210) on one end of the 21st floor. This area was used for presentations and ad hoc meetings of all kinds until re-arranged for use by the Hub teams in June to foster better inter-departmental integration.

One unusual aspect of the LA2015 headquarters office arrangement was the lack of a single landline telephone. All telecommunications were handled through Voice over Internet Protocol (VoIP) programming using the Ring Central software system. The staff was supported by one Gigabit of bandwidth, which proved to be fully sufficient until the last two months prior to the Games, when the number of staff users overloaded even this allocation. A handful of office-type telephone handsets were installed, but more than 95% of all staff used their personal mobile phones (and the Ring Central mobile application) for personal telecommunications.

Another innovation which was widely used in LA2015 offices was repainting the walls with paint that created a functional dry-erase board surface. This allowed staff to literally write checklists, ideas and status reports on the walls, making communications easier to share with colleagues working in the same office, or when meetings were held.

Executive offices, communications, community relations, development and sponsorship, finance, human resources and technology were housed on the 20th floor. Delegation services, guest services, operations and all of the sports and venue teams were housed on the 21st floor, which grew quite crowded as the Games drew near.

Most of the World Games staff completed their roles quickly after the Games. By the end of August, the staff had shrunk to 17, and by the end of September, only eight staff members remained, all relocated to the 20th floor.

2.26 Philately

For the second time in United States postal history, Special Olympics was honored with a U. S. postage stamp. A full-sized, first-class-forever commemorative stamp honoring the World Games was introduced on 9 May 2015 in Irvine, California (92619).

The design by Greg Breeding features the 2015 Special Olympics World Games Los Angeles logo on a graduated background, showcasing the colors of flags from participating countries.

A full series of philatelic collectibles, including First-Day Covers, panes, press sheets, special digital-color postmarks and posters were created by the United States Postal Service.

(Link: <http://uspsstamps.com/stamps/special-olympics-world-games>)



The 2015 design follows up on the 2003 issuance of an 80-cent international-rate stamp celebrating the 35th anniversary of the Special Olympics Movement. The design, by Lance Hidy, pictures an athlete wearing a medal and celebrating by grasping the hands of fellow competitors and raising them in the air. The Special Olympics logo appears above the athlete's head.

2.27 Promotion and Publicity

Perhaps the largest promotion of a single event in Southern California history since the 1984 Olympic Games helped raised the profile of the World Games in the local area and across the United States.

Campaign theme: REACH UP

Using the iconic World Games logo, the promotional campaign for the Games was “REACH UP,” an acronym for seven attributes that define the World Games program for 2015:

- R Respect
- E Enthusiasm
- A Acceptance
- C Compassion
- H Heart

- U Unified
- P Play



Elements and Programs:

An astonishing variety of advertising, displays and events showcased the World Games logo, message and promoted the Games. Some of the highlights:

- *Advertising:*
The World Games were featured in a wide program of display advertising and special promotions. These included, but were not limited to:
 - = Airport signage at Los Angeles International Airport (LAX);
 - = Digital signage at L.A. LIVE, Westfield Malls and The Citadel Outlets;
 - = Movie trailers, shown in 5,000 AMC Theaters nationwide;
 - = Newspaper advertising in *La Opinion* (48 print placements from 1 February-2 August), the nine Los Angeles News Group newspapers (more than 1,260 column inches, the equivalent of 10 full pages) and the *Los Angeles Times* (25 print placements from April-August, 32 online placements and promotional spaces at the “Festival of Books” and other events);
 - = Outdoor advertising, on 80 14x48-foot Outdoor Bulletins, 250 12x25-foot posters, 500 transit shelters and more than 500 space-available postings;
 - = Product placements, including ESPN’s widely-watched Saturday-morning “College Gameday” shows;
 - = Radio promotions and public-service announcements, including 4,400 English-language and 10,500 Spanish-language spots;
 - = Television promotions and public-service announcements, including 4,800 English-language and 7,200 Spanish-language spots;
 - = Tourism promotion ads for domestic and international markets, by the Los Angeles Convention & Tourism Authority.

The outdoor and radio campaigns generated a total of more than one billion impressions, with a value – all donated – of more than \$20 million.

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The coordination of ad donations, placements and production was provided by World Games sponsor Davis Elen Advertising, consuming more than 7,000 hours of agency staff time, plus additional LA2015 staff graphics time in preparing the newspaper ads.

- *Promotions:*

An endless variety of promotional programs was devised to keep the World Games in the public eye, especially in Southern California.

On 16 April, as part of ceremonies marking “100 Days Away,” the giant entry pylons at Los Angeles International Airport and the 130-foot-tall Pacific Wheel Ferris wheel on the Santa Monica Pier were lit up in World Games colors from sunset to midnight. The crown of OUE SkySpace Los Angeles (633 West 5th Street, the tallest building in the West) was lit in the colors of the Games beginning on 1 May.

The Circle of Inclusion was used as a popular promotional tool at many events, and the World Games flag was flown and shown around the world, even in front of the last-standing Wonder of the Ancient World, the pyramids at Giza, Egypt:



A key driver of public and media attention came from World Games promotional events, which could be free-standing, or intertwined with other, already-established programs. Some examples:

- = Jan. 2015: *Kaiser Permanente Rose Parade float: “Together We Thrive”*
The World Games-themed float was awarded the Judge’s Special Trophy for the most spectacular in showmanship and dramatic impact. The 126th Rose Parade marked Kaiser Permanente’s tenth float entry, designed and built once again by Fiesta Parade Floats.

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A floral salute to the World Games, the float featured a sculptured reproduction of the World Games torch, sitting atop a rotating replica of the World Games logo. A rotating hexagon with eight “floral-graphs” pictured inspiring photographic moments of past Special Olympics competitions, taken by photographer Cory Hansen. Reproductions of gold, silver and bronze medals adorned the sides and a reproduction of the Los Angeles Memorial Coliseum, stood as the float’s backdrop.

= Jan. 2015: *Avril Lavigne Song “Fly” to Support Special Olympics*
Canadian singer-songwriter Avril Lavigne announced a new song called “Fly” for The Avril Lavigne Foundation to support the World Games. The Avril Lavigne Foundation launched a campaign in September 2014 to raise funds to support 30 Special Olympics Athletes, from five different countries, competing in the 2015 World Games. During her 2014 World Tour, Lavigne met with and invited more than 200 Special Olympics Athletes to her shows in 14 countries.

= Jan. 2015: *Heads of Delegation Conference*
Held at UCLA and widely covered by area news media, the HOD Conference showcased the World Games program to representatives of 72 countries in advance of their trip to Los Angeles in July.

= Feb. 2015: *“Gold Meets Golden” Fundraiser on Academy Awards Weekend*
Hosted by Academy Award winner Nicole Kidman, this third-annual fundraising luncheon brought together stars from entertainment, sports and Special Olympics at the Equinox Sports Club Lounge on 21 February. It benefitted the World Games “Support An Athlete” Program, which raised funds to cover athlete costs for their stay in Los Angeles.

The event featured stars Eddie Redmayne, Laura Dern, Gina Rodriguez, Matt Bomer, as well as Kidman, and Olympic champions Greg Louganis, Nadia Comaneci and Bart Conner, and Maria Shriver, daughter of Special Olympics founder Eunice Kennedy Shriver.

= Apr. 2015: *“100 Days Away” Celebration*
Held at the LA84 Foundation, a legacy of the 1984 Olympic Games, the colorful designs of the World Games medals and award ribbons were unveiled in a ceremony featuring Olympic gold medalists Rafer Johnson (track & field), Julie Foudy (two gold medals in women’s soccer), Greg Louganis (four gold medals in diving), John Naber (four gold medals in swimming) and LA84 President and two-time Olympian (and Olympic medalist in rowing), Anita L. DeFrantz.

= Jul. 2015: *Unveiling of Toyota’s “Share The Journey” Public Murals*
Inspired by the freeway murals program created for the 1984 Olympic Games, three public artworks were dedicated in a ceremony at the Los Angeles Memorial Coliseum. Created in cooperation with the Los Angeles Mural Conservancy, these murals are a legacy of the 2015 World Games:

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The artworks include (1) Kent Twitchell's "Special Olympics Monument," a dual portrait of Special Olympics icon Rafer Johnson and Special Olympics Athlete Loretta Claiborne, located at 1147 South Hope Street in Los Angeles; (2) David Flores's "World Stage Legacy," picturing the history of the Coliseum, located on the ground level outside the west end of the facility; and (3) Artist "Cryptik"'s portrait of boxing champion Muhammad Ali and multiple plaques with inspirational quotations from Special Olympics Athletes and advocates, located at 1248 South Figueroa Street in Los Angeles.

- *Public Relations:*

LA2015's media outreach efforts helped to familiarize the World Games to all of Southern California, beginning with the award of the event to Los Angeles in 2011.

An initial effort with area news media, especially the *Los Angeles Business Journal*, *Los Angeles Daily News*, *Los Angeles Times* and the *Orange County Register*, introduced the World Games to the public in 2011 and 2012. In the year prior to the Games, an aggressive approach was taken to put the World Games in front of newspaper, radio and television audiences, complementing the work being done online (Web and social media) by LA2015's Digital Strategy team.

One of the strongest outreach opportunities came from the announcement of Host Towns for the Games, bringing that community face-to-face with the World Games and Special Olympics Athletes (including many members of the LA2015 Global Messenger corps). The LA2015 public relations team of three people forged strong relationships with both the English-language and Spanish-language media in Southern California, especially the local television stations. Their support of the World Games was a key element in expanding interest in the event beyond its existing core audience in the area during all of 2015.

Working in concert with a national public relations firm, the LA2015 outreach effort was also able to create significant impact across the United States. This had a positive effect in encouraging news media outlets from outside Southern California to plan their own coverage of the Games and apply for media credentials.

The LA2015 public relations team also produced and coordinated the use of sets of graphical elements – backdrops, banners, pop-up signage and table covers – that could be used for any kind of special event by any LA2015 department. These proved popular indeed and were in demand through the end of the Games.

Sports Commissioners and LA2015 Goodwill Ambassadors:

The LA2015 Sports Commissioners program included Olympians, Paralympians and professional athletes who provided leadership and expertise in an official capacity within their sport. They were present at the ceremonial opening of venues, led coaching clinics, presented awards and provided support and encouragement for the competitors. As elite performers in their own right, the 32 Sports Commissioners were keenly aware of the empowering influence of sport:

Amy Alcott
Bob Babbitt
Dain Blanton
Valerie Ann Brisco-Hooks

Sky Christopherson
Tamara Christopherson
Jason DeRulo
Julie Foudy

Amanda Freed
Nastaya Generolova
Linda Hanley
Jacqueline Hansen

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Queen Harrison
WWE Superstar Mark Henry
Heather Jackson
Cobi Jones
Michellie Jones
Meb Keflezighi
Tommy Lasorda

Mario Lopez
Greg Louganis
Lenny Krayzelburg
Gideon Massie
Ann Meyers Drysdale
John Naber
Michael Phelps

Amy Purdy
Gavin Rosedale
Donald Suxho
Tyree Washington
Jeff Williams
Nick Young

The 52 World Games Goodwill Ambassadors included celebrities, sports figures and other high-profile individuals – with a combined social-media audience of more than 200 million – who agreed to use their significant social-media influence to raise awareness and create acceptance and inclusion for people with intellectual disabilities around the world:

Kelsea Ballerini
WWE Superstar
Big Show
Jamie Brewer
Sharna Burgess
WWE Superstar
Diva Cameron
Val Chmerkovskiy
Cody Christian
Miranda Cosgrove
Andra Day
Oscar De La Hoya
Gavin DeGraw
Brooklyn Decker
Jason Derulo
Kimberly Elise
Bill Engvall
Elizabeth Espinosa
Kevin Eubanks

WWE Superstar Diva
Eva Marie
Angie Everhart
Allyson Felix
Geovanni Gopardi
Carrie Ann Inaba
Anne Mare Johnson
Beverly Johnson
Juanes
Jennifer Lawrence
Tara Lipinski
Charlotte McKinney
WWE Superstar
Stephanie McMahon
Dominik Meichtry
Maria Menounos
Tim Morehouse
Tahj Mowry
Nancy O'Dell

Terrell Owens
Wilson Phillips
Lauren Potter
Curtis Pride
Sofia Reyes
Darius Rucker
Zoe Saldana
Jon Secada
Michael Strahan
Geoff Stults
Alison Sweeney
Bo Svenson
Robin Thicke
Wilmer Valderrama
Travis Van Winkle
Tyree Washington
Marcellus Wiley
Metta World Peace

Guidelines to assist the Goodwill Ambassadors with their social-media activities were distributed just prior to the Games.

2.28 Publications

One of the areas of heaviest activity, but least visibility, in the 2015 World Games was in the publications area. Although more than 100 separate items were produced for external usage, almost none were produced on paper in keeping with the LA2015 commitment to sustainability. Most were produced in the Portable Document Format (PDF) to allow wide use on a variety of computers and related devices.

Production responsibilities for the publications area were widely distributed. Each department which had a need for one or more publications was responsible for its conception, most (or all) of the text and distribution by electronic means. However, significant assistance was offered (and gratefully accepted) by the Communications group in the form of the LA2015 graphics team. This tiny (two staff members and two interns) team created the look of dozens of publications,

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hundreds of advertisements and took on photography and videography assignments in the final months before the Games.

The Communications team also offered style review and coordination services to help ensure that published pieces shared a common (and approved) look and references. Widely used and appreciated, this service was a key to maintaining a common set of reference terms and kept reader confusion to a minimum.

A small sampling of the PDF publications produced for the Games for external users included, but was not limited to:

• Brand Standards Manual	1 edition	(Created by) Communications	8/2014
• Credentials Guide	1 edition	Guest Services	7/2015
• Delegation Fact Sheets	1 edition	International Relations	6/2015
• Factbook	3 editions	Media Operations	5/2015, 6/2015, 7/2015
• Families Handbook	1 edition	Family Services	6/2015
• Fans in the Stands			
• Game Day Guide	1 edition	Community Outreach	7/2015
• Guest Services Toolkit	1 edition	Guest Services	6/2015
• Guide for News Media	2 editions	Media Operations	7/2015
• Head of Delegations Manual	2 editions	Delegation Services	1/2015, 7/2015
• Honored Guest Guide	1 edition	Honored Guest Services	7/2015
• Host Town Toolkit	1 edition	Host Town	3/2015
• International Delegation			
• Uniform/Apparel & Merchandise			
• Brand Style Guide	1 edition	Licensing & Merchandising	1/2015
• Spectator Guide	1 edition	Spectator Services	6/2015
• Sports Technical Manuals (26 separate sport manuals)	2 editions	Sports	1/2015, 7/2015
• Style Guide	1 edition	Communications	7/2015
• Support an Athlete Toolkit	1 edition	Development	9/2014

In addition, dozens of training manuals for various departments were created for internal usage.

Because these publications were posted in a digital format, it was possible to update them continually and re-post them online, and many were. Unfortunately, because of the lack of a central clearinghouse for all publications, many did not have any indication of the version number or the date as of which the publication was valid. Future organizers are recommended to improve the usefulness of published items – especially online – with clear indications of the date of publication.

Two publications were printed and widely distributed: the LA2015 Visitors Guide and the Official Souvenir Program.

- The Visitors Guide was created in concert with the Los Angeles Tourism Board as a dual-purpose, eight-page insert for the July issue of *Los Angeles* magazine that was also printed for distribution citywide. It was produced at no cost to LA2015 and provided to Honored Guests, news media and others at multiple locations in and around the Games.
- The Official Souvenir Program was available at the Opening Ceremony and wherever World Games souvenirs were sold. The 144-page plus cover, full-size program included stories on the history of the Games, about Los Angeles as a center for mega-events over its history, a salute to Special Olympics icons Rafer Johnson and Maria Shriver and a comprehensive

schedule of the Games, list of the venues, roster of the competing Special Olympics Athletes registered to attend and of the LA2015 staff.

Produced at no cost to the organizing committee by Professional Sports Publications, 33,000 copies were produced. A complimentary copy was produced to all delegation members, Honored Guests and credentialed news media, with 20,000 available for public sale.

2.29 Security and Spectator Services

A carefully-coordinated program of security was being developed and successfully implemented by local, regional and national law-enforcement entities in Los Angeles and beyond.

Security:

Locally, the Los Angeles Police Department (LAPD) and Los Angeles Fire Department (LAFD) were the lead agencies to coordinate security support for the Games. Both departments had officers embedded on a full-time basis into the LA2015 organizing committee, making coordination of security issues a part of the everyday program rather than an occasional review with a group of outsiders, beginning in November 2014. These officers then liaised with their own departments and with their corresponding agencies in other cities, such as the Long Beach Police Department and Long Beach Fire Department for events taking place there, the U.S. Department of Homeland Security and the U.S. Secret Service (especially critical for the Opening Ceremony).

Security coordination was excellent in the planning phase, with thorough discussions of every conceivable scenario, and the use of embedded officers into the planning organization is highly recommended for the future. The LAPD provided an Incident Commander for the World Games program and had section chiefs for planning, logistics and operations, with special attention to the delegation housing areas at UCLA and USC.

During the Games, the need for area-wide coordination of activities and information between not only the LAPD, LAFD and the organizing committee, but also other agencies on the local, regional and Federal level required the creation of a shared information and operations center. Initially suggested to be housed at the Los Angeles Convention Center – where many other Games activities were going on, including sports competitions – the decision was made to utilize a close-by, but completely secure location. Known as the “Unified Command Post” (UCP), it was located in an unused Los Angeles Unified School District security management building at 1330 West Pico Boulevard in the downtown Los Angeles area.

The UCP was staffed from 0600-2300 daily from 18 July through 3 August, with personnel from the LA2015 organizing committee, Special Olympics, Inc., the Los Angeles Fire Dept., Los Angeles Police Dept., representatives from the World Games risk management team and relevant State of California and Federal agency representatives. Overnight coverage was provided by the Los Angeles Police Dept., which had on-call resources from all other groups which it could call on as needed.

Daily briefings were held at 0700 with the department heads of LA2015 and Special Olympics, Inc., law enforcement and risk management teams. A Web-based incident-management system was used to track all significant issues report to the UCP from individual venues.

One of the high-profile functions of the UCP was to track missing persons, which became situations that attracted high media attention. Although only a handful of World Games-related individuals were ever reported missing, there were two calls for assistance to the public:

- Andi Gusmari, a 44-year-old bowler from Albania, went missing on 1 August and a news conference was held on 2 August to ask for the public's help in finding him. He was found on 3 August after managing to take a bus out of Los Angeles and ending up in Hayward, California, where he walked into a police station there. He was returned to Los Angeles and then flown back to Albania.
- Kone Ange Isimel, a 15-year-old table tennis player from Cote d'Ivoire left his delegation on the morning of 3 August while at the Los Angeles International Airport, preparing to return home. He was found later the same day in nearby Inglewood, California, sleeping on the front lawn of a private home, and returned to his delegation. His retrieval was announced at a news conference at the LAPD Pacific Division Station on 3 August.

There were other reports of persons who left their delegations, the last of which was Abijan (Mahamed) Ouattara, a 28-year-old golfer from the Cote d'Ivoire team, on 3 August. However, as he was an adult present in the U.S. on a valid tourist visa that would not expire for more than a month, and left his delegation after being delivered from LA2015 control, the matter was referred to the Inglewood Police Department for follow up.

The Unified Command Post concept was quite successful and led to a quick expansion of its functions, with a transportation coordination office added to the site and other functions enabled on an as-needed basis. This presented some challenges to the LA2015 technology team, which was asked to add additional Internet bandwidth to support the facility, and while it was able to do so on an accelerated basis, reliability was a continuing issue.

While the police and fire department personnel were responsible for law enforcement and public safety, they did not have responsibility for access control or crowd management. The World Games organizing committee retained these areas under its control, working with the Spectator Services department volunteers to control access in public areas at the venues, and with contracted security firms to manage asset protection, crowd control and movement.

The asset protection and crowd control program assigned to contracted security companies generally worked well. The lone significant problem came at the Opening Ceremony, where it was determined just a few days before the event that all persons entering the Coliseum would be required to pass through magnetometers. Because of the lateness of this decision, there were not enough security staff on hand to conduct these checks in an efficient manner, leading to a lengthy back-up at the spectator entry plaza on the north side of the venue. The backlog was eventually cleared, but it took much longer than expected.

Spectator Services:

Although identified as a support department for spectators attending the World Games, in fact the Spectator Services team provided an effective extension of the security program into the venues.

Its functions were primarily identified as access control, but Spectator Services also encompassed:

- Access control to all venues, enforcing the system used on the LA2015 credentials;
- Coordinating access control to areas controlled by specific functional departments, notably Sport, Media Operations and Honored Guests;
- Mobility assistance coordination at all sites;
- Lost-and-Found coordination at all sites;
- Spectator Information kiosks at all sites.

Spectator Services was the third-largest function in the World Games, with 1,486 volunteers projected to be used at all venues combined, and was highly successful. Access control protocols worked very well at most sites, and especially well to handle the over-capacity crowds at Aquatics, Bowling, Gymnastics and Judo. The agreed-to program for letting people in in conjunction with the venue owner and public-safety management worked as planned and was effective. Having individual functional areas handle their own areas also proved effective as departments worked well in controlling their own functions and guests.

The use of a Games-wide online log for cataloging Lost and Found items was another successful innovation which allowed tracking of items from any venue, and presented a comprehensive service to spectators.

The Mobility Assistance program was well defined, but was taken advantage of by officials and spectators looking for convenience more than assistance. This was especially true at UCLA and USC, so a stricter application of actual needs was implemented a few days into the Games to reduce the load on the golf-cart drivers. This proved satisfactory.

The system of identifying the Spectator Services volunteers via a giant foam “hand” that read “Ask Me” on it made this team highly visible, so much so, that Spectator Services staff were asked for information by athletes and coaches that should have been made to the Sport Information Desk.

2.30 Special Events

Although the Special Olympics World Games is primarily about sport, there were significant additional programs which were held outside of the competition and ceremonies venues. Under the catch-all title of “special events,” these importantly included the World Games Festivals at UCLA and USC, large-scale receptions related to the Opening Ceremony and the Families program and World Games-affiliated events put on by other organizations.

Festivals:

Opened on 24 July and concluded on 2 August, the World Games Festivals celebrated the World Games and brought athletes, families, officials and spectators together in a relaxed, inclusive atmosphere.

At UCLA, the Festival was held at Wilson Plaza in the center of campus, while Alumni Park was the Festival location at USC:

24 July	Friday	UCLA: 1200-2100	Move-in Day	USC: 1200-2100	Move-in Day
25 July	Saturday		1000-1200		1000-1200
26 July	Sunday		1000-2100		1000-2100 Latin America Day
27 July	Monday		1000-2100 East Asia Day		1000-2100
28 July	Tuesday		1000-2100		1000-2100 Africa Day
29 July	Wednesday		1000-2100 Middle East & North Africa Day		1000-2100

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30 July	Thursday	1000-2100	1000-2100	Asia Pacific Day
31 July	Friday	1000-2100	1000-2100	Europe/Eurasia Day
01 August	Saturday	1000-2100	1000-2100	North America Day
02 August	Sunday	1000-1200	1000-1200	

Entertainment from a main stage will be featured, which can also be used for designated awards ceremonies and special-recognition programs.

Festival programming saluted each of the seven Special Olympics regions worldwide on specific days, rotating between the campuses. These Cultural Days in both Festivals were presented by the Los Angeles County Department of Cultural Affairs. An LA2015 Art Initiative at both Festivals was presented by the Tierra Del Sol Foundation.

The Festivals were busy places, with constant entertainment and activities in dozens of booths:

UCLA/Wilson Plaza:

- Bank of America
- Cheer for 2015
- China National Tourist Office
- The Coca-Cola Company
- E-Sports Gaming Tent (powered by Microsoft)
- ESPN
- First Aid & Mobility Assistance
- Grip-n-assist Gladbelt
- Herbalife Nutrition
- HiDow USA
- Kaiser Permanente
- LA2015 Art Initiative
- LA2015 Closing Ceremony tickets
- LA2015 FanZone & Special Olympics Southern California
- LA2015 Merchandise
- LA2015 Spectator Information
- Los Angeles County Dept. of Children & Family Services
- Microsoft
- Roaming Hunger Food Truck Alley
- Sports Experience & Exhibitions Field
- Toyota
- UCLA Concessions
- UPS

Awards presentations held on-stage at UCLA for:

- Gymnastics – Artistic
- Gymnastics – Rhythmic
- Judo

USC/Alumni Park:

- Bank of America
- Best Buddies
- Cheer for 2015
- The Coca-Cola Company
- CVS Health
- Deloitte
- Disney
- E-Sports Gaming Tent (powered by Microsoft)
- ESPN
- First Aid & Mobility Assistance
- Google
- Grip-n-assist Gladbelt
- HiDow USA
- Kaiser Permanente
- Knights of Columbus
- LA2015 Art Initiative
- LA2015 Closing Ceremony tickets
- LA2015 FanZone & Special Olympics Southern California
- LA2015 Merchandise
- LA2015 Spectator Information
- Los Angeles County Sheriff
- Mattel
- Microsoft
- New Directions Travel
- Quest Diagnostics
- Roaming Hunger Food Truck Alley
- Toyota
- USC Concessions
- UPS
- U.S. Dept. of Agriculture/U.S. Forest Service

The on-stage entertainment programs were generally blocked in 20-minute increments. Among the performers who entertained the crowds:

Festival Performers at UCLA:

• **DJs:**
DJ Ade
DJ AI

DJ Denise
DJ of Ability
DJ Ray

DJ Ron Sleezy
DJ Tony J
Dominic Miranda

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Gil Zuniga
KLIQ/Devonte Styles
Jason Gray
Marlon Linares
Nanchey Storer
Nekr0naut
Rogue Entertainment

• **Music & Dance:**

11Echo
ACCA-Teenage Dance Group
All Abilities Dance
Anastasia Destiny
Anastasia Zannis
Annie Chase
Anthony Alexander
Auti Angel
Ballet Folklorico
Barbara Padilla
Black Valentine
Brooklyn Rayne & Chelsea Keaton
Bust-a-Move Dance Company
Caleb Mark
Chris & Maggie
Core
Darden
Deedub & KLB
Desiah

• **DJs:**

Danni R
DJ Denise
DJ of Ability
DJ Ray
DJ Ron Sleazy
DJ Tony J
Dominic Miranda
Flash aka the Party General
Gil Zuniga
KLIQ
Nahchey Storer
Nekr0naut
Ren La'mour
Rogue Entertainment
Tecnico

• **Music & Dance:**

Adaawe
All Abilities Dance
Alma Tica Costa Rica
Anastasia Destiny
Andrew Young
Anthony Alexander
Austin Anderson
Auti Angel
Autism Movement Therapy Dancers
Ballet Folklorico

Digital Streets
Ebony Lotus
& Picture Perfect Clique
Ellysa Rose
Faith Idemundia
FreeLA Records
Gary Janney
HeartBeat
Hewan
Hi-Tops Dance Group
High Spirits Dance Program
Infinite Flow Wheelchair Dance Co.
International Peace Choir
Katrina Wolverton
Kids on Bridges
Kieu T
KJE
Leroy Sanchez
Leslie Cours Mather
Limitless
Living the Dream
Louisa Wendorff
Lundon Knighten
Marcus Mayhem
MLC-LA (Midlife Crisis-L.A. Band)
Olive Melody
On The Beat Dance Team
Outta Da Box Dance Company

Festival Performers at USC:

Bangladesh Dance
Barbara Padilla
Bust-a-Move Dance Company
Cesar Y Thiago
Chelsea Chiu
Chris & Maggie
Dances of Peru
Darren "Dagwood" Numer
David Steffan
Deedub & KLB
Diamonz & Pearlz
Donna Louise
DPAC Dance Competition
Dwayne Verheyden
Dylan Aragon & Lisa Eden
Ebony Lotus
& Picture Perfect Clique
Erin Kalin
Estrellitas de Dios
Faarrow
Fe Red
Fez and the Sufistics
Filip Jancik
Footstompers, Blue Jay Squares
and HiCountry
Free 2 Be Me
Fon Kun Dok Thai Performing Arts
George Foster Blues Band

Polonez Dance Company
Raytones
Rio "Soulshocka" Wyles
Ronnie North
Sabrina Huang
Salar Nader
Shamar Forte
Solmaaz Adeli
Stay Tuned
Tahj Mowry
Tepu
Tyran Brown
Unified Dance Competition
Upstream
Veronica Romero
Will Ovid
Zoya
Zumba by Alyson

• **Other Programs:**

Cheer for LA2015
Cur8ble & Runway

• **Sports Demonstrations:**

ACCA-Kung Fu
American TaeKwonDo Association
We Are One TaeKwonDo Challenge

Grace Rhythmic Gymnastic Group
Hamid Ala
HeartBeat
Hewan
Hi-Tops Dance Group
Hot Sauce Holiday
Huey Dunbar
InnerDancers
Intensity
Jae-P
Jazz Hands for Autism
Jennifer Morse
Jonelle Layfield
Kacey Cubero
Kat McDowell
Kayamanan Ng Lahi
- Philippine Folk Arts
Kelly's Hollywood
Kevin Navis Band
KNS Rockstar
Lani Renaldo
Leiali`inani Hula Studio
Lisa Deveaux
Lisa Sullivan-Sassafras
London Jax
Magic Makers Rock Band
Maki Hsieh
Margo Parker

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Mariachi Academy of Carson
Mario Lemarque
Megan Nicole
Merleau
The Miracle Project on the Move
Miranda Muro
Oblinyanko African Dance Ensemble
On Pointe Dance Studio
Open Academy Youth Orchestra
Pasa de Oro
Privet Earth
Recipe Men Dance Company

Revive & Rebel Rockers
Sabor de Mexico
Salar Nader
Samba Da Mudanasa
Samba Samba
Shamar Forte
Sofa Kings
Sofia Reyes
Steven Roth
Story's End
Trevor Wesley

Unified Dance Competition
Veronica Powers
Veronica Romero
WaterParx
Whiskey Sunday
Will Ovid
Zumba by Alyson

• **Other Programs:**
Cheer for LA2015
Grace Rhythmic Gymnastics

The Festivals were also strong attractions for local television stations. A permanent location was available for local television mobile units at UCLA, just steps from the Festival grounds. Arrangements at USC were made on request.

Receptions:

LA2015 hosted two large receptions at the World Games: an Opening Ceremony Reception on 25 July, presented by Bank of America and the Families Reception on 28 July, presented by the County of Los Angeles in conjunction with the Santa Monica Farmers Market.

The Opening Ceremony Reception was held at the Natural History Museum of Los Angeles County for 1,750 guests from 1400-1630, ending 90 minutes before the beginning of the Opening Ceremony itself at the nearby Los Angeles Memorial Coliseum. The event featured a “blue carpet” entrance plaza for guests, who could be interviewed by the throng of invited news media who were lined up along the entranceway.

The catered event was also the gathering point for nearly all of the celebrities and honorees who were designated to march into the Coliseum with individual delegations. They were gathered near the end of the reception for transit as a group to the south side of the Coliseum, near the entry tunnel to the field.

The “Picnic in the Park” Families Reception was held at Grand Park in downtown Los Angeles from 1800-2100 on 28 July, for about 3,000 people.

It featured a unique approach to California dining, pairing star California chefs including Suzanne Goin (Lucques, AOC, Tavern), Neal Fraser (Redbird), Susan Feniger (Border Grill), Brian Duns Moor (The Hatchet Hall), Bruce Kalman (Union), Sal Marino (Il Grano), Nick Shipp (Upper West), Tim Kilcoyne (Scratch), Corina Weibel (Canele), Valerie Gordon (Valerie Confections) and Jason Prendergast (Tender Greens) and California farmers including Weiser Family Farm, McGrath Family Farms, Tamai Farms, Tutti Frutti Farm, Coleman Family Farm, Windrose Farm, J.J.'s Lone Daughter Ranch, Drake Family Farm, Roan Mills, Peter Schaner Farm and Valdivia Farm to offer tastes of California's best seasonal produce. The Santa Monica Farmers Market coordinated the pairings.

LA Kitchen and its Empower LA Initiative, which provides job training, mentoring and a career path to youth and adults, inaugurated its new Highland Park kitchen with food worker trainees and volunteers preparing a summer fruit salad for the 3,000 attends, using donated produce collected by Food Forward, a local non-profit produce recovery organization that gleans produce from farmers markets, backyards, and the wholesale produce market.

Attendees all received a picnic-style boxed meal in addition to these featured programs, as well as sample of Mabel's famous chicken and waffles and 2,000 Sprinkles Cupcakes for dessert.

In addition to a formal welcome and recognition of the important role of families in supporting Special Olympics Athletes (hosted by Special Olympics, Inc. Board Member Vanessa Williams) was a well-received entertainment session by country-western star Hunter Hayes, courtesy of the Academy of Country Music (ACM) Lifting Lives Foundation. He was backed by 12 vocalists with Williams Syndrome from the ACM Lifting Lives Summer Music Camp, flown in by the ACM from Nashville, Tennessee for this special performance.

Related events:

As with any large-scale event held in Los Angeles, there were many additional events held by other organizations. Among the most high-profile of these were:

- *GenUIn Social Impact Summit:*
Created by Special Olympics, Inc., this event was designed to generate critical change around the pressing issues facing people with intellectual disabilities. This six-day event was held at the J.W. Marriott Los Angeles L.A. LIVE from 23-28 July and featured 120 young social change leaders from 30 countries, aged 16-25 years old, with and without intellectual disabilities, who challenged each other to generate true acts of inclusion in their respective communities.

Youth leaders submitted over 135 proposals detailing a challenge and proposed solution to making their individual communities more inclusive for everyone. Forty percent of the applications were admitted through a competitive process and Special Olympics review. Each project selected will receive future funding.

- *Doha GOALS:*
Under the patronage of Sheikh Tamim bin Hamad Al Thani, the Emir of Qatar, Doha GOALS – Gathering of All Leaders in Sport – was founded in January 2012 at the Doha GOALS Pre-Forum.

The fourth edition of the Doha GOALS Forum was the first to be held outside Doha, and was held from 25-27 July, at the J.W. Marriott Los Angeles L.A. LIVE.

The four key themes of the 2015 Doha GOALS Forum were: (1) building a movement through sports, (2) the imperative for inclusion, (3) the power of sport to create bridges across divides in our societies, and (4) sports as a catalyst for transformation and change.

The participants – public and private sector, non-governmental organizations, athletes, and business leaders – used the Doha GOALS Forum as a platform to present ideas for reform in sports, as well as ideas of how sports can be used to wider effect on the policy agenda.

Other events held in association with the World Games, but not directly related to the competitions or ceremonies including, but were not limited to:

- | | | |
|------------|----------------------------------|---|
| • 28 July: | Miss Amazing Pageant | UCLA/Freud Playhouse |
| • 29 July: | “The Ringer” Reunion | Fox Studios Lot |
| • 31 July: | Special Olympics Dance Challenge | Wallis Annenberg Center for the Performing Arts |

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A special reception saluting Austria as the hosts of the 2017 Special Olympics World Winter Games was held at the residence of the Consul General of Austria on 27 July. Consuls General of 18 nations held events celebrating their delegation's participation in the World Games in Los Angeles.

2.31 Staffing

The success of the 2015 World Games was due to one factor above all others: people.

Both the planning (pre-Games) staff that worked in the LA2015 headquarters and the volunteers who supported the World Games during its operating period were the glue that held together an event which had only *just-enough* resources to get by. Both the staff and volunteer programs are described below.

LA2015 Staff:

After Special Olympics, Inc. determined that Los Angeles would host the 2015 World Games, the organizing committee started with two people: president and chief executive officer Patrick McClenahan and Games coordinator Elisa Van Laningham.

Growing slowly in the early years in order to not place planning ahead of resources, there were just three staff members by end of 2012 and a modest 18 by the end of 2013. The major expansion of the staff, including the hiring of nearly all department heads, came in 2014, which also included the sole pre-Games test event, the Southern California Special Olympics Summer Invitational from 6-8 June.

By the end of 2014, the staff (including contractors, loaned executives, interns and in-office volunteers) totaled 134. By the time of the Opening Ceremony, an additional 294 staff had been added for a planning-staff contingent of 428. The hiring progression:

<u>Year</u>	<u>Month</u>	<u>Add</u>	<u>Total</u>	<u>Year</u>	<u>Month</u>	<u>Add</u>	<u>Total</u>
2011	February	1	1	2014	June	13	78
	September	1	2		July	10	88
2012	April	1	3		August	-1	87
2013	January	1	4		September	12	99
	April	2	6		October	16	115
	July	1	7		November	23	138
	August	3	10		December	-4	134
	September	2	12	2015	January	31	165
	October	2	14		February	36	201
	December	4	18		March	23	224
2014	January	11	29		April	23	247
	February	8	37		May	38	285
	March	10	47		June	58	343
	April	7	54		July	85	428
	May	11	65				

By year, the staff expansion pattern was:

- 2011: +2 Full-time staff added: 2.
- 2012: +1 Full-time staff added: 1.
- 2013: +15 Full-time staff added: 14; Contractor: 1.

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- 2014: +116 Full-time staff added: 79; Part-time: 3; Contractors: 6; Loaned: 8; Interns: 17; Volunteers: 3.
- 2015: +294 Full-time staff added: 57; Part-time: 2; Short-term: 85; Contractors: 88; Loaned: 13; Interns: 24; Volunteers: 25.

That a Games with 8,814 delegation members, nearly 5,000 honored guests and news media and more than 350,000 spectators at the ceremonies, sports and festival venues could be managed with 428 staff members – covering 32 functional areas and 23 sports and ceremonies sites – is remarkable. That the actual staff total was only 52% of the 823 staff members projected in the Los Angeles bid documents demonstrates how dramatically the Games management staff was stretched to meet the constantly-shifting requirements of the event.

In order to meet the needs for qualified help, existing LA2015 staff were asked to suggest possible hires from people they had worked with previously. For the harder-to-find positions, the Human Resources team sourced just more than 8,000 candidates with only two recruiters. The total recruiting budget, primarily for posting difficult-to-fill jobs, totaled less than \$5,000; the online Zoho Recruit applicant tracking system was used to keep track of candidates and open positions.

The organization of the 2015 World Games was significantly assisted by loaned executives who assisted in a variety of departments, and the California Military Department (CMD), which provided logistics and operations support for the World Games, including the head of the World Games logistics operations team.

LA2015 staff members who requested parking were provided with complimentary space at either an underground garage adjacent to the headquarters offices, or as the staff expanded, at a remote site five blocks away, with a free bus shuttle service. Employee benefits included health insurance, a contribution-matching retirement plan option and a monthly mobile phone service subsidy since staff were asked to use their personal mobile phones for office work (by connecting via a mobile application to the LA2015 Ring Central system). Laptop computers – generally a refurbished Apple MacBook Air (13.3-inch) – were also issued to staff who did not wish to use their own computers at the office.

For the record, here is the complete roster of LA2015 staff – the 345 full-time, part-time, contractors, loaned executives, interns and volunteers – as of Monday, 13 July 2015, the day before the first delegation arrived in Los Angeles. The list is shown by functional area and alphabetically by last name within each group:

Jeff Proctor	Broadcast	Sr. Vice President, Broadcast
Mario Briones	Communications & Media Operations	Communications Intern
Jonathan De Ring	Communications & Media Operations	Manager, Graphic Services
Yamily Escalante	Communications & Media Operations	Writer/Publicist
Dylan Harris	Communications & Media Operations	Graphic Design Intern
Patricia Harris DiLeva	Communications & Media Operations	Co-Senior Director, Media Operations
Karen Kalan	Communications & Media Operations	Media Operations Researcher
Amy Liu	Communications & Media Operations	Graphic Design Intern
Jennifer Lopes	Communications & Media Operations	Communications Intern
Rich Perelman	Communications & Media Operations	Co-Senior Director, Media Operations
Sean Salisbury	Communications & Media Operations	Media Operations Researcher
Steven Vanderpool	Communications & Media Operations	Sr. Vice President, Communications
Danielle Yango	Communications & Media Operations	Sr. Director, Public Relations
Monique Yniguez	Communications & Media Operations	Graphic Design Coordinator

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Angelo Aparicio Jesus Cabrera McCall Hall Shands McCoy II Stephanie Medina Nisha Mehta Dominique Randel Kim Villa	Comm. Rel. & Fan Development Comm. Rel. & Fan Development Comm. Rel. & Fan Development Comm. Rel. & Fan Development Comm. Rel. & Fan Development Comm. Rel. & Fan Development Comm. Rel. & Fan Development Comm. Rel. & Fan Development	Comm. Rel. & Fan Devel. Intern Director, Comm. Rel. & Fan Devel. Director, Fan Development Comm. Rel. & Fan Devel. Intern Sr. Vice President, Comm. Rel. & Fan Devel. Comm. Outreach & Fan Devel. Intern Comm. Rel. & Fan Devel. Intern Director, Comm. Engagement
Laura Blancarte Monica Cano Karleen Cordova Cassie Gonzales Lauren Hogan Chantal Kazandjian Brian Lee Leslie McDonald Jordan Shalom Chiara Slewett Betsy Stephens Jenise Steverding Rick Tell	Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising Corp. Partnerships & Merchandising	Director, Merchandise Merchandising Volunteer Sponsorship Coordinator Corp. Partnerships Intern Merchandise & Logistics Intern Manager, eCommerce & Merchandising Corp. Partnerships Intern Manager, Corp. Partnerships Corp. Partnerships Intern Vice President, Bus. Devel. & Corp. Partnerships Vice President, Sponsorships Sr. Director of Partnerships Sr. Advisor, Branding & Merchandise
Kirsten Avila Steven Bocsi Brielle Cruz Vega Rebecca Neu Susan Pollack Jody Price Nikisha Vashee Rebecca Verdolino-Nurick	Development Development Development Development Development Development Development Development	Support an Athlete Intern Development Associate Support an Athlete Intern Venue Operations Intern Sr. Vice President, Development Sr. Director, Development Support an Athlete Intern Sr. Director, Development & Philanthropy
Kyle Battle Craig Cochrane Melanee Dark Erin Himes Elizabeth Ippolito Daniel Kaufer Jillian Lopez Tiana Lowe Oscar Negroni Sunni Roberts	Digital Strategy Digital Strategy Digital Strategy Digital Strategy Digital Strategy Digital Strategy Digital Strategy Digital Strategy Digital Strategy Digital Strategy	Director, CRM & Digital Products Sr. Vice President, Digital Strategy Sr. Director, Community Engagement Content Marketing Intern Director, Content Marketing Sports & Games Management Intern Content Marketing Volunteer Content Marketing Intern Director, Digital Marketing & eCommerce Peale Project Intern
Nicole Candiff Jeff Carr Patrick McClenahan Elisa Van Laningham Caley Versfelt	Executive Office Executive Office Executive Office Executive Office Executive Office	Executive Assistant & Office Manager Chief Operating Officer President & Chief Executive Officer Sr. Director, Office of the President Games Associate
Suzanne Gilman Maria Saxon Maeve Scanlon Julia Zumba	Finance Finance Finance Finance	Chief Financial Officer Senior Accountant Business Analyst Director, Accounting
Natasha Belikove Leslie Bernstein Howard Brodwin Lisa Cavalier Mary Dittmar	Guest Services & Events Guest Services & Events Guest Services & Events Guest Services & Events Guest Services & Events	Social Media & Special Events Intern Manager, Honored Guest Services Hub Manager, Guest Services Vice President, Guest Services Manager, Guest Services

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Stephanie Holmes	Guest Services & Events	Guest Services Intern
Katie Kelso	Guest Services & Events	Honored Guest Program Admin. Coordinator
Catherine Landers	Guest Services & Events	Manager, Guest Services
Cindy McHale	Guest Services & Events	Sr. Director, Honored Guest Program
Pierce Milliken	Guest Services & Events	Guest Services & Events Intern
Karine Pauze	Guest Services & Events	Guest Services & Events Volunteer
Tiffany Rockman	Guest Services & Events	Special Events Production Associate
Kathy Rose	Guest Services & Events	Guest Services Volunteer
Benedicte Sagnieres	Guest Services & Events	Accommodation & Registration Coordinator
Lindsay Schnaidt	Guest Services & Events	Manager, Guest Services
Courtney Searls	Guest Services & Events	Manager, Guest Services
Victoria Sotomayor	Guest Services & Events	Honored Guest Administrative Assistant
Simone Southwell	Guest Services & Events	Credentialing Manager
Katherine Wardlaw	Guest Services & Events	Social Media & Special Events Intern
Kim Widdess	Guest Services & Events	Sr. Vice President, Guest Services & Events
Matthew Basta	Guest Serv. & Events/Ceremonies	FlveCurrents
Amber Bollinger	Guest Serv. & Events/Ceremonies	FlveCurrents
Kelli Jo Claxton	Guest Serv. & Events/Ceremonies	FlveCurrents
Jason Krueger	Guest Serv. & Events/Ceremonies	FiveCurrents
Sydney Levin	Guest Serv. & Events/Ceremonies	FiveCurrents
Mark Poncher	Guest Serv. & Events/Ceremonies	FlveCurrents
Shawn Richardson	Guest Serv. & Events/Ceremonies	FlveCurrents
Donna Richardson	Guest Serv. & Events/Ceremonies	FlveCurrents
Sam Rosenblum	Guest Serv. & Events/Ceremonies	FlveCurrents
Carly Schwartz	Guest Serv. & Events/Ceremonies	FlveCurrents
David Shapiro	Guest Serv. & Events/Ceremonies	FlveCurrents
Cara Losito	Guest Serv. & Events/Families	Families Program Intern
Rebecca Miller	Guest Serv. & Events/Families	Manager, Families Program
Hannah Proctor	Guest Serv. & Events/Families	Families Program Coordinator
LeslieAnn Siy	Guest Serv. & Events/Families	Director, Families Program
Maureen Fedail	Guest Serv. & Events/Host Town	Director, Host Town
David Feinzimer	Guest Serv. & Events/Host Town	Host Town Intern
Joann Klonowski	Guest Serv. & Events/Host Town	Vice President, Host Town
Laura Leventhal	Guest Serv. & Events/Host Town	Host Town Coordinator
Wendy Matthes	Guest Serv. & Events/Host Town	Director, Host Town
Dawn O'Leary	Guest Serv. & Events/Host Town	Director, Host Town
Maureen Atalla	Guest Serv. & Events/IR & Protocol	Hub Manager, Language Services
Heather Bown	Guest Serv. & Events/IR & Protocol	Language Services Coordinator
Marta Gibert	Guest Serv. & Events/IR & Protocol	Hub Manager, Language Services
Kevin Gifford-Tinker	Guest Serv. & Events/IR & Protocol	Director, Embassy Relations & Protocol
Lonneke Holmquist	Guest Serv. & Events/IR & Protocol	Director, Language Services
Gabriel Huen	Guest Serv. & Events/IR & Protocol	Hub Manager, Language Services
Liudmila Pennington	Guest Serv. & Events/IR & Protocol	International Relations Coordinator
Karim Refaat	Guest Serv. & Events/IR & Protocol	Embassy Relations & Protocol Coordinator
Elga Sharpe	Guest Serv. & Events/IR & Protocol	Vice President, International Relations & Chief of Protocol
Catherine Shu	Guest Serv. & Events/IR & Protocol	International Relations Coordinator
Shizuki Yamashita	Guest Serv. & Events/IR & Protocol	Hub Manager, Language Services
Justin Chon	Guest Serv. & Events/Special Events	Special Events Intern
Kecia Christiansen	Guest Serv. & Events/Special Events	Sr. Director, Special Events
Dwayne Jones	Guest Serv. & Events/Special Events	Vice President, Special Events & Entertainment
Jamila Jordan	Guest Serv. & Events/Special Events	Director, Celebrity Engagement
Roberta Abner	Guest Serv. & Events/Torch Run	Sr. Director, Torch Run

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Chris Blondon Diane Stone Liza Vera Ryan Vienna	Guest Serv. & Events/Torch Run Guest Serv. & Events/Torch Run Guest Serv. & Events/Torch Run Guest Serv. & Events/Torch Run	Torch Run Volunteer Coordinator, Torch Run Torch Run Volunteer Torch Run Volunteer
Shannon Arrighi Stephanie Ashton Giulliana De La Rosa Silvana Molieri Jeremy Tudor Haylen van Koppen Evelien van Schie	Human Resources Human Resources Human Resources Human Resources Human Resources Human Resources Human Resources	Human Resources Benefits Administrator Sr. Human Resources Generalist Recruiter Human Resources Coordinator Director, Recruiting Sr. Vice President, Human Resources Human Resources Assistant
Jacqueline Anderson Tiffany Chang Mason Chao Kristen Francis Jean-Gharry Pierre Kevin Gonzalez Derek Herrmann Ryan Johnson Kendra Kautz Rebecca Lamas Zabi Mansoor Glenna Milburn Christine Nguyen Courtney Nicholas John Ohanesian Phillip Orpilla Trent Osaki Janet Rodriguez Nicholas Scolari Zira Vassallo Glomah Zarinkhou	Medical Services Medical Services	Medical Services Intern Manager, Medical Operations Hub Medical Manager Medical Communications Coordinator Medical Vol. Recruitment & Staff Coordinator Hub Medical Manager Hub Medical Manager Manager, Medical Volunteers Manager, Host Town Medical Services Manager, Healthy Athletes Vol. Recruitment Director, Healthy Athletes Manager, Medical Screening Medical Services Intern Hub Medical Manager Sr. Vice President, Medical Services Hub Medical Manager Hub Medical Manager Director, Healthy Athletes Healthy Athletes Volunteer Manager Hub Medical Manager Healthy Athletes Intern
Damian Castanon Michael Deer Ratha Harntha	Operations Operations Operations	Dispatcher Vice President, Operations Sr. Vice President, Operations
Robert Jimenez Anne Shea	Operations/Arrivals & Departures Operations/Arrivals & Departures	Arrivals & Departures Coordinator Manager, Arrivals & Departures
Max Bobritsky Kelly Hainlen Stephen Lyons Charlotte Miles Nizar Tawil Mindy Ward	Operations/Catering, Cleaning & Waste Operations/Catering, Cleaning & Waste Operations/Catering, Cleaning & Waste Operations/Catering, Cleaning & Waste Operations/Catering, Cleaning & Waste Operations/Catering, Cleaning & Waste	Manager, Cleaning, Catering & Waste Director, Catering, Cleaning & Waste Manager, Catering, Cleaning & Waste Manager, Catering, Cleaning & Waste Manager, Catering, Cleaning & Waste Catering, Cleaning & Waste Coordinator
Michael Greenup Greg Porter Jordan Ross	Operations/Safety Operations/Safety Operations/Safety	Los Angeles Fire Department Los Angeles Fire Department Los Angeles Fire Department
Joe Adams Marcus Bonnee Adam Cordiviola Stephanie Ivany Jolynn Johnston Rolf Pherigo	Operations/Logistics Operations/Logistics Operations/Logistics Operations/Logistics Operations/Logistics Operations/Logistics	Hub Manager, Logistics Director, Logistics Hub Manager, Logistics Venue Ops Asset Coordinator Hub Manager, Logistics Manager, Supply Chain

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Leo Ramirez	Operations/Logistics	Logistics Coordinator
Sandra Sabatini	Operations/Logistics	Venue Operations Asset Coordinator
Jerry Shultz	Operations/Logistics	Manager, Warehouse
Sharon Sinclair	Operations/Logistics	Venue Operations Asset Coordinator
Christopher Walter	Operations/Logistics	Vice President, Logistics
Lynda Will	Operations/Logistics	Venue Operations Asset Coordinator
Donna Basulto	Operations/Security	Los Angeles Police Department
Dacia Clark	Operations/Security	Los Angeles Police Department
Reena del Rosario	Operations/Security	Los Angeles Police Department
Clinton Dohmen	Operations/Security	Los Angeles Police Department
Matt Ensley	Operations/Security	Los Angeles Police Department
Roland Fogel	Operations/Security	Los Angeles Police Department
Michael Gannon	Operations/Security	Los Angeles Police Department
Dennis Kato	Operations/Security	Los Angeles Police Department
Jacqui McAndrews	Operations/Security	Los Angeles Police Department
Curtis McIntyre	Operations/Security	Los Angeles Police Department
Denise Sanchez	Operations/Security	Los Angeles Police Department
Ed Baltierrez	Operations/Spectator Services	Venue Manager
Diana Banjo	Operations/Spectator Services	Venue Manager
Lisa Chow	Operations/Spectator Services	Hub Manager
Lorraine Clark	Operations/Spectator Services	Venue Manager
Rachel Dame	Operations/Spectator Services	Venue Manager
Jenny Higgs	Operations/Spectator Services	Hub Manager
Tiara Johnson	Operations/Spectator Services	Hub Manager
Natalie Kalibat	Operations/Spectator Services	Spectator Services Intern
Nick Opitz	Operations/Spectator Services	Hub Manager
Shane Reyes	Operations/Spectator Services	Venue Manager
Monica Sandoval Perez	Operations/Spectator Services	Venue Manager
Timothy Trefts	Operations/Spectator Services	Hub Manager
Sean Wallach	Operations/Spectator Services	Venue Manager
Aiyana Welsh	Operations/Spectator Services	Sr. Manager, Spectator Services
Matthew Adams	Operations/Transportation	Bus Depot Manager
Juan Diego Ashton	Operations/Transportation	Manager, Transportation Administration
Cruz Casados	Operations/Transportation	Bus Depot Supervisor
Jennifer Casteel	Operations/Transportation	Transportation Hub Manager
Kyle Chang	Operations/Transportation	Transportation Hub Manager
Patricia Contreras	Operations/Transportation	Motor Pool Dispatcher
Deborah Cuddihy	Operations/Transportation	Motor Pool Dispatcher
Candelaria Davidson	Operations/Transportation	Bus Depot Dispatcher
Elizabeth Doussan	Operations/Transportation	Director, Motor Pool
Peter Elmore	Operations/Transportation	Transportation Hub Manager
Kailyn Enriquez	Operations/Transportation	Motor Pool Dispatcher
Larry Ferolie	Operations/Transportation	Director, Transportation Administration
Emilio Flores	Operations/Transportation	Bus Depot Supervisor
Virginia Gonzales	Operations/Transportation	Manager, Transportation Scheduling
Tom Halleran	Operations/Transportation	Vice President, Transportation
Maliha Khanani	Operations/Transportation	Motor Pool Operations Manager
Carissa Lamas	Operations/Transportation	Motor Pool Dispatcher
Hil Makor	Operations/Transportation	Bus Depot Manager
Reginald McKinley	Operations/Transportation	Transportation Hub Manager
Tyler Meinecke	Operations/Transportation	Bus Depot Supervisor
Derek Moorehead	Operations/Transportation	Bus Depot Dispatcher
Terrance Morris	Operations/Transportation	Transportation Hub Manager
Michael Murphy	Operations/Transportation	Bus Depot Manager
Robert Niederecker	Operations/Transportation	Motor Pool Operations Manager
Joseph Palminteri	Operations/Transportation	Transportation Hub Manager

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Brenda Payton	Operations/Transportation	Bus Depot Dispatcher
Nathan Philipp	Operations/Transportation	Parking & Permit Coordinator
Glen Ratcliff	Operations/Transportation	Manager, Transportation Scheduling
Steven Roque	Operations/Transportation	Bus Depot Supervisor
Lizzet Rosas	Operations/Transportation	Bus Depot Dispatcher
Kiel Rostefer	Operations/Transportation	Motor Pool Manager
Susan Rothman	Operations/Transportation	Manager, Transportation Scheduling
Berlyn Sanchez	Operations/Transportation	Bus Depot Dispatcher
Emily Smith	Operations/Transportation	Transportation Hub Manager
Martha Solis	Operations/Transportation	Bus Depot Dispatcher
Shayna Steven	Operations/Transportation	Bus Depot Dispatcher
Miguel Tenorio	Operations/Transportation	Motor Pool Dispatcher
Kim Thornton	Operations/Transportation	Manager, Special Events
Tony Vitrano	Operations/Transportation	Director, Transportation Operations
Thomas Walsh	Operations/Transportation	Budget Vendor Coordinator
Chris Wood	Operations/Transportation	Director, Transportation Bus Operations
Diana Becker	Operations/Venue Development	Venue Operations Manager
Debra Betel	Operations/Venue Development	Director, Overlay and Contracts Services
Kara C Niedermeyr	Operations/Venue Development	Hub Operations Manager
Mariana Carlito	Operations/Venue Development	Venue Operations Manager
Jim Casares	Operations/Venue Development	Director, Look & Signage
James Donovan	Operations/Venue Development	Venue Operations Manager
Gavino Garcia	Operations/Venue Development	Venue Operations Manager
Jeff Ginter	Operations/Venue Development	Venue Operations Manager
Ben Harvey	Operations/Venue Development	Venue Operations Manager
Katy Jones	Operations/Venue Development	Venue Operations Manager
Jim LaScala	Operations/Venue Development	Vice President, Venue Development
Stanli Spencer	Operations/Venue Development	Venue Operations Manager
Jordan Stimmel	Operations/Venue Development	CAD Operator
Diane Wall	Operations/Venue Development	Venue Operations Manager
Jared Agnew	Sport & Athlete Experience	Sports Intern
Stephen Brandenburg	Sport & Athlete Experience	Sports Intern
Katrina Dorsey	Sport & Athlete Experience	Sports Intern
Alex Figueroa	Sport & Athlete Experience	Sports Planning Manager
Eddie Flores	Sport & Athlete Experience	Deputy Competition Manager
Danielle Hamilton	Sport & Athlete Experience	Sport Manager
Jennifer Keurulaninen	Sport & Athlete Experience	Vice President, Sport
David Markland	Sport & Athlete Experience	Sport Planning Director
Stephen Morales	Sport & Athlete Experience	Sports Intern
Jan Palchikoff	Sport & Athlete Experience	Sr. Vice President, Sports & Athlete Experience
Matt Setlik	Sport & Athlete Experience	Director, Sports Services
Jenni Simcoe	Sport & Athlete Experience	Sports Publications & Information Manager
Hector Tovar	Sport & Athlete Experience	Sport Planning Manager
Amy Woodward	Sport & Athlete Experience	Sports Services Intern
Geny Wu	Sport & Athlete Experience	Project Coordinator, Sport & Operations
Helene Cortez	Sport & Athlete Exp./Deleg. Services	Sr. Director, Delegation Services/Language
Alicia Fox	Sport & Athlete Exp./Deleg. Services	Vice President, Delegation Services
Jasmine McGee	Sport & Athlete Exp./Deleg. Services	Manager, Delegation Service Center
Hashem Shokair	Sport & Athlete Exp./Deleg. Services	Director, Delegation Services/Communications
Derek Walsh	Sport & Athlete Exp./Deleg. Services	Director, Delegation Services/Operations
Kevin Cantu	Sport & Athlete Exp./Production	Director, Sports Production
Kerry Farmer	Sport & Athlete Exp./Production	Awards & Sports Manager
Brian Klavano	Sport & Athlete Exp./Production	Director, Sport Production & Awards
Michelle Rossall	Sport & Athlete Exp./Production	Manager, Awards
Patrick Sweeney	Sport & Athlete Exp./Production	Awards & Sports Manager

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Kara Toussaint	Sport & Athlete Exp./Production	Manager, Sports Production
Bridget Bacon	Sport & Athlete Exp./Venue Mgmt.	Hub Headquarters Manager
Greg Bingham	Sport & Athlete Exp./Venue Mgmt.	Venue Director, UCLA
Mike Bone	Sport & Athlete Exp./Venue Mgmt.	General Manager, Griffith Park & LAEC
Kimberly Brown	Sport & Athlete Exp./Venue Mgmt.	Venue Director, Balboa Sports Center
Beverly Carey	Sport & Athlete Exp./Venue Mgmt.	Venue Director, Ceremonies
Kevin Carrera	Sport & Athlete Exp./Venue Mgmt.	General Manager, Long Beach
Julie Chiu	Sport & Athlete Exp./Venue Mgmt.	Venue Director, UCLA
Megan Deer	Sport & Athlete Exp./Venue Mgmt.	General Manager, USC
Jean Dillingham	Sport & Athlete Exp./Venue Mgmt.	General Manager, UCLA
Lisa Freedman	Sport & Athlete Exp./Venue Mgmt.	Venue Director, Lucky Strike Lanes
Dusty Ann Holdren	Sport & Athlete Exp./Venue Mgmt.	Asst. General Manager, UCLA
Matthew Holt	Sport & Athlete Exp./Venue Mgmt.	Asst. General Manager, USC
Luke Hyvonen	Sport & Athlete Exp./Venue Mgmt.	General Manager, LA Convention Center
Jerilyn Jones	Sport & Athlete Exp./Venue Mgmt.	Venue Director, USC
Meaghan Leon	Sport & Athlete Exp./Venue Mgmt.	Venue Director, LA Equestrian Center
Kristi Manning	Sport & Athlete Exp./Venue Mgmt.	Venue Director, UCLA
Gregory Neale	Sport & Athlete Exp./Venue Mgmt.	Venue Director, USC
Michelle Plotkin	Sport & Athlete Exp./Venue Mgmt.	Venue Director, UCLA
Derrick Salisbury	Sport & Athlete Exp./Venue Mgmt.	Asst. General Manager, LA Convention Center
Allison Skager	Sport & Athlete Exp./Venue Mgmt.	Hub Headquarters Manager
Ashley Spurlock	Sport & Athlete Exp./Venue Mgmt.	Venue Director, USC
Shelley Taniguchi	Sport & Athlete Exp./Venue Mgmt.	Venue Director, USC
Corin Taylor	Sport & Athlete Exp./Venue Mgmt.	Hub Headquarters Manager
Isabel Cervello	Technology	Vice President, Sports & Gaming Tech. Mgmt.
Brian Chacon	Technology	Sr. Vice President, Technology
Carlos Chavez	Technology	Venue Technology Manager
Paul Fauntleroy	Technology	Venue Technology Manager
Hector Frausto	Technology	Venue Technology Manager
Donald Hale	Technology	Venue Technology Manager
William Hatfield	Technology	Manager, Medical Information Technology
Tom Kemp	Technology	Vice President, Information Tech. & Networking
Jeff Kyle	Technology	Manager, Hub Technology
Elaine Lanaria	Technology	Venue Technology Manager
Roy Macias	Technology	Desktop Support Technician
Shereef Moustafa	Technology	Director, Hub Technology Management
Jon Nagamine	Technology	Venue Technology Manager
Danny Naranjo	Technology	Venue Technology Manager
Sylvia, Shih-Han Lee	Technology	Sports & Games Management Intern
Choo-Sian Ong	Technology	Venue Technology Manager
Kevin Solis	Technology	Venue Technology/Project Manager
Anthony Zakaryan	Technology	Venue Technology Manager
Salina Areyan	Volunteer Workforce Management	Workforce Processing Coordinator
Salvador Arreola	Volunteer Workforce Management	Volunteer Training Intern
Donna Brown	Volunteer Workforce Management	Sr. Vice President, Volunteer Workforce Mgmt.
Adi Carlyle	Volunteer Workforce Management	Workforce Internal Volunteer
Chloe Cavelier	Volunteer Workforce Management	Workforce Communications Coordinator
Heather Corder	Volunteer Workforce Management	Volunteer Services Intern
Stepahnie Crookham	Volunteer Workforce Management	Manager, Venue Services
Martin David Gardinier	Volunteer Workforce Management	Workforce Scheduling
Max Evean Youtie	Volunteer Workforce Management	Workforce Internal Volunteer
Emma Gray	Volunteer Workforce Management	Workforce Processing Coordinator
Alex Jordan Tarlow	Volunteer Workforce Management	Workforce Internal Volunteer
Lache Kamani	Volunteer Workforce Management	Director, Volunteer Services
Jennifer Littleford	Volunteer Workforce Management	Volunteer Services Intern
Sarah Locke-Henderson	Volunteer Workforce Management	Volunteer Services Internal Volunteer

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Michael Marquez	Volunteer Workforce Management	Manager, SalesForce
Jenna Morris	Volunteer Workforce Management	Volunteer Services Intern
Molly Orr	Volunteer Workforce Management	Director, Volunteer Training
Dustin Plunkett	Volunteer Workforce Management	Uniforms Coordinator
Erica Pueblos	Volunteer Workforce Management	Manager, Workforce Processing
Jaren Sorkow	Volunteer Workforce Management	Sr. Director, Workforce Systems & Scheduling

The effort of nearly all of the LA2015 planning staff cannot be faulted. Many worked themselves to near-exhaustion in developing and executing the World Games plan as best as was possible in the time available and with the resources allowed. Nevertheless, the quality of the Games production was compromised in some areas – especially in the early days – by a lack of time during which late-arriving staff could be thoroughly immersed in the detailed program plans and in the inter-relationships between the 32 functional areas, contractors and Games stakeholders (notably Special Olympics, Inc.) who came together to put on the event.

Volunteers:

Since the revolutionary approach of the Los Angeles Olympic Organizing Committee at the Games of the XXIIIrd Olympiad in 1984, volunteer staffing has been at the center of every major Games worldwide. The 2015 Special Olympics World Games was no different.

Based on models of prior World Games, some 40,000 volunteers were projected to be required in the Los Angeles bid for the 2015 Games. This total was quickly seen to be too high, due in significant part to the decades-long commitment of Angelenos to offer themselves for volunteer action in support of charitable and civic events of all kinds.

A careful review of the organizational plan of the Games, projected sports schedule and the anticipated levels of services, begun in late 2013, identified the actual needs over time:

<u>Review</u>	<u>Volunteers</u>	<u>Staff</u>	<u>Contractors</u>	<u>Total</u>
• 2013 November:				15,647
• 2014 November:	8,773	452	4,246	13,471
• 2015 January:	9,227	462	4,210	13,899
• 2015 March:	8,818	475	4,699	13,992
• 2015 April:	9,130	440	5,075	14,645
• 2015 June:	8,737	437	6,705	15,879

Most of the detailed volunteer, staff and contractor plans and schedules were sorted out in a five-day program of reviews that covered nearly every operating site from 9-13 February.

Volunteer recruitment was active almost from the beginning of the organizing committee, but took off with the opening of the online volunteer portal (LA2015.org/volunteer) on 3 December 2013. In all, some 29,616 applications for volunteer assignments were completed:

• 2014 January:	339	• 2014 August:	621
• 2014 February:	535	• 2014 September:	924
• 2014 March:	823	• 2014 October:	826
• 2014 April:	768	• 2014 November:	775
• 2014 May:	1,132	• 2014 December:	<u>659</u>
• 2014 June:	1,000	<i>Total:</i>	<u>9,095</u>
• 2014 July:	673		

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• 2015 January:	1,783	• 2015 May:	2,528
• 2015 February:	2,419	• 2015 June:	2,663
• 2015 March:	3,783	• 2015 July:	<u>2,030</u>
• 2015 April:	4,498	<i>Total:</i>	<u>19,704</u>

Of the volunteers who applied between January and June of 2014 (4,597), a total of 484 agreed to work at the pre-Games Invitational at USC held from 6-9 June 2014.

Of the 29,616 applicants for the World Games, a total of 9,413 confirmed their assignment and were able to volunteer (31.8%), with many others interested, but not assigned and therefore not able to participate. Of the total volunteer pool, 4,872 indicated they were willing to accept driving assignments as personal hosts and the total indicating language skills beyond English was 9,357.

Volunteers for the 2015 World Games were required to be 18 years old by 25 July 2015 and were required to volunteer for a minimum of five of the nine days between 25 July and 2 August. Special consideration was given to volunteers identified from LA2015 corporate partners (about 12% of the volunteer workforce) in the form of a reduced work requirement of as little as two days; this caused some problems in scheduling later on.

Some 94 different job titles were identified among the 32 functional areas at the Games for volunteer and staff positions. The distribution of staff, volunteers and contractors at the Games as planned at 1 June 2015 (best available data) included:

<i>Functional Area</i>	<i>Staff</i>	<i>Volunteers</i>	<i>Contractors</i>	<i>Total</i>
• Accommodations	1	0	0	1
• Arrivals & Departures	1	0	200	201
• Broadcasting:	1	0	0	1
• Catering, Cleaning and Waste:	7	0	1,802	1,809
• Ceremonies	3	0	250	253
• Comm. Relations & Fan Development	5	62	0	67
• Communications & Media Operations	40	172	35	247
• Credentials	1	30	32	63
• Delegation Services	6	427	0	433
• Development	8	0	0	8
• Digital Strategy	9	141	0	150
• Executive Office	14	0	0	14
• Finance	5	0	0	5
• Guest Services	17	881	0	898
• Host Town	6	5	0	11
• Human Resources	3	0	0	3
• International Relations & Protocol	16	236	14	266
• Logistics & Procurement	8	0	770	778
• Medical Services	26	1,535	1,109	2,670
• Operations Management	1	0	0	1
• Risk Management	0	0	10	10
• Sales	11	14	151	176
• Security	0	0	919	919
• Special Events	6	84	32	122
• Spectator Services	17	1,486	0	1,503

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• Sport	31	2,025	84	2,140
• Sport Production and Awards:	43	287	0	330
• Technology	24	147	14	185
• Transportation	49	819	484	1,352
• Venue Development	33	8	199	240
• Venue Management	32	0	600	632
• Workforce Management	<u>13</u>	<u>378</u>	<u>0</u>	<u>391</u>
<i>Totals:</i>	<u>437</u>	<u>8,737</u>	<u>6,705</u>	<u>15,879</u>

The volunteer application, selection and confirmation process was lengthy; the following is a simplified summary:

- (1) Once an application was received (and complete), the applicant could be “claimed” or assigned to a specific functional area. An electronic-mail message was then sent, asking the prospective volunteer if he or she would like to accept assignment to the designated functional area. If yes, a link was sent to provide access to training materials; if no, then the applicant would be returned to the general pool for possible future selection.
- (2) Upon confirmation of an applicant’s interest in volunteering in a specific area, a link to watch two online training videos was sent by electronic mail. The first was a general orientation video (21 minutes in length) explaining what to expect as a volunteer and what the World Games were generally about. The second, the “Protective Behaviors Training” (10 minutes) explained what volunteers need to know to help keep the Special Olympics Athletes attending the Games safe.
- (3) Once completed, a volunteer could now be assigned to a specific job title at a specific location for the designated functional area selected. Another electronic-mail message was sent, for the prospective volunteer to “confirm” their acceptance of the offer to work at the World Games.
- (4) Once the prospective volunteer had confirmed their acceptance, they received another e-mail message to process a background check (done online) and submit a photograph to be used on their World Games credential. The background check had several variants, including one for minors, and required establishing a free account with Verified Volunteers, the online service used for volunteer background checks. A separate check was made for medical licenses (if needed for the position), using Sterling Direct for verification of licenses in good standing.
- (5) Shortly thereafter, a volunteer would receive an e-mail with their specific World Games schedule, and be asked to confirm that they could, in fact, work on those dates and times.
- (6) Once the schedule was agreed to (or changed and then a new confirmation e-mail was sent), and the background check was received without issues, another e-mail would be sent with pick-up information for their World Games credential, uniform and other materials at the Uniform Distribution & Accreditation Center (UDAC) beginning on 7 July.

While the volunteer workforce management process was ongoing, many functional departments held their own training sessions or sent materials to their team for review and study.

On-site training for all volunteers was held at most of the World Games sites on the weekend of 17-19 July, with the larger venues hosting two sessions per day for 1-2 days. Some of the smaller sites held their on-site sessions on 22 or 23 July. For those staff and volunteers coming to Los Angeles from elsewhere, just prior to the Games, “Just in Time” training was held on 24 July at Balboa Sports Center, the Los Angeles Convention Center, UCLA and USC only.

That was the plan. The reality was that a continuing series of difficulties in the software systems used for processing of, and communications with, volunteers made the selections by functional areas, coordination of assignments and schedules, confirmations and integration of background checks and photographs a haphazard and inconsistent process. In the end, many manual checks had to be done and communications with volunteers had to be done outside of the system. The result was that most of the volunteer processing was completed, although sometimes late. There were, unfortunately, some folks who found the ordeal too taxing and did not assist at the Games.

Volunteers who did complete the process were provided with a credential, uniform (described below), a special World Games Volunteer Recognition pin, a Metro TAP card allowing free use of the Los Angeles-area public transit system during the Games period, opportunities for free Closing Ceremony tickets, free movie passes and other perks. Meals were provided to volunteers on the basis of one meal for every five hours worked (two for 10 hours).

In all, the volunteer workforce performed commendably and made the Games work, despite the continuing difficulties involved. For example, the planned tablet-based check-in system had to be abandoned at some sites because of inconsistent wireless Internet access and manual check-in sheets had to be produced and used. This meant that system-generated counts – for department check-ins or for catering – could not be produced and estimates had to be used instead.

Some 9,413 volunteers confirmed their assignments and approximately 8,931 volunteers got through the entire scheduling process, of which about 7,591 actually participated at the Games (this was not the total number of volunteers; see below). Attrition among the scheduled volunteer workforce was about 15% of the total, so fill-ins were needed and supplied from an on-venue workforce reserve, or by borrowing from functional areas which were overstaffed. For example, in the last days of the Games, many Honored Guests had left, so there were staff idling in both the Honored Guest headquarters and in the LA2015 Motor Pool driver corps that was supposed to transport them; both groups assisted in other areas upon request.

There were 969 volunteers – the Delegation Liaisons and 600 from Kaiser Permanente (medical staff) – whose positions did not require than to be scheduled through the LA2015 volunteer workforce program. So, a grand total of 8,560 volunteers worked at the World Games, contributing approximately 332,490 total hours of service, an individual average of 38.8 hours.

The volunteer workforce at the 2015 World Games made the event a success. But nearly everyone agreed that a better-functioning software system that would have left more time for added information and training sessions would have made the program – and volunteer performance – even better.

Uniforms:

It wasn't hard to pick out a World Games staff member. The more than 9,000 staff and volunteers who worked at the Games were easily to identify thanks to their brightly-colored polo shirts, sponsored by Disney. Each color corresponded to a specific operating department or group:

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• Cranberry:	Honored Guests	Polo-style
• Dark Blue:	Healthy Athletes	T-shirt
• Lime Green:	Sports Volunteers	Polo-style
• Orange:	Delegation Liaisons	Polo-style
• Purple:	Sports Officials	Polo-style
• Red:	Medical	Polo-style
• Teal:	Operations	Polo-style
• White:	Senior Management	Polo-style

The unusual aspect of the more than 24,483 shirts produced for LA2015 by Head To Toe of Murrieta, California is that 25% of the material used to make them comes from recycled water bottles! The LA2015 staff uniform shirts and hats contain recycled material equivalent to 1,048,320 plastic water bottles. The plastic bottles are broken down into shredded flakes, out of which spun fibers are created that become, among other things, the shirts and hats that were worn at the World Games.

Each LA2015 staff member received 1-3 polo shirts, depending on the number of shifts he or she was assigned to work:

- 1-4 shifts total: 1 shirt
- 5-7 shifts total: 2 shirts
- 8+ shifts total: 3 shirts

All staff received a white LA2015 baseball cap and a convenient, navy blue hip pack with space for a water bottle and a storage pocket. Some 11,500 caps and hip packs were ordered.

Credentials lanyards were also color-coded, with green-themed lanyards indicating management roles, with all others wearing purple-themed lanyards. This color scheme ended up being of little use as many staff and volunteers essentially covered their lanyards with pins.

All staff were asked to wear their own khaki-colored pants, shorts or skirts during all shifts. This was generally, but not always followed, as some people did not have khaki-colored clothing.

Uniform distribution began at the Uniform Distribution and Accreditation Center (UDAC) in Carson, California on 7 July and continued throughout the Games as needed. Distribution operations were moved to the Los Angeles Convention Center during the Games period, which was a much more convenient location once the events began.

Reaction to the uniforms was quite positive. They were attractive, easy to care for and distribution was efficient and quick at either of the UDAC locations. Unfortunately, as the order for shirts had to be placed before concrete information on sizing was available, there was a shortage of smaller sizes for women staff and volunteers.

2.32 Technology

Almost from the beginning of its existence, the LA2015 organizing committee had a heavy reliance on technology. The office support, Games support and results systems were one of the backbones of the World Games effort and were ultimately successful.

LA2015 Staff Support:

As with all organizing committees of similar events, the LA2015 office technology support program had to be scalable in order to grow as the Games got closer. In order to accommodate this, maintain a commitment to sustainability and offer a flexible work environment, the use of online tools was emphasized:

- Google Apps for Work was used as the communications and productivity tools backbone, offering cloud-based calendars, electronic mail, office productivity software and especially shared storage. The Google Drive feature was widely used by all functional areas and just less than one terabyte of data was eventually stored.
- An intranet site (team.corp.LA2015.org), available only for those actually working in the headquarters office at the time, held corporate information such as a directory of personnel, a human resources calendar and announcements for World Games staff. This was eventually replicated for external use close to the Games, when the staff was deployed to the venues.
- Telephony was also Internet-based, as there were no landline telephones used in the LA2015 headquarters office at the U.S. Bank Tower. All telecommunications were handled through Voice over Internet Protocol (VoIP) programming using the Ring Central software system.

A handful of office-type telephone handsets were installed, but more than 95% of all staff used their personal mobile phones (and the Ring Central mobile application) for personal telecommunications.

Because of these programs, dependable and swift Internet access was critical. The LA2015 staff was supported by one Gigabit of bandwidth, which proved to be fully sufficient until the last two months prior to the Games, when the number of staff users overloaded even this allocation.

Staff had a choice of using their own personal computers for work, or could receive a refurbished Apple MacBook Air (13.3-inch) laptop for World Games use. About 150 were issued; staff who joined in the last couple of months may have been issued a 12-inch Microsoft Surface Pro 3, as these units became available.

Corporate partner Konica Minolta supplied large, multi-purpose copier/scanner units that were networked for users on both floors of the LA2015 headquarters office, with four large units on the 40th-then-20th floors and two on the 41st-then-21st floors. These were especially popular for printing tabloid-sized copies of the venue CAD drawings and for scanning printed documents into PDF files for storage on Google Drive.

These provisions worked well for the vast majority of users. Although occasionally spotty, in-office Internet access was generally dependable and fast, and communications through the Ring Central system worked acceptably. Calendar access and scheduling was excellent on Google Apps. The use of Google Drive was so popular that it became unwieldy; there was no requirement for any department to maintain its folders in an organized manner, and so it became difficult to find specific documents as the Games drew close.

All of the Microsoft Surface Pro 3 computers were returned at the end of the Games, but staff had a post-Games opportunity to buy the MacBook Air 13 computers at a reduced price of \$450 each.

World Games-period Systems:

A stunning array of technologies and devices were used to support the 2015 World Games programs at the arrival, ceremonies, competition and housing sites.

All of these, of course, revolved around the key infrastructure element of Internet access, which was a high priority. In order to assure connectivity and sufficient bandwidth, a variety of strategies were employed:

- At hubs with existing infrastructure – notably the Los Angeles Convention Center, UCLA and USC – agreements were made with the campuses and with the Convention Center’s contracted operator to provide wireless (Wi-Fi) access support at all Games facilities, and Ethernet availability for must-support users such as the Games results system and news media.
- At venues with some infrastructure, but for which Internet access was only required for limited areas, routers were used for wired and/or wireless connectivity. This was especially the case for the Los Angeles Memorial Coliseum for the Opening and Closing ceremonies.
- In locations with either little or no infrastructure, or for which hard-wire cabling would have been prohibitively expensive, wireless “Hotspots” using the high-speed 4G LTE mobile wireless broadband standard were employed. More than 100 Hotspots were deployed to venues such as Balboa Sports Center, Griffith Park, all of the Long Beach sites and the Los Angeles Equestrian Center, using equipment from AT&T.

Combined, these facilities provided more than 10 gigabits of data connectivity through the World Games, working with a variety of providers, with access extended inside venues by the use of more than 150 switches. While connectivity was certainly not perfect everywhere, it was generally available to most users most of the time. Outdoor applications at large sites had the most challenges in obtaining an always-up signal, such as for staff and volunteer check-in.

Devices distributed to support LA2015 and user-group needs (such as news media) varied according to requirements and sponsor support, but included:

- Computers: 400 Microsoft Surface Pro 3
 300 Dell Inspiron 14 3000 series laptop
 150 Dell Inspiron 20 3000 series All-in-One
 150 MacBook Air 13 (already distributed to LA2015 staff)
- Tablets: 400 Google Nexus 7
 100 Google Nexus 9
- Mobile phones: 35 Nokia Lumia 1520 smartphone (6.0-inch screen)
 1,200 Nokia Lumia 635 smartphone (4.5-inch screen)
 200 Nokia 106 feature phone (1.8-inch screen)
- Printer/Scanners: 250 Konica Minolta Bizhub multi-function color-printing models C35, C450, C550, C650 and monochrome models 220 and 280

Tablets were used for Honored Guests support (information look-up), Language Services, Transportation (vehicle check-ins and inspection reports) and by Workforce for staff and volunteer check-ins on site. The Nokia Lumia smartphones all used the Windows Phone 10 operating system and all of the Nokia mobile phones were on the GSM band only.

To support the computing needs of the results, workforce and other systems, LA2015 utilized 20 Windows 2012 Servers and MS SQL 2012/2014 Database Servers and four NIX servers to provide remote application services for more than 100 users.

In all, nearly 3,500 devices were deployed Games-wide, with remarkable success. More than 97% of all devices were returned at the end of the Games and the number of devices which were damaged or lost was less than five percent of the total.

The LA2015 Technology team successfully supported the needs of the World Games in the mission-critical backbone computing area, with no significant downtime for the Games Management System or its associated functions. The Microsoft Azure cloud-computing platform worked dependably and was a successful choice for multiple applications.

In retrospect, the biggest issue for the LA2015 Technology group was people rather than things. Because resources were thin, it was not possible to increase the size of the technology team sufficiently to keep track of expanding desires or needs of the functional areas. In fact, the initial survey of functional-area technology needs completed in November 2014 was not updated until April 2015. At that point, needs had increased, but discussions with suppliers and vendors had not incorporated the added requests. The late addition of hub and venue technology managers meant that they – and the functional areas they supported – had to scramble to figure out what could be provided, installed and tested in the time remaining. With a strong effort, the planning proved sufficient for what was needed in almost every area.

Results and Information System:

Rather than requiring each successive organizing committee to develop a new system, Special Olympics, Inc. created a comprehensive registration and results-reporting software package known as the Games Management System (GMS), for World Games use.

For the 2015 Games, GMS was in the midst of a major revision undertaken by Special Olympics, Inc. and its sponsor Microsoft, which provided both advantages and pitfalls. The major benefit was close monitoring of the system by Microsoft and new tools which it provided to give faster-than-ever access to the sports results.

In general terms, results were posted by GMS to designated Web sites and applications once a discrete event – for example, a single race (of 35) in the men's 100 meters – was completed and certified as "official." An event would not reach this level if a protest was filed, and so the result would be delayed until the protest was resolved. Because there was a 30-minute "protest period" available for many sports, results were expected to appear just after 30 minutes following the end of an event.

The results process began with the registration of athletes into GMS. Initial entries were due in November 2014, with substitutions due no later than 15 May 2015. In actual practice, changes to delegation rosters in many sports were made continuously right up until the beginning of competition.

Once the entries were confirmed (or changes were cut off), reports would be generated to help stage the competition and awards and publish the official results:

Pre-event Reports:

- Athlete Overview – alphabetical: Participants in each event, by division and in alphabetical order, for individual events;
- Athlete Overview – by team: Participant roster for a team sport, by team, in alphabetical order;
- Team Roster: Team roster, in alphabetical order;
- Heat Sheet: Line-up for a single event;
- Condensed Heat Sheet: A compacted list of all heat sheets of a single competition session;
- Schedule: Chronological list of events in a single competition session, by division and with competitor names, delegation and lane assignments.

Scoresheets:

These were used by game officials and varied according to the needs of a particular sport: Badminton, Basketball, Beach Volleyball, Bocce, Bowling, Equestrian, Football, Gymnastics, Handball, Judo, Sailing, Softball, Table Tennis, Tennis and Volleyball.

Results for timed events were provided by contracted timing and scoring companies that included Colorado Timing Systems (Aquatics) and FinishLynx (Athletics, Cycling, Kayaking, Opening Water Swimming, Roller Skating and Triathlon), with the U.S. Golf Association providing its scoring and display system for Golf.

Post-event Reports:

- Results: Up to three versions could be produced:
“Finished – Complete”: event has ended;
“Finished – In Protest”: protest has been filed;
“Finished – Official”: results now official;
- Results for Awards: Once results were official, four versions for the awards team were produced:
“Results – Awards”: list of places;
“Results – Staging”: sheets listing the order of awardees to stand on the podium, from left to right and right to left;
“Results – Announcer”: for announcing use;
- Condensed Results: A compacted list of all results of a single competition session;
- Tournament Ranking: For team sports, this report listed the detailed match or set scores and the cumulative standings and statistical details for each competition division.

There were a total of 193 of these reports available across the 25 sports, meaning that when

issued for each competition or event (as applicable), there were thousands of reports generated during the Games.

This made the new “Condensed Heat Sheet” and “Condensed Results” reports especially valuable. For example, rather than trying to bring up each of the 383 different results in Athletics individually, all of the results were summarized in the Condensed Results package for that sport in just 65 pages.

Because the LA2015 Web site and mobile app did not display results until they were “Finished – Official,” news media and some delegation and sports officials needed faster access. This was accommodated via the Microsoft Reporting Database (MRD), which presented all available results (including “Finished – Complete” and “Finished – In Protest”) as well as the Condensed Heat Sheets and Condensed Results, in a Web site-style format. It was easy to navigate, but the sheer number of results made it time-consuming to use.

The World Games results and reporting systems – GMS and MRD – worked. There were difficulties in a few sports on the first two days of the Games, but the systems performed better and better as the event went on. The GMS operators used by LA2015 had been thoroughly trained and with troubleshooting help from Microsoft, were able to produce reports according to the pre-planned protocol.

That said, there was dissatisfaction with some aspects of the system:

- Delegation officials, families and news media were all unhappy that no heat sheets (or results) were produced for the Divisioning rounds. Because of this lack of information, it was literally a guess as to whether any specific delegation would be in competition at a specific venue on a given day, especially early in the Games. This is an informational aspect of the competition process that must be revised in the future.
- The same groups consistently asked for reports by delegation which listed all of the events (and athletes) who were competing in events on a specific day. This request was met by new report called the “Daily Delegation Schedule,” which was first issued on 27 July and then daily thereafter. It was helpful, but it contained no entries for sports still in Divisioning and for which no competition schedules had yet been issued. Nevertheless, it ranged from 186 pages to more than 200 pages, depending on the date of issue.
- News media asked for a report listing all of the events, delegations and athletes participating at each venue each day. This report was not produced, but should be considered in the future.
- The usability of results on the LA2015 Web site and mobile app was hampered by a complex design that displayed results across the width of the screen and added photographs, medal graphics and other features. A simpler design, closer in format to the actual results sheets would have been easier to understand (and saved a lot of time).

Some news media, more used to results reporting procedures at Olympic Games or similar events, were confused by the term “heat sheets” instead of today’s international standard of “start lists,” and the lack of printed results at sites. Copies of the Condensed Heat Sheets were generally available for media at most sites, but results were not printed as part of the LA2015 commitment to sustainability.

2.33 Torch Relay

A fixture from the very start of Special Olympics events since the inaugural national competition on 20 July 1968, the Flame of Hope was an integral part of the build-up to the 2015 World Games.

Since 1981, a massive fund-raising program known as the Law Enforcement Torch Run campaign has been organized to support Special Olympics in countries worldwide. It has grown to include more than 97,000 volunteers spanning 46 countries, who have raised more than \$461 million for the Movement. As the largest grass-roots fundraiser and public awareness vehicle for Special Olympics, the program raised over \$50.3 million in 2013.

On 14 May 2015, the Special Olympics Flame of Hope for the Special Olympics World Games Los Angeles 2015 was lit by the sun's rays at the Sacred Site of Pnyx, opposite the Acropolis in Athens, Greece. Present at the ceremony were Prokopios Pavlopoulos, President of the Hellenic Republic; Special Olympics, Inc. Chief Executive Officer Janet Froetscher; Special Olympics World Games Los Angeles 2015 President Patrick McClenahan; Special Olympics Hellas President Joanna Despotopoulou; Law Enforcement Torch Run for Special Olympics Final Leg Team members, Team Special Olympics Hellas and hundreds of dignitaries and guests.

After the Flame of Hope was lit, McClenahan handed the torch to Final Leg Team member and Special Olympics Southern California athlete Brett Laza and Special Olympics Hellas athlete Theano Dilaveraki. Members of law enforcement along with Special Olympics athletes then carried the Flame of Hope through the streets of Athens to the residence of U.S. Ambassador David Pearce, where a ceremony was held. The Flame of Hope was then entrusted to the Presidential Guard for safekeeping until it began its journey to the United States.

The Flame of Hope was transported via UPS Airlines on 18 May to the UPS hub at Cologne Bonn Airport in Germany, then to Philadelphia, Pennsylvania, arriving on 19 May. The flame was then transferred to a UPS alternative fuel vehicle to travel to the Special Olympics headquarters offices in Washington, D.C. in time for the start of the Special Olympics Unified Relay Across America on 26 May.

The first-ever Special Olympics Unified Relay Across America (www.UnifiedRelay.org), presented by Bank of America, comprised a 46-day, 20,492-mile (32,979 km), three-route program of running, walking, cycling and driving with the Flame of Hope:

- From 26 May to 10 July, the Unified Relay moved across the United States on three concurrent routes: Northern (Red), beginning in Augusta, Maine; Central (White), beginning in Washington, D.C., and Southern (Blue), originating from Miami, Florida.
- Each route was supported by a 150-member Running and Sport Team of the Law Enforcement Torch Run volunteer corps from around the world, serving as Guardians of the Flame®.
- More than 10,000 torchbearers carried the Flame for a half-mile walk or run segment or a five-mile bike segment in their area of interest across the United States, raising \$1,634,639 in the process.

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- Co-Captains for the Unified Relay included entertainment, sports and Special Olympics Athletes from across the USA:
 - = Aloe Blacc, singer-songwriter
 - = Big Show, WWE wrestler and goodwill ambassador for the 2015 World Games
 - = Zach Commander, Special Olympics Athlete (Elizabeth City, North Carolina)
 - = Elena Delle Donne, Chicago Sky (WNBA)
 - = Mike Golic, ESPN Radio “Mike & Mike in the Morning” co-host
 - = Mike Greenberg, ESPN Radio “Mike & Mike in the Morning” co-host
 - = Joe Haden, Cleveland Browns (NFL)
 - = Corey Leonhard, Special Olympics Athlete (Muscatine, Iowa)
 - = Damian Lillard, Portland Trail Blazers (NBA)
 - = Maria Menounos, E! Entertainment host
 - = Nancy O’Dell, Entertainment Tonight co-anchor
 - = Apolo Anton Ohno, eight-time Olympic medalist in Short-Track Speedskating
 - = Johanna Schoenek, Special Olympics Athlete (Cogan Station, Pennsylvania)
 - = Josh Turner, singer-songwriter
- The Unified Relay was presented by Bank of America and nationally sponsored by CITGO, FinishLine, Microsoft, PR Nutrition, Toyota and Visa. ESPN-ABC was the Official Media Partner, and the Law Enforcement Torch Run for Special Olympics was an Official Partner. Promotional Partners included Coca-Cola, Interscope Records, ReverbNation, Universal Music Group Nashville, UPS and WWE. Lions International is a Community Partner.

SPECIAL OLYMPICS UNIFIED RELAY ACROSS AMERICA
Presented by Bank of America

CARRY THE TORCH!

Anyone can be a torchbearer. Register today as a team or individual and take part in the once in a lifetime event to deliver the Flame of Hope to Los Angeles and raise money for the Special Olympics movement.

50 STATES 46 DAYS 3 RELAY ROUTES

END: LOS ANGELES, CA
START: MIAMI, FL
START: WASHINGTON, DC
START: BOSTON, ME

Special Olympics **WORLD GAMES** LOS ANGELES 2015

JOIN US
May 26 – July 10, 2015

REGISTER NOW!
www.unifiedrelay.org

ENABLED BY: **LAW ENFORCEMENT TORCH RUN** FOR SPECIAL OLYMPICS

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The three routes met in Los Angeles on 10 July, and in a ceremony at Dodger Stadium, transferred the Flame of Hope to the Law Enforcement Torch Run Final Leg team for the final run-up to the opening of the World Games:

- On 13 July, three separate routes covering 4,648 miles (7,480 km) through California began from the state capitol of Sacramento on a 13-day journey to Los Angeles.
- A team of 125 members – which includes 10 team leaders, 77 law enforcement officer runners, 10 Special Olympics athletes, and logistics personnel – served as Guardians of the Flame, running the Flame of Hope through 122 cities across California at 119 events.

The law enforcement members of the Final Leg team came from 23 countries and territories, including Australia, Austria, Bahamas, Barbados, Canada, Chinese Taipei, Cyprus, Czech Republic, Gibraltar, Greece, Hong Kong, Iceland, Ireland, Italy, Jamaica, Korea (South), Netherlands, New Zealand, Northern Ireland, St. Kitts and Nevis, Switzerland, Trinidad and Tobago and the United States.

- From 4-6 stops were made on each route each day, celebrating the arrival of the Torch in communities across the state, including most of the 80 Host Towns.
- Final Leg runners included 10 teams of not more than 12 people each: two of the routes had three teams and one had four. Special Olympics Athletes ran with the law enforcement Torch Runners throughout the route, at a 10-12 minutes-per-mile pace.



*Law Enforcement Final Leg torch
(Photograph by Cory Hansen)*

- Law Enforcement runners from around the world were selected to represent their Torch Run and Special Olympics Programs in the Final Leg. The Special Olympics athletes were selected to be a part of the Final Leg Team based on nominations received from around the world.

The relay ended with the lighting of the ceremonial cauldron during the Opening Ceremony in the Los Angeles Memorial Coliseum on 25 July.

The ceremonial torches to be used on the Unified Relay and the Final Leg were manufactured by MTM Recognition of Oklahoma City, Oklahoma, which has produced the torches for the Special Olympics World Games relays in 2007 (China) and 2011 (Greece), among others.

2.34 Transportation

The LA2015 transportation program encompassed three major areas of responsibility:

- Athlete and delegation transportation
- Families, Honored Guests and news media transportation
- Staff and spectator transportation

Each of these groups was accommodated with varying levels of service during the operating period that began with the opening of the Delegation Welcome Center on 20 July 2015 and concluded with the departure of the delegations on 3 August.

Athlete and delegation transportation:

For the delegations, transportation support was planned to be provided (1) from Los Angeles International Airport (LAX) to the Delegation Welcome Center and then to Host Towns, (2) from Host Towns to housing at UCLA and USC for the Games, (3) to and from the Opening Ceremony, (4) to and from the competitions, (5) to and from the Closing Ceremony and (6) from athlete housing back to the airport.

After a difficult start, the transport service improved significantly as the Games moved along:

- Transportation support on 20 July from LAX to designated hotels, using 20 buses, worked without significant incident for the limited number of delegations who arrived early.

The 21 July transfer program from LAX to the Delegation Welcome Center at Loyola Marymount University did not go according to plan. A fleet of 143 buses, about 20 short of the total planned, were available, but operations began late with the pick-up of already-arrived delegations at their hotels. Over the course of the day, a series of delays at every juncture in the process – including significant LA2015 processing delays at the Welcome Center – pushed back the schedule for moving delegations through the Welcome Center and to their Host Towns.

Because of this, the number of delegates at the Welcome Center escalated beyond the planned capacity, and delegations arriving after 1530 were told to wait at LAX, being moved only when delegates were moved to Host Towns. However, the LA2015 arrivals team continued to move arriving delegations through the immigration, customs control and baggage claim procedures and deliver them to the bus loading zones. Some delegations were asked to wait for as long as six hours at the airport, until a decision was made to bring them all to the

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Welcome Center. With the aid of buses loaned by Los Angeles World Airports, Los Angeles Metropolitan Transportation Authority and others, all delegates arrived at the Welcome Center by 0315 on Tuesday, 22 July.

At the Welcome Center, buses which had been scheduled to move delegations sat idle during the delays and some drivers were not allowed to continue because they had exhausted the U.S. legal limit of 10 hours of driving or 15 hours of on-duty time allowed per day. Of the 161 delegations who arrived at the Welcome Center on 21 July, 131 were transported to Host Towns and 30 were held overnight for transport the next day.

On 22 July, the delegations which had stayed overnight were all on their way to Host Towns by 1230, with 44 buses (about double the number planned) utilized to handle these groups and the remaining delegations which arrived, as scheduled, on this date.

- Transfers from the Host Towns to the athlete housing at UCLA and USC on 24 July were smoother, benefitting from an enlarged transportation management staff, an expansion of the Unified Command Post to accommodate a Transportation management office and an enhanced contingent of 224 buses. There were delays for some delegations, but these were settled by the end of the day.
- Opening Ceremony transport saw the heaviest one-day use of buses in the entire Games, as 419 buses (332 for delegations only) were used for transfers to and from the Los Angeles Memorial Coliseum. Transport to the Coliseum was fairly efficient, but the return of more than 9,000 delegates and delegation liaisons to UCLA and USC continued slightly beyond midnight.
- Transportation operations during the Games were generally good. A significant effort to reduce transportation logistics was made by housing 54% of all athletes within walking distance of their competition sites at UCLA and USC. For those athletes competing elsewhere, transportation was organized by campus to venues with the shortest travel time:
 - = From UCLA: Balboa Sports Center and Beach Volleyball and Cycling venues in Long Beach.
 - = From USC: Griffith Park, all venues in Long Beach, the Los Angeles Convention Center and the Los Angeles Equestrian Center.

This service was organized primarily through the use of Los Angeles Unified School District (LAUSD) buses, drivers, dispatchers and supervisors. From 232 to 294 LAUSD buses were employed daily from 26-31 July for World Games transit and 194 buses on 1 August, as the competitions ended. Service reliability improved daily during the Games.

A shuttle service between UCLA and USC (open to anyone with a World Games credential) was operated from 26 July to 1 August, leaving every 30 minutes from each campus between 0800 and 2200.

- Closing Ceremony transport worked well, especially because the delegations began leaving the event in small groups after the protocol portion of the program ended. This spread out the departure times and allowed an efficient use of the 186 LAUSD buses dedicated to this event.

LA2015: ORGANIZATION

- Delegation departures on 3 August were very well managed, using 169 buses to move the delegations to LAX or to an LAX-area hotel of their choice. Bus operations at the campuses were completed by 2030.

Except for the UCLA-USC shuttle, the athlete transport systems were open only to World Games athletes, coaches and delegation members.

World Games Family transport:

In order to support the needs of credentialed members of the extended World Games Family – athlete families, Honored Guests, news media, officials and World Games staff – a shuttle service was designed to provide links between the LA2015-designated hotels and the competition venues on either a direct or hub-and-spoke system depending on the venue.

Eligibility for this service was indicated on an individual's credential by the presence of the "T-3" designation on the lower left corner of the badge. Anyone with this designation could ride any of the shuttle buses provided during the Games during its operating period from 25 July-1 August.

Pick-up points were concentrated at the 34 designated LA2015 hotels, organized into 23 load zones. Routes generally provided drop-offs at the Los Angeles Convention Center, then at USC and then moved on to a lot adjacent to the Los Angeles Memorial Coliseum, where transfers could be made to buses serving all other venues.

Although the concept of this service was easy to grasp, the difficulties came in communications. A comprehensive schedule of bus arrivals, departures and estimated segment times was never published. Schedules were posted at many of the LA2015 hotels, but not all. Thus, many users found the T-3 service hard to use due to a lack of information; in many cases, the best information came from the bus load-zone operators at each pick-up point, who likely had the most up-to-date schedule available.

Visitors to UCLA and USC were dropped at a central location on the campus and could then get on a World Games campus shuttle that would take them close to their preferred venue.

A special transport program was added to move athlete families to and from the "Picnic in the Park" Families Reception in Grand Park in downtown Los Angeles on 28 July.

In all, some 3,083 days of bus use were employed in the movement of athletes, delegations and the World Games Family. Of these, 2,353 (76.3%) were LAUSD school-bus transport of delegations and the World Games Family (on separate systems), with the remainder in coaches for LAX transfers and special events. A total of 15 different bus companies were used to supply vehicles during the Games.

A Motor Pool operation, utilizing 400 vehicles furnished by Toyota, was based in a subterranean exhibit hall at the Los Angeles Convention Center and designated to provide special services to Honored Guests with enhanced transportation privileges:

- Honored Guests with T-1 designations were assigned a vehicle and a Honored Guest Host, who would also act as a driver. Approximately 100 T-1 guests were expected, but T-1 credentials were issued to 184 individuals (who had additional guests accompanying them).

- Honored Guests and a few others with a T-2 designation were eligible to request Motor Pool support from 0700-2200 daily, which would provide a car and driver to the requestor's location and take them where they wanted to go. Nearly 300 vehicles were planned to be available for this purpose.

This program worked well much of the time, but there were again communications issues. Planning for this service was based on the expected number of T-2 guests forecast well before the Games, but as the actual number of Honored Guests with T-1 access was higher than expected, fewer vehicles were available. This led to a shortage of rides for T-2 guests, which caused some frustration, and the number of T-2 guests was also higher than forecast. Nevertheless, more than 2,081 trips were booked during the Games, about half of which were requested using an internal LA2015 booking system and half by telephone and e-mail requests.

There was initial confusion over the start date of the Motor Pool service, either on 23 July or 26 July. As these issues were worked out, the service became more dependable and easier to use. As Honored Guests left as the Games wore on, the use of the Motor Pool declined significantly, to the point where drivers were reassigned to other functions late in the Games to better utilize their interest in volunteering.

Parking arrangements were available for Honored Guests, news media and staff, who could (generally) show their credential to access specific lots reserved for their use; parking passes were required at USC. World Games staff at UCLA and USC were parked in auxiliary lots and then shuttled to the section of campus in which they were working.

World Games public transport:

As a significant element of its commitment to sustainability, LA2015 heavily promoted the use of public transportation for the World Games.

The Los Angeles Metropolitan Transportation Authority ("Metro") was recognized as the "Official Transit Provider" for the World Games and heavily promoted the use of its system as a way to get to the Games and especially the ceremonies events held at the Los Angeles Memorial Coliseum.

All LA2015 staff and volunteers were provided with complimentary TAP cards – some 12,000 in all – allowing them to use the Metro system free of charge during the Games, and this benefit was widely used. Special World Games-themed, commemorative TAP cards were also sold by Metro to the public during the course of the Games.

2.35 Venue Development & Venue Management

The creation of detailed plans for each of the more than two dozen ceremonies, competition and support venues at the World Games was an intense, iterative process that took more than two years to complete. But beyond that was the challenging task of integrating the 32 functional areas into well-coordinated operating teams at each venue, supported by the infrastructure and supplies needed to successfully run the Games.

These needs for coordination were met by a series of exercises that forced close examination of the issues of limited people, space, resources and time. These primarily included:

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- Architectural drawings of the venues (CADs)
- Functional area and venue operating plans
- LA2015 policies and procedures
- LA2015 contingency plans
- Venue-by-venue tabletop exercises

Planning period:

An early commitment was made to creating to-scale architectural drawings of all World Games venues, using computer-aided design (CAD) tools. Initial editions were developed in June and July of 2014, but these suffered from a lack of input for functional areas for whom full-time staff had not yet been hired. However, working plans were circulated by September 2014:

- | | | |
|--------------|-------------------|--------------------------------|
| • Version 1: | <i>Published:</i> | 2014: Week of 8-12 September |
| • Version 2: | | 2014: Week of 3-7 November |
| • Version 3: | | 2015: Week of 30 March-3 April |
| • Version 4: | | 2015: Week of 20-24 April |
| • Version 5: | | 2015: Week of 25-29 May |
| • Version 6: | | 2015: Week of 6-10 July |

The movement of sports and venues for the World Games was essentially completed by the publication of the first formalized CAD set in September 2014.

Version 5 plans had been suggested as “final” emphasizing the maxim that “if it isn’t on the CADs, it won’t be built.” A series of small changes were made for the unpublicized sixth edition, owing to the realities of the actual spaces to be used, rather than on those planned in advance. As almost any change from version 4 on impacted the equipment to be ordered for any site, the LA2015 Venue Development team monitored, and was required to approve, all requests for changes beginning in mid-April 2015.

The CAD drawings were a reflection of the individual operating plans developed by the 32 LA2015 functional areas. While some plans were compiled as early as January 2013, four versions were required of all departments, with more details required as the plans developed over time:

- | | | |
|--------------|----------------|--------------------|
| • Version 1: | <i>Due by:</i> | 2014: 15 September |
| • Version 2: | | 2014: 01 December |
| • Version 3: | | 2015: 10 February |
| • Version 4: | | 2015: 30 April |

With the development of departmental operating plans and drawings of the physical infrastructure of the Games, a program to integrate these programs into operating procedures and workable on-site teams was undertaken in April, May and June:

- | | |
|----------------------------|---------------------|
| • Policies and Procedures: | 2015: April and May |
| • Contingency Plans: | 2015: May and June |
| • Tabletop Exercises: | 2015: 9-12 June |

The Policies and Procedures project asked each of the Functional Areas to create specific rules and regulations not only for their internal use, but to inform other departments of what their processes would be during the Games. The timeline was fairly rapid: requirements were

established in March, formats were distributed on 3 April, a draft sets of policies and procedures was due for central review by 22 April, with revisions due by 30 April. A finalized set of 385 policies and procedures across 25 areas, covering 91 pages, was issued on 13 May 2015.

Once the policies had been determined, the possible responses to potential calamities could be examined. This was done through the development of “Contingency Plans,” drafted by the specific departments which would handle specific issues. The process for this was also swift: templates were distributed on 22 April, drafts were due from the functional areas by 15 May, and were reviewed and finalized by 27 May. The package of 28 contingency plans from 13 departments was distributed on 29 May, with a revised set (following the tabletop exercises) sent out on 25 June.

These were finally followed by a set of intense tabletop exercises, designed to gather the functional-area chiefs of each venue together in a room and respond to a series of problems. Each of the competition venues and some of the support sites had tabletop exercises (eight in all) from 9-12 June. Out of these discussions came 118 items which were not resolved and required follow-up from one or more of the departments; the appropriate responses were determined between 16 June and 25 July, depending on the issue. A separate, joint-simulation exercise that incorporated law enforcement, public safety, LA2015 and Special Olympics staff in public safety scenarios was held on 29-30 June.

Special Olympics, Inc. (SOI) was either directly sent, or had access to, all of these planning programs and tools during the pre-Games process. In addition, six general coordination (CoCom) meetings were held between SOI and LA2015: two in 2013 (June and September), three in 2014 (January, August and October) and the last from 19-20 February 2015.

World Games period:

Completing the planning phase was only the first step in the process of producing the Games. The ordering, delivery, installation, recovery and return of thousands of pieces of equipment – all in compressed time frames – was the venue management task undertaken by the 14-member Venue Development team.

As examples of the operating scale of the 2015 World Games, highlights of the equipment and infrastructure ordered included:

- Balboa Sports Center: (1 sport)

= Barricades: 151	= Restrooms: 51
= Bleachers: 10	= Tables (all types): 132
= Chairs: 1,748	= Tents: 51

- Griffith Park: (1 sport)

= Barricades: 26	= Restrooms: 24
= Bleachers: 0	= Tables (all types): 81
= Chairs: 496	= Tents: 18

- Long Beach (all venues): (6 sports in 4 locations)

= Barricades: 2,285	= Restrooms: 93
= Bleachers: 5	= Tables (all types): 374
= Chairs: 2,124	= Tents: 93

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- Los Angeles Convention Center: (7 sports, including bowling, plus Media Operations Office & Workroom and UDAC II)

= Barricades:	129	= Restrooms:	5
= Bleachers:	10	= Tables (all types):	688
= Chairs:	4,989	= Tents:	0

In lieu of tents, facilities inside the Convention Center used 8,093 linear feet (~ 2,467 m) of pipe & drape partitions to form discrete spaces for various functions.

- Los Angeles Equestrian Center: (1 sport)

= Barricades:	43	= Restrooms:	16
= Bleachers:	0	= Tables (all types):	104
= Chairs:	710	= Tents:	20

- Los Angeles Memorial Coliseum: (2 ceremonies)

= Barricades:	1,787	= Restrooms:	68
= Bleachers:	0	= Tables (all types):	379
= Chairs:	10,542	= Tents:	34

- UCLA: (7 sports, athlete housing, festival)

= Barricades:	95	= Restrooms:	45
= Bleachers:	8	= Tables (all types):	546
= Chairs:	3,381	= Tents:	86

- USC: (3 sports, athlete housing, festival, Healthy Athletes pavilion)

= Barricades:	65	= Restrooms:	78
= Bleachers:	5	= Tables (all types):	623
= Chairs:	4,132	= Tents:	88

Among other typical items ordered for venues included, but were not limited to fencing, fork lifts, golf carts, public address systems, sandbags, stages, stanchions, storage containers, traffic cones, umbrellas and lots of office supplies. To the extent that resources were available for signage, the wayfinding program was well done, but more signage would have been welcome at most sites.

The Venue Development team also had responsibility for the provision of electrical power, which was a significant element in planning, as well as in cost.

Radio communications were arranged by the LA2015 Operations team working in conjunction with two equipment and support providers. A total of 1,391 radios, 232 chargers and 348 spare batteries were deployed across the venues. The largest users were Sport (327), Medical Services (276), Spectator Services (185), Media Operations (113) and Logistics (77). Repeaters were installed at larger sites to increase reception effectiveness. Radio communications were tied into a Hub Communications Center at each hub or venue, which monitored any issues which arose and which advised the Unified Command Post in case of larger problems which required added assistance or advice.

The installation program for all venues (including power) was fairly smooth, despite tight timeframes at several of the sites. Essentially all of the rented equipment was recovered and site strikes were quick and orderly. This element of the World Games worked very well.

For the future, having infrastructure and service standards on which to base the venue development program will be helpful, to eliminate a lot of guesswork on what level of support (and expense) is actually needed for the World Games. Future involvement by television will also impact these decisions substantially and must be taken into consideration from the beginning of the planning process.

2.36 Red-Letter Days in LA2015 History

05 January 2011:

Special Olympics, Inc. announced that bids from South Africa and the United States (Los Angeles) are finalists to be hosts of the 2015 Special Olympics World Games.

14 September 2011:

Los Angeles is announced as host of the 2015 Special Olympics World Games in a celebration held at Staples Center. Pat McClenahan, chair of the Bid Committee, is named as President and Chief Executive.

14 February 2013:

Los Angeles Mayor Antonio Villaraigosa announces the results of an economic-impact study of the World Games, showing a benefit of as much as \$415 million in direct and induced spending from the organization and production of the Games.

The World Games logo, designed by Los Angeles-based advertising agency Davis Elen, is unveiled. World Games president Pat McClenahan notes that "The celebratory figure represents the courage, determination and joy of our athletes, inside the circle represents acceptance and inclusion of people with intellectual disabilities, and the multiple colors, comprised of colors of flags around the world, represents diversity and the beautiful mosaic of our World Games athletes."

24 July 2013:

U.S. Congresswoman Janice Hahn (CA-44) introduced a resolution honoring the upcoming 2015 World Games in Los Angeles. Rep. Hahn was joined by Rep. Joe Kennedy (MA-4) and the entire Los Angeles County congressional delegation to introduce the resolution on the day marking exactly two years from the Games' opening ceremony.

30 July 2013:

Los Angeles Mayor Eric Garcetti announced that U.S. President Barack Obama and First Lady Michelle Obama will serve as Honorary Chairs of the World Games, with Garcetti and California Governor Jerry Brown are serving as Honorary Hosts.

03 December 2013:

LA2015 launched two new programs: an online volunteer-registration portal – www.LA2015.org/volunteer – and its "Support An Athlete" campaign, at support.LA2015.org. The latter will help raise funds to meet the estimated \$2,500 cost of hosting each athlete coming to the World Games in Los Angeles.

02 April 2014:

Long Beach, California is announced as the first “Host Town” of the 2015 World Games. Long-time headquarters of Special Olympics Southern California, Long Beach will be one of dozens of California communities to host delegations for three days prior to the start of the World Games.

16 April 2014:

A team of “15 for 2015” World Games Global Messengers is introduced. Along with seven alternates, the individuals – all Special Olympics Athletes and several veterans of past World Games – will spread awareness of the event throughout Southern California. Selected from 11 California counties, these athletes have competed in a combined 12 sports from bocce to volleyball.

30 April 2014:

An unprecedented Special Olympics World Games broadcast agreement is announced between LA2015 and ESPN, which will showcase the World Games in 10 hours of coverage on ABC, ESPN and ESPN2. Programming will include full coverage of the Opening Ceremony and highlights shows on each night of the Games.

06-08 June 2014:

The Southern California Special Olympics Summer Invitational served as a major test event for LA2015. Held at the University of Southern California, the event showcased 1,244 athletes competing in six sports from 12 countries in addition to those from Southern California.

16 July 2014:

Toyota Motor Sales, U.S.A. is named as an Official Partner of the 2015 Special Olympics World Games, joining the Coca-Cola Company and Deloitte as top-level supporters of the Games.

29 July 2014:

California Lt. Governor Gavin Newsom named Executive Chairman of the LA2015 Leadership Council, providing strategic counsel and relationship-building support for the organization of the World Games.

31 July 2014:

The Bank of America Charitable Foundation is announced as the fourth Official Partner of the 2015 World Games.

20 August 2014:

The news media registration portal for the World Games opens.

03 September 2014:

Mattel, a supporter of Special Olympics since 2005, is announced as the fifth Official Partner of the 2015 World Games.

07 October 2014:

OUE Limited announces it will provide the Official Headquarters of the 2015 World Games on two floors of its landmark U.S. Bank Tower skyscraper in downtown Los Angeles. The tallest building in the U.S. west of Chicago, the 73-story, 1,018-foot-high tower is one of the icons of Los Angeles.

10 December 2014:

Redondo Beach-based FiveCurrents, producers of mammoth special events including multiple Olympic Games ceremonies, named as the producers of the Opening and Closing Ceremonies of the 2015 World Games.

01 January 2015:

Kaiser Permanente's "Together, We Thrive" float in the 126th Tournament of Roses Parade, awarded the Judge's Special Trophy as the most spectacular in showmanship and dramatic impact. The float saluted the World Games with a rotating eight-panel image display, the World Games logo and the peristyle of the Los Angeles Memorial Coliseum.

16 January 2015:

Canadian singer-songwriter Avril Lavigne announces the creation of a new song, "Fly," to support the Special Olympics World Games through the Avril Lavigne Foundation.

27 January 2015:

The "Special Olympics Unified Relay Across America" is announced on ABC's "Good Morning America."

Presented by Bank of America, the program will have as many as 20,000 participants running, walking or biking with the Flame of Hope through all 50 states on its way to the Opening Ceremony in Los Angeles.

05 March 2015:

Pairings of delegations with more than 70 Host Town communities throughout California are announced.

15 April 2015:

The Special Olympics World Games mobile app is launched, available for free on both iOS and Android systems. Designed by Spontly, the app allows registered users to create and share their own World Games-related content.

16 April 2015:

Gala ceremonies at the LA84 Foundation in Los Angeles mark "100 Days" to go to the Opening Ceremony. The designs of the World Games competition medals and award ribbons are unveiled in the company of Olympic gold medalists including Julie Foudy (football), Rafer Johnson (track & field), Greg Louganis (diving) and John Naber (swimming).

Musician and philanthropist Avril Lavigne debuted her song "Fly" on the Ryan Seacrest radio show. The song is available on iTunes and the video is available at Vevo.com, with all net proceeds to benefit Special Olympics. The music video for "Fly" debuted on ABC's Good Morning America, and features Avril Lavigne and Special Olympics athletes worldwide.

14 May 2015:

The Special Olympics Flame of Hope for the 2015 World Games was lit by the sun's rays at the Sacred Site of Pnyx, opposite the Acropolis in Athens, Greece. Present at the ceremony were the President of the Hellenic Republic, Prokopios Pavlopoulos; Special Olympics Chief Executive Officer Janet Froetscher; LA2015 President and Chief Executive Patrick McClenahan; Special Olympics Hellas President Joanna Despotopoulou; Law Enforcement Torch Run for Special

Olympics Final Leg Team members, Team Special Olympics Hellas and hundreds more dignitaries and guests.

26 May 2015:

The Unified Relay Across America torch run began in Augusta, Maine; Washington, D.C. and Miami, Florida. The program will cross the United States on three different routes, ending in Los Angeles on 10 July.

In Augusta, Maine Governor Paul LaPage, elite game wardens from North Woods Law, and Special Olympics Pennsylvania athlete and Unified Relay co-captain Johanna Schoeneck kicked off the Northern Route of the Relay from the State Capitol.

In Washington, D.C. at the National Sylvania Theatre, U.S. Assistant Secretary of State for Education and Cultural Affairs Evan Ryan joined singer Andra Day, Miss District of Columbia USA Lizzy Olsen and Special Olympics Iowa athlete and Unified Relay co-captain Corey Leonhard to inaugurate the Central route.

In Miami, at Marlins Stadium, Marlins players joined actor Geovanni Gopradi and Special Olympics North Carolina athlete and Unified Relay co-captain Zach Commander to begin the Southern route.

2 June 2015:

Public sale of tickets for the Opening Ceremony for the 2015 World Games began.

15 June 2015:

The Los Angeles Metropolitan Transportation Authority (Metro) is announced as the Official Transit Provider" of the 2015 World Games, supporting a key element in the success of the event. In addition to providing public transit support, Metro will also provide 12,000 TAP cards for use by volunteers and staff. Special commemorative World Games TAP cards will be sold in Metro's ticket vending machines in the weeks before the start of the Games.

18 June 2015:

Stevie Wonder, Avril Lavigne, Nicole Scherzinger, O.A.R., Cody Simpson, J Balvin, Becky G and "Reach Up LA" theme song creator Siedah Garrett announced as headliners of the Opening Ceremony of the Special Olympics World Games on 25 July.

The show will be directed by Emmy Award-winning choreographer Debbie Allen and produced by FiveCurrents with appearances by Jimmy Kimmel, Eva Longoria, Lauren Potter, Michael Phelps, Greg Louganis, Stephanie McMahon and others to be announced.

25 June 2015:

Honorary World Games co-chair and U.S. First Lady Michelle Obama confirmed her attendance at the Opening Ceremony.

07 July 2015:

Unveiling ceremony for Toyota's "Share The Journey" Public Murals at the Los Angeles Memorial Coliseum. Created in cooperation with the Los Angeles Mural Conservancy, three public murals were created that will become a legacy of the 2015 World Games:

The artworks include (1) Kent Twitchell's "Special Olympics Monument," a dual portrait of Special Olympics icon Rafer Johnson and Special Olympics Athlete Loretta Claiborne, located at 1147 South Hope Street in Los Angeles; (2) David Flores's "World Stage Legacy," picturing the history of the Coliseum, located on the ground level outside the west end of the facility; and (3) Artist "Cryptik" created a large-scale portrait of boxing champion Muhammad Ali and multiple plaques with inspirational quotations from Special Olympics athletes and advocates, located at 1248 South Figueroa Street in Los Angeles.

10 July 2015:

Culmination of the 46-day, 20,492-mile (32,979 km), 10,000-runner Unified Relay Across America, The three-route program raised more than \$1.6 million and the three flames were joined in a ceremony at Dodger Stadium. The Flame of Hope was transferred to the Law Enforcement Torch Run Final Leg team for the final run-up to the opening of the World Games, beginning 13 July in Sacramento, California.

14 July 2015:

The United Arab Emirates is the first delegation to arrive in Los Angeles for the World Games, welcomed at Los Angeles International Airport by a special LA2015 welcome team.

21 July 2015:

The Delegation Welcome Center at Loyola Marymount University opens to process delegations and move them to their Host Towns. The first team to arrive was Brazil at 0839, greeted by LA2015 volunteers, camera crews from nearly every Los Angeles-based television station and even cheerleaders from a summer camp! In all, more than 7,200 delegates from 161 delegations came to the Welcome Center, with 131 transferred to their Host Towns via bus. Unplanned delays in team processing and transportation led to 30 delegations being accommodated overnight and then sent on to their Host Towns on 22 July.

22-24 July 2015:

An impressive total of 97 California communities across seven counties welcomed the delegations for three days of activities and cultural exchange in 80 Host Town programs from San Luis Obispo to San Diego. Delegations experienced a full range of Americana, including parades, tours, baseball games, carnival rides, a county fair, gala dinners, visits to cultural centers and museums, luaus and much more.

25 July 2015:

A sell-out crowd of 62,338 attends the Opening Ceremony at the Los Angeles Memorial Coliseum. Produced by FiveCurrents, the show featured entertainment from Stevie Wonder, O.A.R., Cody Simpson, J Balvin, Becky G, Avril Lavigne, Siedah Garrett, Nicole Scherzinger and many more. Delegates were welcomed by U.S. President Barack Obama (on video), Los Angeles Mayor Eric Garcetti, LA2015 President and Chief Executive Patrick McClenahan, Special Olympics, Inc. Board Chair Tim Shriver, among others. The World Games was formally opened by Michelle Obama, First Lady of the United States, with the Flame of Hope lit by Special Olympics Southern California athlete Destiny Sanchez, assisted by 1960 Olympic Decathlon champion and Special Olympics California co-founder Rafer Johnson.

26 July 2015:

First full day of competitions, beginning with the first-ever World Games Triathlon, held in Long Beach, starting at 0800. It's the first of many competitions to see hordes of spectators, with more

than 4,000 lining the course, especially at the start of the swim course and at the finish line.

01 August 2015:

Competitions conclude with the end of the final Handball match – in front of a capacity crowd of more than 1,000 – at the Los Angeles Convention Center.

02 August 2015:

A spectacular Closing Ceremony, also at the Los Angeles Memorial Coliseum, brings the World Games to a close in front of 38,358 attendees. The Special Olympics flag is passed to representatives of the 2017 World Winter Games in Austria and the Flame of Hope is carried from the Coliseum. Pop icons Carly Rae Jepsen and O.A.R. are the featured entertainers for the enthusiastic crowd.



LA2015 President and Chief Executive Pat McClenahan receiving the Special Olympics flag during the Closing Ceremony of the 2013 Special Olympics Winter World Games in Korea.

SPECIAL OLYMPICS WORLD GAMES LOS ANGELES 2015: RETROSPECTIVE

3. SPORTS & VENUES

3.01 Athlete Eligibility

At the core of the Special Olympics program is the opportunity to participate. Article 2 of the Special Olympics Amended General Rules (2012) defines this as:

Participation in Special Olympics is open to all persons with intellectual disabilities who meet the age requirements of this Article, whether or not that person also has other mental or physical disabilities, so long as that person registers to participate.

Further on, the specific requirements for Special Olympics eligibility are:

2.01 (B): Age Requirements

There is no maximum age limitation for participation in Special Olympics. The minimum age requirement for participation in Special Olympics competition is eight years of age.

2.01 (D): Identifying Persons with Intellectual disabilities

A person is considered to have an intellectual disability for purposes of determining his or her eligibility to participate in Special Olympics if that person satisfies any one of the following requirements:

- *The person has been identified by an agency or professional as having an intellectual disability as determined by their localities; or*
- *The person has a cognitive delay, as determined by standardized measures such as intelligent quotient or "IQ" testing or other measures which are generally accepted within the professional community in that Accredited Program's nation as being a reliable measurement of the existence of a cognitive delay; or*
- *The person has a closely related developmental disability. A "closely related developmental disability" means having functional limitations in both general learning (such as IQ) and in adaptive skills (such as in recreation, work, independent living, self-direction, or self-care). However, persons whose functional limitations are based solely on a physical, behavioral, or emotional disability, or a specific learning or sensory disability, are not eligible to participate as Special Olympics athletes, but may be eligible to volunteer for Special Olympics.*

For the 2015 Special Olympics World Games, athletes were nominated by their national Special Olympics organizations (known as "Accredited Programs") according to a quota determined by Special Olympics, Inc. In general, however, not just any athlete is allowed to be entered in the World Games. According to the Special Olympics Sports Rules, Article 1 (L) (2), "An athlete is eligible to advance to the next competition provided she or he has (1) participated in the previous level of competition (e.g., an athlete must compete in Program-level Games before advancing to

the World Games), with the following exception, (2) An athlete or team for which there has been no competition opportunity or Tournament or Games shall be eligible to advance to the next level of competition.”

Nominations were due by 1 November 2014, with substitutions allowed to 15 May 2015, but many delegations did not meet these deadlines. World Games athletes were allowed to enter one sport only, with per-sport limits on the number of events one could enter (noted in the sport-by-sport review below). Special Olympics sports regulations for the 2015 World Games required that every delegation must have female athlete representation, and that athletes may only be entered in events that are appropriate for their level of training.

In order to safeguard the health of every entrant, a series of medical forms was also filed for each athlete. Moreover, according to the Special Olympics Sports Rules, Article 1 (F) (2), “Accredited Programs shall provide for adequate supervision and coaching for all athletes. For competition activities, a maximum ratio of four athletes-to-one Coach/Chaperone (4:1 athlete-to-coach ratio) is required.”

The Special Olympics Sports Rules, Article 1 (C) also requires that:

- All athletes, coaches and officials follow the Special Olympics Code of Conduct;
- Compete against any and all registered competitors, specifically “Any individual, team or delegation that refuses to compete or participate in a Special Olympics Games or activities based on the ethnic origin, gender, religion, political affiliation of their fellow Special Olympics athletes in those activities, will be disqualified from participation in the games or event in question and not eligible for awards or recognition at that event.”
- Competitors refrain from unsportsmanlike conduct, including offensive actions or language to officials, spectators or competitors, upon penalty of disqualification.

For the special Unified Sports Experience exhibitions, the goal was to pair Special Olympics athletes (individuals with intellectual disabilities) and partners (individuals without intellectual disabilities) as teammates. Athletes and partners were ideally to be of similar age and ability, based on sport performance assessments.

3.02 Divisioning and Schedule

One of the unique aspects of the Special Olympics World Games is the “divisioning” process.

Unlike competitions such as the Olympic Games, where athletes entered in a specific event move through elimination rounds toward a final competition, every World Games race or tournament is an awards-level competition unto itself.

Beginning on 25 July, competitors and teams participated in a series of preliminary competitions and/or skills contests to determine the creation of competition divisions, with a minimum of three, to a maximum of eight entrants. All competition-division finishers received an award, with medals for the first three places and ribbons for places 4-8.

The Divisioning process, under supervision of the Special Olympics sport Technical Delegate, generally included three steps:

- For individual sports:
 - (1) Division by gender: male and female (except for mixed-gender events);
 - (2) Division by age groups, generally 8-11, 12-15, 16-21, 22-29, 30+ for individual sports;
 - (3) Division by ability, based on personal best marks, or results of seeding events, preferably into groups within 15% of each other's personal best or seeding-event scores.
- For team sports:
 - (1) Division by gender: male and female (mixed-gender teams will play with male teams unless there are enough for a separate division);
 - (2) Division by age groups, generally 15 and under; 16-21, 22 and older, based on the age of the older player on each team;
 - (3) Division by ability, based on skills tests and Divisioning-round play.

Age group limits were allowed to be modified if needed to create divisions of 3-8 teams within the guidelines.

Special Olympics competitions importantly include a rule requiring the full effort of athletes, especially in the Divisioning rounds (Article 1 (J) (5)):

If it has been determined by the competition management jury that an Athlete or team has not competed with maximum effort in preliminary and/or divisioning rounds with the clear intent to gain an unfair advantage in the divisioning process, sanctions will be imposed on the Athlete/team/coach. Sanctions may include adjusted division placement, final placement or disqualification.

For the record, the 2015 World Games sports schedule is included in section 3.29.

3.03 Sports and Sports Management

The Special Olympics Amended General Rules (2012) recognize 21 “Official Summer Sports” in section 3.04(b):

Aquatics (Swimming)	Equestrian	Powerlifting
Athletics (Track & Field)	Football (Soccer)	Roller Skating
Badminton	Golf	Sailing
Basketball	Gymnastics – Artistic	Softball
Bocce	Gymnastics – Rhythmic	Table Tennis
Bowling	Handball	Tennis
Cycling	Judo	Volleyball (Beach & Indoor)

Summer “Recognized” Sports include Cricket and Kayaking, for a total of 23.

For the 2015 World Games in Los Angeles, Kayaking was included as the 22nd sport and three new programs classified as “demonstration sports” – Triathlon, Open Water Swimming and Beach Volleyball – were added for a total of 25 sports in all. Competitors in the three demonstration

sports will receive medals or ribbons as with the Official and Recognized sports on the program.

Although classified by their International Federations as disciplines, Open Water Swimming (part of Aquatics) and Beach Volleyball (part of Volleyball) are considered sports at the World Games because of their popular status as such.

A total of 290 events were part of the 2015 World Games: 267 for Special Olympics Athletes only and 23 Unified Sports® competitions.

Specific sports are prohibited in Special Olympics because they "do not meet [Special Olympics, Inc.'s] minimum health or safety standards or which would otherwise expose Special Olympics athletes to unreasonable risks to their health or safety." These sports currently include boxing, fencing, karate, shooting, and other combat sports (Amended General Rules sec. 3.04(h)).

Sports Management:

Management of the 2015 World Games venues was under the direction of two-time U.S. Olympic rower Jan Palchikoff, Senior Vice President for Sport & Athlete Experience. Her venue management team included:

- | | |
|---|-----------------------|
| • General Manager/Griffith Park: | Mike Bone |
| • Assistant General Manager/Equestrian: | Meaghan Leon |
| • Assistant General Manager/Golf: | Tom Pulchinski |
| • General Manager/LA Convention Center: | Luke Hyvonen |
| • Assistant General Manager/LACC: | Derrick Salisbury |
| • Hub Sport Director/LACC: | Matt Setlik |
| • General Manager/Long Beach: | Kevin Carerra |
| • Assistant General Manager/Long Beach: | Tom Brooks |
| • General Manager/UCLA: | Jean Dillingham |
| • Assistant General Manager/UCLA: | Dusty Ann Holdren |
| • Hub Sport Manager/UCLA: | Danielle Hamilton |
| • General Manager/USC: | Megan Deer |
| • Assistant General Manager/USC: | Matt Holt |
| • Hub Sport Manager/USC: | Michelle Abel Taillon |

Jennifer Keurulainen served as the Vice President for Sport, working with the individual competition managers and Special Olympics technical delegates to coordinate the competitions.

With a few, minor exceptions, the competition and venue management program for the World Games worked quite well. The competitions were completed on or close to schedule in almost all cases and the coordination of sports and venue management was generally at a high level. Only one minor issue in one sport (a heat delay in Athletics) in the entire Games was ever reported to the Unified Command Post for review.

All competition events were free of charge and required no tickets for entry. While there was enough room for spectators at most sites, there were crowding issues at Aquatics (USC), Bowling (Lucky Strike Lanes) and Gymnastics and Judo (UCLA). In each case, the venues chosen were

simply too small. One possibility for the future would be to require tickets – even if free – to be obtained in advance, in order to (1) avoid overcrowding, (2) predict which events might require extra monitoring and (3) ask for donations to be made in lieu of admission charges (this was done successfully on a small scale for Closing Ceremony tickets distributed at the Festivals at UCLA and USC). There are existing online services which can provide this type of support.

It was highly beneficial to separate the competition and awards areas in sports which had a lot of awards, such as Aquatics and Athletics, both held at USC, and for the sports held at the Los Angeles Convention Center, where a special “Awards Plaza” was installed. In many of these sports, it was the awards presentations which ran longer than expected, mostly because there were so many of them and awards could not be presented until results had been verified. But because these were held in a separate area, the competitions were not impacted or delayed.

The awards areas, generally located in small plazas, also became gathering places – especially for athletes and families – and many were quite crowded. The best presentation situation for awards was at UCLA, where the gymnastics and judo awards were done on the main stage of the Festival program, with plenty of room for families and spectators to watch and cheer. This concept should be considered for wider use in the future, at sites which have Festival programs nearby.

Spectators were often disappointed by the lack of information available about the events:

- There was no daily spectator program available and it was not always easy to access (or understand) the heat sheets, team rosters, tournament standings or results information via the LA2015 mobile app or by using the LA2015 Web site. (There was no information available at all for any Divisioning sessions, which made to follow a specific team a matter of guesswork.)
- Further, there was limited coordination between the available on-site scoreboards and the public address program to identify athletes before they competed, or during the competition. In some sports, athletes were identified by the public address announcers; in some others (such as Athletics), athletes were not identified at all and not even the race numbers (“this is race 1 of 35” in the 100 meters) were given.

Future consideration must be given to giving spectators better access to information, both prior to events and at an event itself (this is also discussed in the Technology section).

There were also some issues with sports results in the early days of the Games, but these were ironed out quickly in close cooperation with Games sponsor Microsoft and the system improved as the Games went on.

Sports equipment which was left over after the Games was donated to Special Olympics Southern California for its future use.

3.04 Aquatics (Swimming and Open Water)

Swimming was one of original sports included in the first Special Olympics International Summer Games in Chicago in 1968. It has been a featured sport at the World Games ever since.

For 2015, competitions will be held in two disciplines as defined by the Federation Internationale de Natacion (FINA): Swimming and Open Water.

The competition management team included:

- Competition Director/Swimming: Paul Roberts
- SOI Technical Delegate: Shirley-Anne Milgate (AUS)
- SOI Assistant Technical Delegate: Manuel de Jesus (PUR)
- Competition Director/Open Water: Anneka Sakovich
- SOI Technical Delegate: Anne McLindon (USA)

The competition parameters included:

Aquatics/Swimming:

- Dates and Sessions: 8: 25 July-1 August, in 15 total sessions
- Athletes and Delegations: 607 athletes (1,634 entries) from 116 delegations
- Venue capacity and attendance: 1,598 capacity; 11,500 estimated total attendance

Aquatics/Open Water:

- Dates and Sessions: 2: 26 and 30 July, in 2 total sessions
- Athletes and Delegations: 86 athletes from 35 delegations
- Venue capacity and attendance: Unlimited capacity; 500 estimated attendance

Events:

Five categories of competitions, 44 competition events and one Unified Team event were held, in ascending levels of ability:

Category 1 (3 events):

25 m Freestyle
25 m Backstroke
4 x 25 m Freestyle Relay

Category 2 (13):

25 m Butterfly
25 m Backstroke
25 m Breaststroke
50 m Freestyle
50 m Butterfly
50 m Backstroke
50 m Breaststroke
100 m Freestyle
4 x 25 m Freestyle Relay
4 x 50 m Freestyle Relay
4 x 50 m Medley Relay
4 x 100 m Freestyle Relay
4 x 100 m Medley Relay

Category 3 (15):

100 m Freestyle
100 m Backstroke
100 m Breaststroke
100 m Butterfly
100 m Individual Medley
200 m Freestyle
200 m Backstroke
200 m Breaststroke
200 m Individual Medley
400 m Freestyle
4 x 25 m Freestyle Relay
4 x 50 m Freestyle Relay
4 x 50 m Medley Relay
4 x 100 m Freestyle Relay
4 x 100 m Medley Relay

Category 4 (7):

400 m Freestyle
800 m Freestyle
1,500 m Freestyle
4 x 50 m Freestyle Relay
4 x 50 m Medley Relay
4 x 100 m Freestyle Relay
4 x 100 m Medley Relay

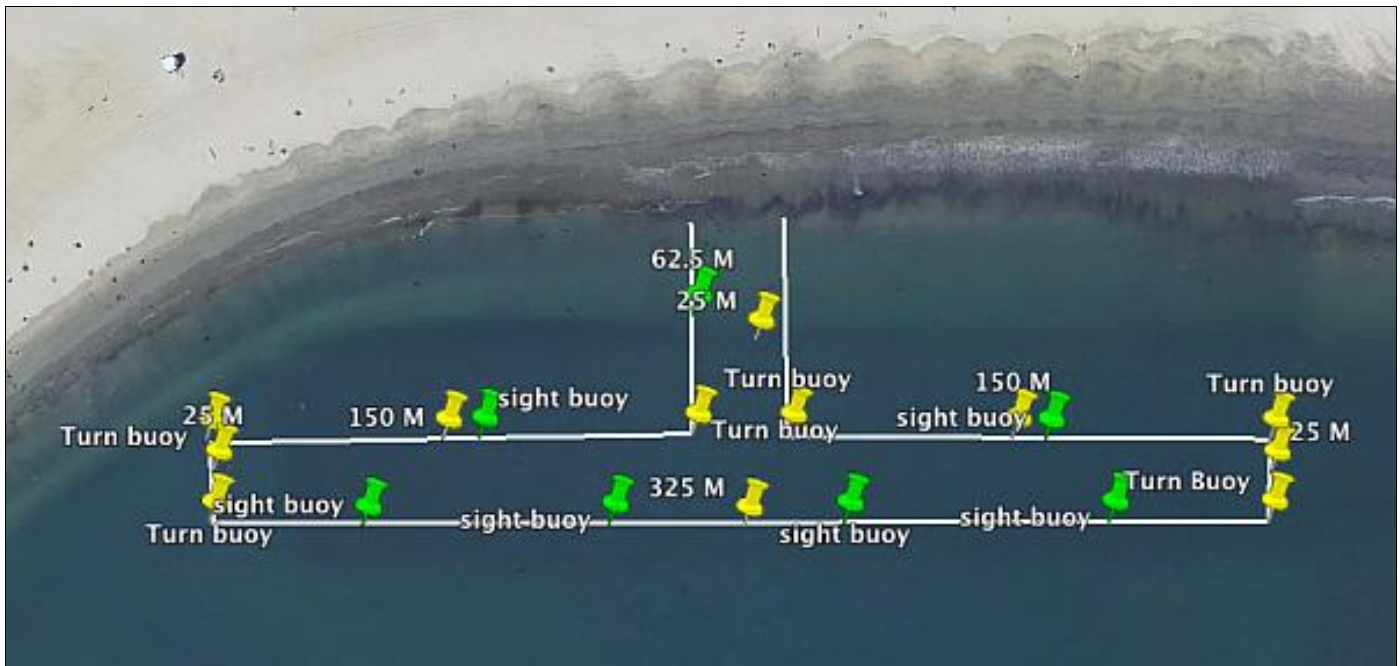
Category 5 (6 + 1 Unified):

800 m Freestyle
4 x 50 m Freestyle Relay
4 x 50 m Medley Relay
4 x 100 m Freestyle Relay
4 x 100 m Medley Relay
Open Water: 1,500 meters
Open Water: 1,500 meters Unified Team (2 people)

Athletes could compete in one category only and a maximum of two individual events and one relay in that category. In categories 3 and 4, an individual could compete in a third individual event of 200 m or longer.

Format:

Aquatics competitions in swimming were held in a short-course (25 m) format only. The Open Water swims started and finished at Alamitos Beach in Long Beach, California. The Open Water course was a 1,500 m, two-loop course inside the breakwater in Alamitos Bay:



Venues:

Aquatics was held at the Uytengsu Aquatics Center at the University of Southern California in downtown Los Angeles. The facility, originally built as the McDonald's Olympic Swim Stadium, hosted the swimming, synchronized swimming and diving competitions of the 1984 Olympic Games in Los Angeles.

The open-air facility was built by the Los Angeles Olympic Organizing Committee in preparation for the 1984 Olympic Games. It opened in July 1983 with the McDonald's international Swim Meet on 14-15 July 1983, where Soviet world-record holder Vladimir Salnikov improved his mark in the 800- meter freestyle on the opening day. Designed by architects Flewelling & Moody, the facility was built by Western Alta Construction Company at a cost of \$3 million, supplied by the McDonald's Corporation. Over 14 days of Olympic competition, some 305, 896 spectators attended Olympic events at the pool complex.

After the Games, the facility has been a popular site for events including the 1989 U.S. Long Course Championships, the 1991 U.S. Olympic Festival swimming competition and the 1993 U.S. National Diving Championships. The temporary bleachers used for the Olympic Games were removed when the multi-purpose Lyon Center was built in 1989.

The facility was renovated in 2013 and was re-named in February 2014, honoring USC's 1983 swim team captain Fred Uytengsu, who donated \$8 million for the project. The pool itself is named for former USC swim coach Peter Daland, while the diving tower was dedicated to Olympic diving champion Sammy Lee. Permanent seating is available for 1,400, which was expanded for the World Games to 1,598.

The Aquatics competition was presented by LA2015 partner Bank of America.

The 1,500 m Open Water Swim course started and finished at Alamitos Bay in Long Beach. The course was configured in a rectangular "box" format, with a 325 m straightaway.

3.05 Athletics (Track & Field and Road Running)

A proposal by the Chicago Park District for an Olympic-style track & field meet in 1967 was the genesis of the first-ever Special Olympics International Summer Games, held at Soldier Field in Chicago in 1968. Athletics – known in the United States as track & field – has been one of the centerpieces of the Games ever since.

Competition included two disciplines: track & field and road running, as defined by the International Association of Athletics Federations (IAAF).

The competition management team included:

- Competition Director/Athletics: Edmund Pula
- Competition Director/Half Marathon: Jonathan Pauley
- SOI Technical Delegate: Tony Wayne (USA)
- SOI Assistant Technical Delegate: Jan Blaauw (NED)

The competition parameters included:

Athletics/Track & Field:

- Dates and Sessions: 8: 25 July-1 August, in 14 total sessions
- Athletes and Delegations: 954 athletes (2,336 entries) from 157 delegations
- Venue capacity and attendance: 2,974 capacity; 9,600 estimated total attendance

Athletics/Half Marathon:

- Dates and Sessions: 1: 1 August, in one session
- Athletes and Delegations: 18 athletes from 12 delegations
- Venue capacity and attendance: Unlimited capacity; 2,500 estimated attendance

Events:

Seven categories of events were recognized for athletics (including the Half Marathon), with a total of 49 events on the program:

Category 1 (5 events):

25 m
50 m
100 m Walk
Softball Throw
Standing Long Jump

Category 2 (12):

100 m
200 m
400 m
4 x 100 m Relay
4 x 400 m Relay
High Jump
Long Jump
Mini Javelin-Men (300 g)
Mini Javelin-Men (400 g)
Mini Javelin-Women (300 g)
Shot Put-Men (4 kg/8.8 lbs.)
Shot Put-Women (3 kg/6.6 lbs.)

Category 3 (12):

400 m
800 m
1,500 m
4 x 100 m Relay
4 x 400 m Relay
High Jump
Long Jump
Mini Javelin-Men (300 g)
Mini Javelin-Men (400 g)
Mini Javelin-Women (300 g)
Shot Put-Men (4 kg/8.8 lbs.)
Shot Put-Women (3 kg/6.6 lbs.)

Category 4 (9):

100 m wheelchair
200 m wheelchair
400 m Walk
800 m Walk
Shot Put-Men (4 kg/8.8 lbs.)
Shot Put-women (3 kg/6.6 lbs.)

Mini Javelin-Men (300 g)
Mini Javelin-Men (400 g)
Mini Javelin-Women (300 g)

Category 5 (7):

1,500 m
3,000 m
5,000 m
10,000 m
4 x 100 m Relay
4 x 400 m Relay
Road Race: Half Marathon

Category 6 (3):

4 x 100 m Relay
4 x 400 m Relay
Pentathlon

Category 7 (1):

Road race: Half Marathon
(can also compete in Category 5)

Athletes could register in only one category and were limited to two individual events and one relay in that category. Athletes had to be at least 12 years old to compete in the shot put or the pentathlon, and athletes could not enter both walking and running events (one or the other). Entrants for the Half Marathon could also enter another Category 5 event if the schedule allowed for it.

Pentathlon events included the 100 m, Long Jump, Shot Put, High Jump and 400 m. Events were scored using the Special Olympics scoring table.

Format:

Standard track and field equipment and markings were used on a 400 m oval.

Venues:

Katherine B. Loker Stadium surrounds historic Cromwell Field on the campus of the University of Southern California.

The 1,900-seat stadium opened in the 2001 season and was dedicated on 5 May during the USC-UCLA dual track & field meet. The 400 m, eight-lane Rekortan track and infield portion of the venue is named after legendary USC coach Dean Cromwell, winner of 12 NCAA team titles.

The entrance to the facility is called "Louis Zamperini Plaza" and includes tributes to USC's NCAA and Olympic champions. Cromwell Field was used as a training and warm-up facility during the 1984 Olympic Games in Los Angeles. The stadium was also the site of the 2003 Pac-10 and 2013 Pac-12 Track & Field Championships.

Three sections of elevated temporary seating for the World Games was added outside the back straight and final turn to bring the capacity to 2,974.

The Athletics competition was presented by LA2015 partner, The Coca-Cola Company.

For the Half Marathon, an out-and-back course in the City of Long Beach was used, with the start at Alamitos Beach, also the site of Beach Volleyball, Triathlon and the Open Water Swim course. The race route primarily followed Shoreline Drive, but also toured through Shoreline Village and other Long Beach attractions.

Participation in the Half Marathon race was also open to a limited number of outside competitors. Registration was open to the public, on a first-come, first-served basis (250 spots available) via the LA2015 Web site. The entry fee, which included a World Games finisher medal, was \$75 through 31 May and \$90 from 1 June-24 July.

Approximately 260 "Unified" entrants were registered, of which 219 actually finished (127 women + 92 men); the best marks were from:

- Men: Jason Warsuma (USA/California) 1:26:53.2
- Women: Julia Clarke (USA/California) 1:46:46.8

The 2015 World Games Half Marathon route map:



3.06 Badminton

After being added as an Olympic sport in 1992, Badminton was added to the World Games program in the 1995 Games at New Haven, Connecticut.

The competition management team included:

- Competition Director/Badminton: Widya Susanto
- SOI Technical Delegate: Dr. Bassem Tohamy (EGY)
- SOI Assistant Technical Delegate: Ulrich Grill (GER)

The competition parameters included:

- Dates and Sessions: 6: 26 July-1 August, in 6 total sessions
- Athletes and Delegations: 146 athletes (330 entries) from 47 delegations
- Venue capacity and attendance: 638 capacity; 2,308 estimated attendance (Field of play configuration had 8 courts)

Events:

Three events were contested in Badminton: Singles, Doubles and Unified Sports Doubles. An athlete could enter all three events if desired.

Format:

Matches were best 2-of-3 games, with men's and Unified Sports competitions to 15 points per game, or women's games to 11.

Venue:

Opened in 1971, the Los Angeles Convention Center attracts more than 2.5 million visitors annually and is renowned as a prime site for conventions, trade shows and exhibitions. The LACC is a model environment-friendly facility, holding the prestigious U.S. Green Building Council's LEED-EB GOLD Certification.

It was significantly expanded in 1993 with the addition of the South Hall. Comprising some 346,890 sq. ft. (32,227 sq. m), it will be the site of six sports for the 2015 Special Olympics World Games. The impressive lobby of the South Hall features a 140,000 sq. ft. (13,000 sq. m) multi-color map in inland terrazzo by artist Alexis Smith. The Convention Center was the site of the Main Press Center for the 1984 Olympic Games (located in what is now known as the "West Hall").

The competitions at the Los Angeles Convention Center were presented by LA2015 partner Toyota.

3.07 Basketball

Basketball has been a fixture at the Special Olympics World Games almost from the beginning, and has been a part of every World Games (which formally began in 1975). It was held at the Galen Center on the campus of the University of Southern California in 2015.

The competition management team included:

- Competition Director/Basketball: Larry Gholar
- SOI Technical Delegate: Bernie Priestley (IRE)
- SOI Assistant Technical Delegate: Mark Wolfgram (USA)

The competition parameters included:

- Dates and Sessions: 8: 25 July-1 August, in 8 total sessions
- Athletes and Delegations: 620 athletes (66 teams) from 54 delegations
- Venue capacity and attendance:

Galen Center:	4,884 capacity
Galen Pavilion B:	350 capacity
Galen Pavilion C:	350 capacity
Galen Pavilion D:	300 capacity
(4 courts total; 25,800 estimated total attendance)	

Events:

Team competitions and Unified Sports team events were held for men and women.

Format:

Special Olympics World Games competition used the standard 94-by-50 ft. floor (94 x 15 m), with a 6.25 m (19-9) three-point-shot arc. Teams had five players each, with games of four quarters of six minutes each (24 minutes total) during pool play.

Standard basketballs were used for men (79 cm circumference/30 inches; 650 g/22 oz. weight) and women (74 cm/28.5 inches; 567 g/20 oz. weight).

Venue:

Galen Center is the home of USC basketball and volleyball. Opened in 2006, it has a main-court capacity of 10,258; the lower bowl only (4,884) was open for the World Games. The building is named after founding donors Lou and Helene Galen and the floor is named for former USC basketball player Jim Sterkel.

Connected to the Galen Center is Galen Pavilion, which includes three full-size basketball courts, also used for World Games competition.

The Basketball competition was presented by LA2015 partner Mattel.

3.08 Bocce

An ancient game with roots dating back to the Roman Empire, Bocce has been part of the World Games sports program since the 1991 Games in Minneapolis-St. Paul. It was played at the Los Angeles Convention Center at the 2015 World Games.

The competition management team included:

- Competition Director/Bocce: David Markland
- SOI Technical Delegate: Mike Ryan (NZL)
- SOI Assistant Technical Delegate: Carlos Santiago (USA)

The competition parameters included:

- Dates and Sessions: 8: 25 July-1 August, in 16 total sessions
- Athletes and Delegations: 284 athletes (616 entries) from 96 delegations
- Venue capacity and attendance: 638 capacity; 612 estimated total attendance
(Field of play configuration had 16 courts)

Events:

Bocce events for 2015 included Singles, Doubles, Team (4 players), Unified Sports Doubles and Unified Sports Team (4 players). All events had men's and women's divisions. Athletes could participate in a maximum of three events. Mixed-gender teams were placed in the men's division.

Format:

The Bocce field of play included 16 courts of 12 x 60 feet (3.66 x 18.29 m) each, all covered with an artificial surface. All tournaments were held in a double-elimination format, with Singles and Doubles matches lasting 35 minutes (or the first to 12 points), and Team matches lasting 40 minutes (or the first to 16 points).

Venue:

Please see the Badminton section for information on the Convention Center South Hall.

The competitions at the Los Angeles Convention Center were presented by LA2015 partner Toyota.

3.09 Bowling

Added to the World Games in Minneapolis-St. Paul in 1991, bowling remains a popular fixture on the Special Olympics program. The 2015 World Games competition took place at the Lucky Strike Lanes at the L.A. LIVE complex in downtown Los Angeles.

The competition management team included:

- Competition Director/Bowling: Gary Montgomery
- SOI Technical Delegate: Elaine Twomey (IRL)
- SOI Assistant Technical Delegate: Joseph Wong (MAS)

The competition parameters included:

- Dates and Sessions: 8: 26-31 July, in 16 total sessions
- Athletes and Delegations: 216 athletes (531 entries) from 50 delegations
- Venue capacity and attendance: 128 capacity; 3,351 estimated total attendance (Field of play configuration had 14 lanes)

Events:

Bowling events included Singles, Doubles, Team (4 players), Unified Sports Doubles and Unified Sports Team (4 players). Athletes could enter a maximum of three events.

Format:

Matches consisted of three-game series. The total pinfall for each athlete or team was used to calculate the winners in each division. Ties were not broken and both athletes/teams received the same (place) awards.

Venue:

The 18-lane Lucky Strike Lanes opened in late 2008 as part of the second phase of the massive L.A. LIVE sports and entertainment complex in downtown Los Angeles. The property includes the 7,100-seat Microsoft Theater, 2,300-seat Club Nokia, the 14-screen Regal Cinemas and the J.W. Marriott Los Angeles and Ritz-Carlton Hotel Los Angeles hotel tower.

3.10 Cycling

One of the world's most popular sports, cycling was added to the World Games sports program for the 1987 Games in South Bend, Indiana. For 2015, cycling competitions took place on scenic Shoreline Drive in Long Beach, California, beginning and ending at Aquarium Way.

The competition management team included:

- Competition Director/Cycling: Blair Cohn
- SOI Technical Delegate: Koos Feiken (NED)
- SOI Assistant Technical Delegate: Cindi Hart (USA)

The competition parameters included:

- Dates and Sessions: 5: 27-31 July, in 5 total sessions
- Athletes and Delegations: 164 athletes (506 entries) from 33 delegations
- Venue capacity and attendance: Unlimited capacity; 1,150 estimated total attendance

Events:

The cycling program included both Time Trial and Road events, using an interval start:

500 m Time Trial
1 km Time Trial
2 km Time Trial
5 km Time Trial
10 km Time Trial

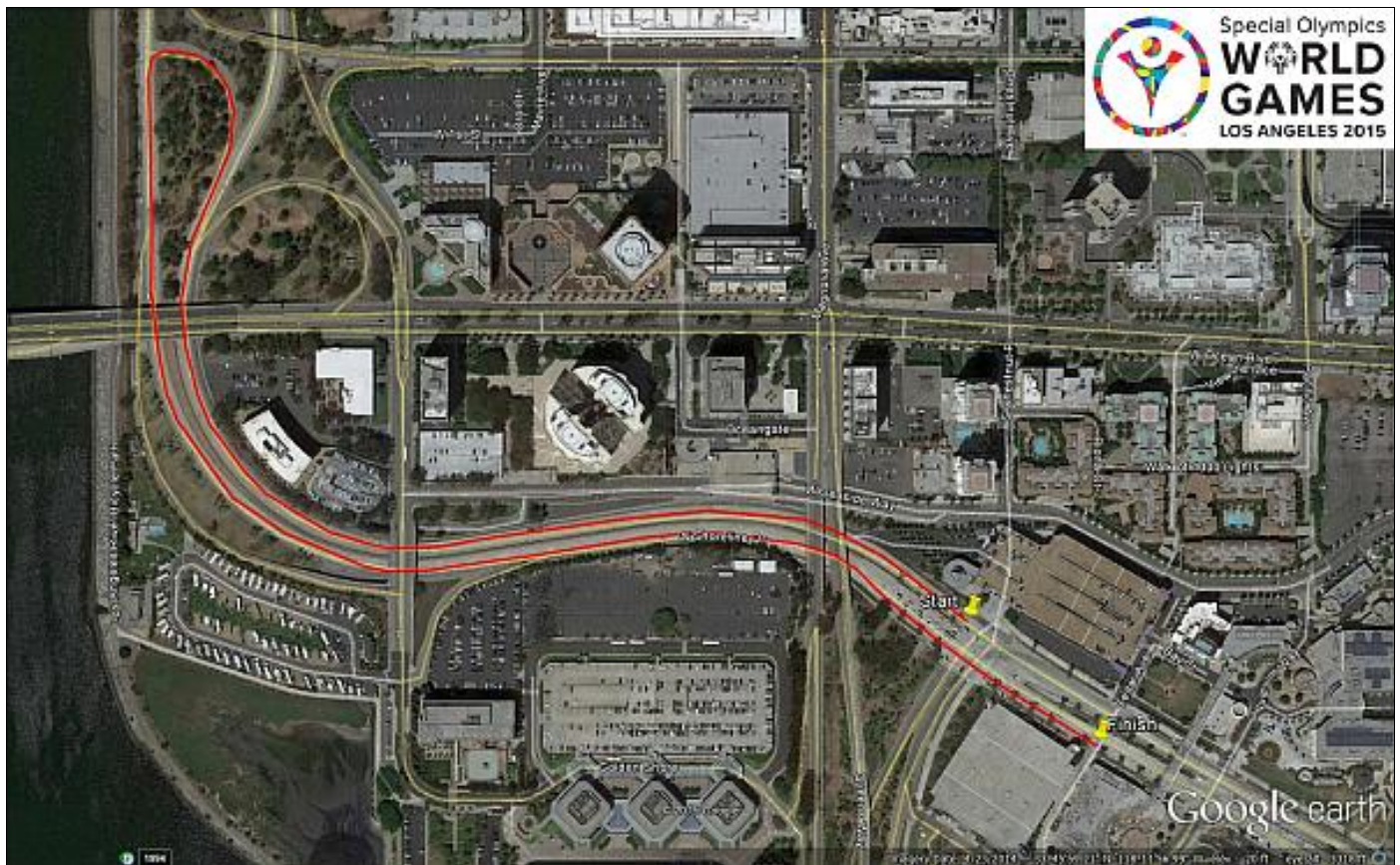
5 km Road Race
10 km Road Race
15 km Road Race
25 km Road Race
40 km Road Race

Athletes could enter a maximum of three events. Athletes using adult-modified bikes (three-wheelers) could enter only the 500 m or 1 km Time Trial events,

Format:

A loop of 2.25 km (approximately 1.4 miles) was set up on West Shoreline Drive in the City of Long Beach, with the start one block north of the Aquarium of the Pacific at Aquarium Way.

The start and finish lines were on a strip of West Shoreline Drive, between South Chestnut Place and Cedar Way:



Venue:

The World Games cycling route along Shoreline Drive in Long Beach used the showcase straightaway of the annual Grand Prix of Long Beach. From its debut as a Formula 5000 race in 1975, the Grand Prix one of the area's premiere events each April, now featuring Indy Cars. The World Games cycling competition, however, was much quieter.

The start and finish areas were just north of the famed Aquarium of the Pacific. Opened on 20 June 1998, it hosts more than 500 species and 11,000 specimens of marine life for conservation, education and study. The facility attracts more than 1.5 visitors annually, supported by a staff of nearly 900, of which about 650 are volunteers.

The Cycling competition was presented by Hot Wheels, a division of LA2015 partner Mattel.

3.11 Equestrian

The elegant pairing of athletes and horses has been part of the World Games program beginning with the 1991 Games in Minneapolis & St. Paul, Minnesota. For 2015, the riding events were held in the famed Los Angeles Equestrian Center, adjacent to Griffith Park in Burbank, California.

The competition management team included:

- Competition Director/Equestrian: Brian McQueeney
- SOI Technical Delegate: Shirley McDermott (IRL)
- SOI Assistant Technical Delegate: Roslein Wilkes (NZL)

The competition parameters included:

- Dates and Sessions: 7: 26 July-1 August, in 9 competition sessions
- Athletes and Delegations: 121 athletes (350 entries) from 36 delegations
- Venue capacity and attendance:

Equidome:	3,450 capacity
West Ring:	500 capacity
(2,789 estimated total attendance)	

Events:

The 2015 World Games competition in equestrian included four events:

- | | | | | | | | | | |
|--------------------------------|---------|---|-----|-----|------|-----|------|-----|-----|
| • Dressage: | Levels: | A | A-P | B-I | B-IP | C-I | | | |
| • English Equitation: | Levels: | A | A-P | B-I | B-IP | B-S | B-SP | C-I | C-S |
| • Working Trails: | Levels: | A | A-P | B-I | B-IP | B-S | B-SP | C-I | C-S |
| • Gymkhana Relay (teams of 2): | Levels: | A | A-P | B-I | B-IP | B-S | B-SP | C-I | C-S |

Each event was available to different levels of ability as noted above; eight levels are defined for Special Olympics athletes:

- A Level: Walk, Trot/Jog, Canter/Lope; Independent (no help allowed);
- A-P Level: Physical disability which presents posting the trot or sitting the jog;
- B-I Level: Walk, Trot/Jog; Independent (no help allowed);
- B-IP Level: Independent, but with a physical disability which presents posting the trot or sitting the jog;
- B-S Level: Supported, but can Walk and Trot/Jog;
- B-SP Level: Supported, but with a physical disability which presents posting the trot or sitting the jog;
- C-I Level: Walk only; independent (no help allowed);
- C-S Level: Walk only; supported.

Athletes could enter at only one skill level, but could compete in up to three events in that level. Some 82 horses were provided by six therapeutic riding centers and 45 individual owners.

Format:

The Dressage, English Equitation and Working Trails events were judged according to specific rules, with places determined by the highest scores. The Gymkhana relay event is timed, with the fastest time deciding the places.

Venue:

Built in 1982, the Los Angeles Equestrian Center is a 75-acre equine facility, with stables, training and show rings, located adjacent to Griffith Park. At the center of the facility is the Equidome, a renowned 3,450-seat showcase for equestrian performances. The ring measures 150 x 300 feet (45.7 x 91.4 m). An auxiliary West Ring of the same dimensions is located just outside the Equidome and was also used for competition; it has available bleacher seating for 500.

The Equestrian competition was presented by LA2015 partner Davis Elen Advertising.

3.12 Football (Soccer)

Football (soccer) entered the World Games program in 1983 at Baton Rouge, Louisiana. Competition at the 2015 World Games was held at Drake Stadium and the North Athletic Field at the University of California, Los Angeles (UCLA) for 11-a-side, on the UCLA Intramural Field for 5-a-side and at the Balboa Sports Center in Encino, California for 7-a-side.

The competition management team included:

- Competition Director/Football: Hector Tovar
- SOI Technical Delegate: Joe Hampson (USA)
- SOI Assistant Technical Delegates: Christian Guiralt (VEN)
Miroslaw " Mirek" Krogulec (POL)

The competition parameters included:

Football/5-a-side:

- Dates and Sessions: 8: 25 July-1 August, in 6 total sessions
- Athletes and Delegations: 273 athletes (32 teams) from 30 delegations
- Venue capacity and attendance: 1,452 total capacity; 2,590 estimated total attend.
(Field of play configuration had 6 fields)

Football/7-a-side:

- Dates and Sessions: 7: 26-31 July, in 8 total sessions
- Athletes and Delegations: 628 athletes (58 teams) from 50 delegations
- Venue capacity and attendance: 2,910 total capacity; 7,600 estimated total attend.
(Field of play configuration had 10 fields)

Football/11-a-side:

- Dates and Sessions: 8: 25 July-1 August, in 8 total sessions
- Athletes and Delegations: 220 athletes (15 teams) from 13 delegations
- Venue capacity and attendance: Drake Stadium: 802 capacity
North Athletic Field: 900 capacity
(2 fields total; 6,150 estimated total attendance)

Events:

Three different football styles were offered: 11-a-side (men and Unified Sports-men), 7-a-side (men, women and Unified Sports for men and women) and 5-a-side (men, women, and Unified Sports for men and women).

Format:

Three different field sizes and game formats were used for the three different World Games competition styles:

- (1) For the 5-a-side competition, fields were 45 x 30 m, with a 4 m-wide goal (2 m height). Six competition fields and three warm-up fields were available. Games consisted of two 15-minute halves with a five-minute halftime break.
- (2) For the 7-a-side competition, fields were 60 x 40 m with a 5 m-wide goal (2 m height). Ten competition fields and one warm-up field were available at the Balboa Sports Center. Games consisted of two 20-minute halves with a five-minute halftime break.
- (3) For 11-a-side matches, the standard 105 x 68 m field was used, with a 7.32 m (24 ft.) wide and 2.44 m (8 ft.) high goal. One field each was available at Drake Stadium and the North Athletic Field. Games consisted of two 25-minute halves with a five-minute halftime break.

Ties were allowed during pool play. For elimination games tied at the end of regulation time, a 10-minute overtime was played, and if still tied, a three-round penalty kick shoot-out was used.

An athlete could enter only one competition. Team sizes were limited to 10 for 5-a-side, 12 for 7-a-side and 16 for 11-a-side.

Venues:

Drake Stadium opened in 1969 as a state-of-the-art track & field facility and hosted the 1972 Special Olympics International Summer Games competition. However, it was converted to dual use with soccer in 2000 – the pitch was renamed as Frank W. Marshall Field – and has been host to multiple NCAA tournament matches since then.

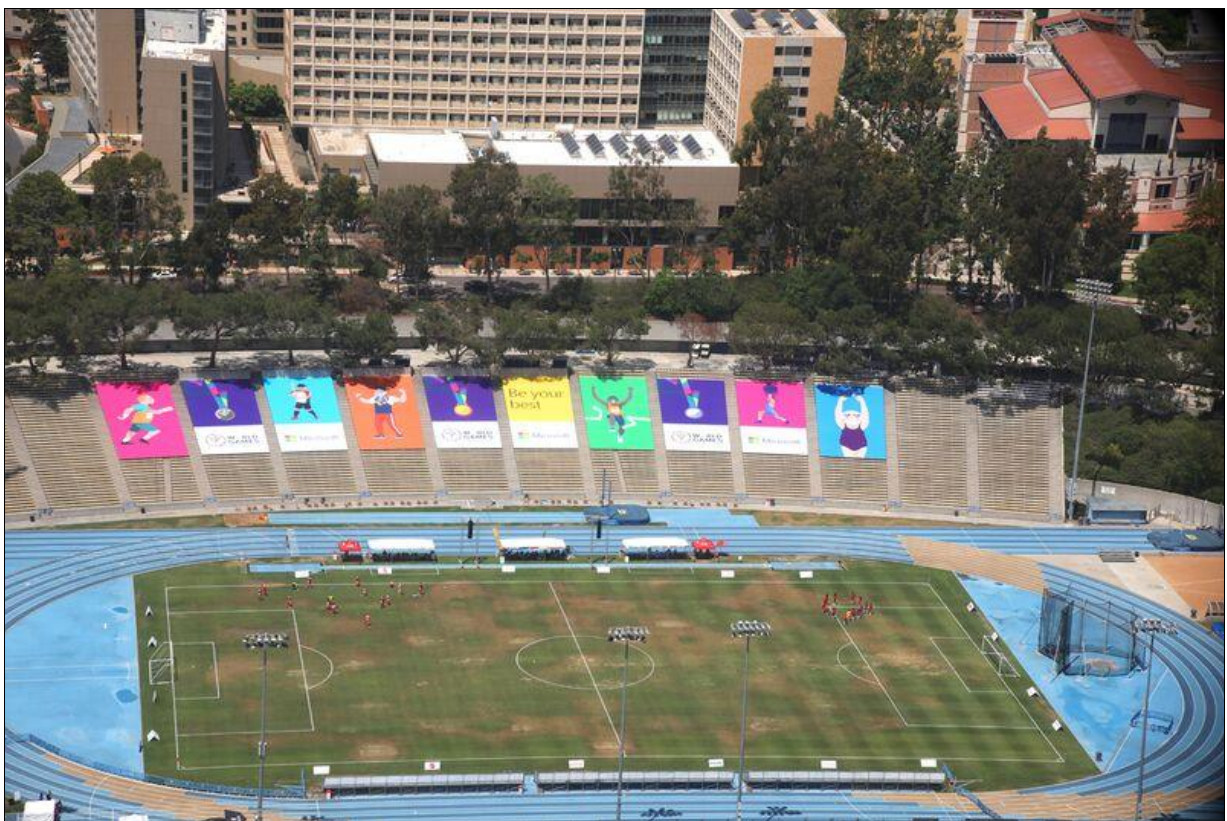
The North Athletic Field was used as the soccer home for UCLA prior to the Drake Stadium renovation and some matches are still held there. The UCLA Intramural Field, located between Drake Stadium and the North Athletic Field, was converted to AstroTurf in a major renovation project completed in May 2015.

The Football/11-a-side competitions were presented by LA2015 partner Microsoft, while the 5-a-side competitions were presented by OUE Skyspace Los Angeles..

Operated by the City of Los Angeles Parks & Recreation Department, the giant Balboa Sports Center in Encino (north of UCLA) is part of the Sepulveda Basin Recreation Area. It includes 11 full-size and two smaller-sized soccer fields, plus baseball fields, a gymnasium, adjacent golf course and much more. The fields were completely renovated in 2013.



The giant World Games banner atop the Los Angeles Convention Center South Hall, home of six sports, and Microsoft's 10-banner spread across Drake Stadium, home of 11-a-side football (Photo credits: Glenn Grossman).



3.13 Golf

Added at the 1995 World Games in New Haven, Connecticut, golf is a popular Los Angeles pastime. The historic Harding and Wilson courses in Griffith Park were the site of the 2015 World Games events.

The competition management team included:

- Competition Director/Golf: Rod Bailey
- SOI Technical Delegate: Alana-Marie Brahler (USA)
- SOI Assistant Technical Delegate: Martin Briede (RSA)

The competition parameters included:

- Dates and Sessions: 5: 27-31 July, in 4 competition sessions
- Athletes and Delegations: 176 athletes from 34 delegations
- Venue capacity and attendance: Unlimited capacity; 805 estimated total attend.

Events:

Five events were included in the 2015 Golf program:

- Individual Skills
- Individual 9-hole Stroke Play (36-hole tournament)
- Individual 18-hole Stroke Play (72-hole tournament)
- Team Alternate-Shot 9-hole (36-hole tournament)
- Unified Sports 18-hole Team (72-hole tournament)

Athletes could register for only one event.

Format:

The Individual 9-hole and Team Alternate-Shot events were held over four rounds (36-hole tournaments). The Individual 18-hole and Unified Sports Team events were also held over four rounds (72-hole tournaments).

Venues:

Griffith Park has been a key feature of Los Angeles life since Col. Griffith J. Griffith donated 3,015 acres (1,220 hectares) to the City back in 1896. The park has been expanded and now covers 4,310 acres (1,744 hectares), more than five times the size of New York's Central Park (843 acres/341 hectares).

The golf courses are busy year-round, named for U.S. Presidents Woodrow Wilson (served 1913-21) and Warren G. Harding (1921-23). The Harding Memorial Golf Course opened in 1923, but named for the late U.S. President in the year following his death. The Wilson course – Municipal Golf Course No. 2 in the City of Los Angeles – also opened in 1923 and was named for Wilson later.

The Harding course is a par 72 for men and par 73 for women; course lengths are 6,679 yards from the Black tees; 6,450 from Blue; 6,246 from White and 5,658 from Yellow (used for the World Games).

Wilson is a par-72 for men and par-74 for women; course lengths are 6,967 from the Black tees; 6,685 from Blue; 6,442 from White and 5,525 from Yellow (used for the World Games).

3.14 Gymnastics – Artistic

One of the most celebrated disciplines in any multi-sport games, gymnastics first appeared at the Special Olympics International Summer Games in 1972 in Los Angeles, and has been part of the World Games program since the first official edition in 1975. Collins Court at the John Wooden Center at the University of California, Los Angeles (UCLA) was the site for artistic gymnastics at the 2015 World Games.

The competition management team included:

- Competition Director/Gymnastics: Maureen Miller
- SOI Technical Delegate/Men: George Krenk (USA)
- SOI Assistant Technical Delegate/Men: Enzo Fulgieri (ITA)
- SOI Technical Delegate/Women: Kirsten Dunn (AUS)
- SOI Assistant Technical Delegate/Women: Deborah Pastorelli (ITA)

The competition parameters included:

- Dates and Sessions: 7: 26 July-1 August, in 9 competition sessions
- Athletes and Delegations: 137 athletes (751 entries) from 34 delegations
- Venue capacity and attendance: 633 capacity; 8,500 estimated total attendance

Events:

Men's events included the full program of Floor Exercise, Pommel Horse, Rings, Vault, Parallel Bars, Horizontal Bars and All Around competition (7). Women's events included the Vault, Uneven Bars, Balance Beam, Floor Exercise and All Around (5). For each event, four levels of competition were offered, although an athlete could only compete in a single level.

Format:

The final placements were calculated from 25% of the preliminary-round score and 75% of the final-round score.

The All Around score for placement were the combined final scores of all of an athlete's individual-apparatus scores. An athlete could enter as many events as desired within a given level.

Venue:

Opened in 1983, the John Wooden Center is a two-story recreation and sports training facility on the UCLA campus. It was the training and warm-up site for gymnastics at the 1984 Olympic Games, expanded in 2001 and 2004, and is today an irreplaceable part of campus life with more than one million usages by UCLA students, faculty and staff annually. It is named for UCLA's legendary basketball coach, John Wooden, who won 10 NCAA men's basketball championships from 1964-75.

Collins Court, named for long-time UCLA supporters Jim and Carol Collins, is the main spectator facility inside the Wooden Center, with three basketball courts and retractable seating for 1,808. A smaller seating capacity was used for the World Games because of the space required for the gymnastics equipment and officials, but the facility was packed for every session.

3.15 Gymnastics – Rhythmic

Rhythmic gymnastics debuted as an Olympic sport in Los Angeles in 1984 and was added by Special Olympics as an approved sport in 1990. For the 2015 World Games, rhythmic gymnastics was held at Collins Court inside the John Wooden Center at UCLA.

The competition management team includee:

- Competition Director/Gymnastics: Maureen Miller
- SOI Technical Delegate: Ashley Powell (USA)
- SOI Assistant Technical Delegate: Cindy Hoover (CAN)

The competition parameters included:

- Dates and Sessions: 4: 25-28 July, in 12 competition sessions
- Athletes and Delegations: 133 athletes (701 entries) from 35 delegations
- Venue capacity and attendance: 633 capacity; 5,500 estimated total attendance

Events:

All of the standard events – Rope, Hoop, Ball, Clubs, Ribbon and All Around – were offered, in multiple levels. Levels 1, 2 and 3 were for compulsory routines, with Level 4 consisting of optional routines using personal choreography and music. For each event:

- | | |
|---------------------------|---------------------------------|
| • Rope: Levels 1, 3 | • Clubs: Levels 2, 3, 4 |
| • Hoop: Levels 1, 2, 4 | • Ribbon: Levels 1, 2, 3, 4 |
| • Ball: Levels 1, 2, 3, 4 | • All Around: Levels 1, 2, 3, 4 |

New for 2015 were group events in Floor Exercise and Ball, with compulsory routines for four or six entrants per team.

Format:

The final placements were calculated from 25% of the preliminary-round score and 75% of the final-round score. The All Around score for placement was the combined final scores of all of an athlete’s individual apparatus scores. An athlete could enter up to four individual events (and if in all four, the All Around) within a given level, plus a group event if within the same level.

Venue:

Please see the description under Gymnastics – Artistic above. A standard mat of 13 m (approx. 42 feet, 8 inches) square was used for all Rhythmic Gymnastics events.

3.16 Handball

Introduced into the World Games program in 1991 in Minneapolis & St. Paul, Handball was held in the massive South Hall of the Los Angeles Convention Center in 2015.

The competition management team includes:

- Competition Manager/Handball: Michael Hinson
- SOI Technical Delegate: George S. Bebetos (GRE)

The competition parameters included:

- Dates and Sessions: 7: 26 July-1 August, in 8 total sessions

- Athletes and Delegations: 173 athletes (16 teams) from 14 delegations
- Venue capacity and attendance: 638 capacity; 14,286 estimated total attendance

Events:

Team competitions (seven-per-side) for men and women were offered. The maximum team roster size was 12 players.

Format:

Matches were played on a standard handball surface of 40 x 20 m (131-3 x 65-7 ft.) court.

Venue:

Please see the Badminton section for information on the Los Angeles Convention Center South Hall. The Los Angeles Convention Center competitions were presented by LA2015 partner Toyota.

3.17 Judo

Added to the Olympic Games program in 1964, Judo became part of the World Games in 2003 in Dublin, Ireland. It was contested at the Student Activities Center at UCLA in 2015.

The competition management team included:

- Competition Director/Judo: Kenji Osugi
- SOI Technical Delegate: Tomas Rundqvist (SWE)
- SOI Assistant Technical Delegate: Tryphon Peppas (GRE)

The competition parameters included:

- Dates and Sessions: 5: 27-31 July, in 4 competition sessions
- Athletes and Delegations: 99 athletes (1,634 entries) from 23 delegations
- Venue capacity and attendance: 270 capacity; 3,797 estimated total attendance (Field of play configuration had 2 tatamis)

Events:

Multiple weight categories were offered in three different skill levels (1, 2 and 3):

Men:	< 60 kg (<132 lbs.)	60-66 kg 132-146	66-73 kg 146-161	73-81 kg 161-179	81-90 kg 179-198	90-100 kg 198-220	100 kg+ 220+
Women:	< 48 kg (<106 lbs.)	48-52 kg 106-115	52-57 kg 115-126	57-63 kg 126-139	63-70 kg 139-154	70-78 kg 154-172	78 kg+ 172+

Format:

Athletes had to be at least 16 years old to compete in Judo. Two standard tatamis were used for competition. Athletes were differentiated by red or white belts for each bout, supplied by LA2015.

Venue:

Completed in 1932 in a stately Italian Romanesque style, the Men's Gym was one of the eight original buildings on UCLA's Westwood campus that opened in 1929. Seven decades later, UCLA students voted to give it a new, student-focused identity and, in January 2004, the Men's Gym was reborn as the Student Activities Center.

With a capacity of 2,400 seats for basketball, the facility was the principal on-campus home to UCLA sports teams and events for decades, giving way to Pauley Pavilion upon its opening in 1965. The complex includes the gymnasium, locker rooms, an outdoor swimming pool and meeting rooms.

3.18 Kayaking

Kayaking is listed as a “recognized” Special Olympics sport and first appeared on the World Games sports program in Dublin, Ireland in 2003. For the 2015 edition, the historic Long Beach Marine Stadium was used.

The competition management team included:

- Competition Director/Kayaking: AnthonyC. DuPont
- SOI Technical Delegate: Georgia Griva (GRE)

The competition parameters included:

- Dates and Sessions: 6: 26-31 July, in 4 competition sessions
- Athletes and Delegations: 68 athletes (163 entries) from 13 delegations
- Venue capacity and attendance: 162 seats; 1,205 estimated total attendance

Events:

The Kayaking program for the 2015 World Games included four different programs:

- Tourist Kayak (KT) Singles: KT-1: 200 m, 500 m
- Tourist Kayak (KT) Doubles: KT-2: 200 m, 500 m
- Unified Sports Tourist Kayak (KT) Doubles: KT-2: 200 m, 500 m
- Unified Sports Prof'ss'l Kayak (K) Doubles: K-2: 200 m

Athletes could enter up to three events.

Format:

Six lanes of 12.5 m each (41 ft. each) were available for racing. LA2015 provided the kayaks for the competition, offering:

- Singles: Prijon Cruiser 320 Size: 323 x 70 cm (10 ft., 7 inches x 27.5 inches)
Weight: 22 kg (49 lbs.)
Capacity: Up to 135 kg (298 lbs.)
- Doubles: Prijon Cruiser II Size: 470 x 69 cm (15 ft., 5 inches x 27 inches)
Weight: 34 kg (75 lbs.)
Capacity: Up to 240 kg (529 lbs.)

Venue:

The Long Beach Marine Stadium was the site for the rowing competition at the Games of the Xth Olympiad, held in Los Angeles in 1932. It continues to be a popular recreational rowing, kayaking and canoeing venue today, and was proposed to be renovated to serve as the canoeing, kayaking and rowing venue for the Los Angeles bids for the 2012 and 2016 Olympic Games.

Although the facility offers more than 1,000 m of clear water, a confined course of 500 m was set up for the 2015 World Games:



3.19 Powerlifting

A relatively new sport, Powerlifting emerged in 1971 and the International Powerlifting Federation was formed in 1973. The sport was added to the World Games program in 1991 in Minneapolis-St. Paul, and was held in the Concourse Hall of the Los Angeles Convention Center in 2015.

The competition management team included:

- Competition Director/Powerlifting: Shawn Banks
- SOI Technical Delegate: Richard Frazier (USA)
- SOI Assistant Technical Delegate: William Clelland (GBR)

The competition parameters included:

- Dates and Sessions: 7: 26 July-1 August, in 12 competition sessions
- Athletes and Delegations: 162 athletes (604 entries) from 40 delegations
- Venue capacity and attendance: 557 capacity; 5,608 estimated total attendance

Events:

Five events were available for men and women: Squat, Bench Press, Deadlift, Combined Bench Press and Deadlift, and Combined Squat, Bench Press and Deadlift. Athletes had to be at least 14 years old to participate, and compete in all three lifts.

Format:

There were three weight classes each for men and women: Light, Medium and Heavy, with each division formed by reference to the athlete's pre-Games qualifying score. Competition took place on a raised platform of 30 by 60 feet (9.14 x 18.29 m), three feet (0.92 m) off the ground.

Venue:

Opened in 1971, the Los Angeles Convention Center attracts more than 2.5 million visitors annually and is renowned as a prime site for conventions, trade shows and exhibitions. The LACC is a model environment-friendly facility, holding the prestigious U.S. Green Building Council's LEED-EB GOLD Certification.

It was significantly expanded in 1993 with the addition of the South Hall, Concourse Hall and other features. The Concourse Hall, in which the Powerlifting events will take place, spans 26,342 sq. ft (2,447 sq. m).

The Los Angeles Convention Center competitions were presented by LA2015 partner Toyota.

3.20 Roller Skating

Added to the World Games program at the New Haven Games of 1995, Roller Skating is offered in multiple formats: artistic, speed and hockey. For 2015, only speed events were held, inside the South Hall of the Los Angeles Convention Center.

The competition management team includee:

- Competition Manager/Roller Skating: Heather Lacayo-Naece
- SOI Technical Delegate: Tony Williams (USA)

The competition parameters included:

- Dates and Sessions: 5: 25-30 July, in 10 competition sessions
- Athletes and Delegations: 104 athletes (297 entries) from 20 delegations
- Venue capacity and attendance: 638 capacity; 3,100 estimated total attendance

Events:

Two categories of events were offered:

Category 1 (2): 30 m straight-line, 30 m slalom;

Category 2 (7): 100 m Race the Track, 300 m Race the Track, 500 m Race the Track, 1,000 Race the Track, 2 x 100 m Relay, 2 x 200 m Relay, 4 x 100 m Relay.

An athlete could compete in only one category, but could enter a maximum of three events, including relays.

Format:

Events took place on a 100 m-long oval over a footprint of approximately 80 feet (24.38 m) wide and 160 feet (48.78 m) long.

Venue:

Please see the Badminton section for information on the Los Angeles Convention Center South Hall. The Los Angeles Convention Center competitions were presented by LA2015 partner Toyota.

3.21 Sailing

The ancient sport of sailing was incorporated into the World Games sports program at the 1995 Games in New Haven, Connecticut. The famed waters off of Long Beach, California's Belmont Pier was the site of the 2015 competitions.

The competition management team included:

- Competition Manager/Sailing: Mike Segerbloom
- SOI Technical Delegate: Jack Yoes (USA)
- SOI Assistant Technical Delegate: Nic Jones (GBR)

The competition parameters included:

- Dates and Sessions: 7: 26 July-1 August, in 9 competition sessions
- Athletes and Delegations: 54 athletes from 9 delegations
- Venue capacity and attendance: 96 seats; 4,025 estimated total attendance

Events:

Five categories of events were offered, each with special rules:

- Category 1: Unified Sports Team (2-person): The Special Olympics athlete member of the crew had complete responsibility of head sail trim.
- Category 2: Unified Sports Team (2-person): A Special Olympics athlete member of the crew controlled the helm for at least 50% of the race.
- Category 3: Team Competition (2-person) with Coach: All team members were Special Olympics athletes with an onboard coach. The athletes had complete control of the boat. The coach offered verbal assistance.
- Category 4: Team Competition (2-person): The entire team consisted of Special Olympics athletes (no coach on board).
- Category 5: Individual Competition: Special Olympics athletes competed alone.

Format:

Athletes could enter in one level only. Category 1, 2 and 4 competitions used in Club Flying Junior boats (two persons; length 13 ft./3.97 m); Category 3 competitions used Modified Cal 20 boats (three persons; length: 20 ft./6.1 m); Category 5 competitions used International Laser Class 4.7 boats (length 13 ft., 10 inches/4.06 m).

All entrants raced once in the Divisioning phase, with the competition phase made up of two races.

Venue:

The Belmont Veterans Memorial Pier in Long Beach will be the headquarters for the 2015 Special Olympics World Games sailing events. The Long Beach area is justly famous to sailors worldwide as the site of the 1984 Olympic Regatta and the annual Olympic Classes Regatta. For the World Games, sailing took place inside the Alamitos Bay breakwater, ensuring safe conditions for the competitors.

The pier itself opened in 1915 to serve the Belmont Heights community, but became a highly popular Southern California attraction. Renovated and extended in 1951, the original wooden pier was replaced by a concrete structure just to the east in 1967. The pier now measures 1,620 feet long (494 m) and continues to serve fisherman, sailors, tourists and a water taxi service.

3.22 Softball

One of the early sports to join the World Games, softball debuted at the 1979 World Games held in Brockport, New York. In Los Angeles, famed Easton Stadium – home to the 11-time NCAA women’s softball champion UCLA Bruins – was host for softball for the 2015 World Games.

The competition management team included:

- Competition Manager/Softball: Ruby Rojas
- SOI Technical Delegate: Laurie Gouthro (USA)
- SOI Assistant Technical Delegate: Anne Constantinides (GRE)

The competition parameters included:

- Dates and Sessions: 8: 25 July-1 August, in 7 competition sessions
- Athletes and Delegations: 140 athletes (10 teams) from 8 delegations
- Venue capacity and attendance: 1,328 capacity; 4,275 estimated total attendance

Events:

A team, slow-pitch competition for men only was held. A maximum of 15 players could be on a team.

Format:

Once set into divisions, tournament play included round-robin pool play, followed by a medal round. Games consisted of seven innings or a maximum of 75 minutes.

Venue:

Softball is an NCAA sport for women only, and UCLA played its games at Sunset Field at the northeast end of the campus beginning in 1979. That facility was renamed as Easton Stadium in 1994 and remains the home of the softball Bruins today. The conversion was made possible by a donation from UCLA alumnus and U.S. member of the International Olympic Committee, Jim Easton, who also served as the Mayor of the UCLA Village for the 1984 Olympic Games.

A major renovation in 2005 increased the seating capacity to 1,328 and added many athletic and fan amenities. The Softball competition was presented by LA2015 partner Toys”R”Us.



On top: the busy Intramural Field at UCLA, site of 5-a-side football, flanked by Drake Stadium and the North Athletic Field and John Wooden Center. Below, USC's Loker Stadium, site of Athletics (Photo credits: Glenn Grossman).



3.23 Table Tennis

Added to the Olympic program in 1988, Table Tennis at the World Games started earlier, in 1987 in South Bend, Indiana (USA). For 2015, the sport was hosted in the South Hall of the Los Angeles Convention Center.

The competition management team included:

- Competition Manager/Table Tennis: Alex Figueroa
- SOI Technical Delegate: Roldan Rivera (PAN)
- SOI Assistant Technical Delegate: Lua Bee Yueh (MSA)

The competition parameters included:

- Dates and Sessions: 8: 25 July-1 August, in 14 competition sessions
- Athletes and Delegations: 200 athletes (344 entries) from 68 delegations
- Venue capacity and attendance: 638 capacity; 2,050 estimated total attendance (Field of Play configuration had 20 tables)

Events:

Four events were offered: Singles, Doubles, Mixed Doubles and Unified Sports Doubles. Athletes could register for up to three events if desired.

Format:

Divisioning matches were held in the best-of-3 format, while competition matches were best-of-5 (subject to time limits).

Venue:

Please see the Badminton section for information on the Los Angeles Convention Center South Hall. The Los Angeles Convention Center competitions were presented by LA2015 partner Toyota.

3.24 Tennis

Tennis was added to the World Games program in 1987 in South Bend, Indiana (USA). For 2015, competition were held at the Los Angeles Tennis Center (LATC) on the campus of UCLA.

The competition management team included:

- Competition Manager/Tennis: Bob Wiebe
- SOI Technical Delegate: Teresa Leitao (BRA)
- SOI Assistant Technical Delegate: Nancy Hoekstra (USA)

The competition parameters included:

- Dates and Sessions: 8: 25 July-1 August, in 14 competition sessions
- Athletes and Delegations: 143 athletes (244 entries) from 40 delegations
- Venue capacity and attendance: Center Court: 5,800 capacity
Outside courts: 132 capacity
(3,600 estimated total attendance)

Events:

Singles, Doubles, Mixed Doubles and Unified Sports Doubles were offered at the 2015 World Games in four levels: 2, 3, 4 and 5. Athletes could participate in two events.

Level 2 competitions used 42-foot (12.80 m) courts and a red foam ball; Level 3 matches were played on 60-foot (18.29 m) courts with an orange ball; Level 4 and 5 matches were played on a standard 78-foot (23.78 m) courts with a green (L. 4) or yellow (L. 5) ball.

Format:

Level 2 matches consisted of one six-game No-Ad set; Level 3-4-5 matches were two of three short sets (first to four games, but must win by two games). In Level 5 matches between players rated at 6.0+, matches were best-of-3 six-game sets.

Venue:

Site of the 1984 Olympic demonstration competition that led to the sport's re-inclusion in the Olympic program in 1988, the Los Angeles Tennis Center offers eight hard courts with complete support facilities. Opened in 1984, it is the home of the UCLA men's and women's tennis teams and was the site of ATP World Tour events through 2012.

The main court, known as Straus Stadium for lead donor Leonard Straus (long-time chairman of Thrifty Corporation in Los Angeles), has a seating capacity of 5,800.

The Tennis competition was presented by LA2015 partner The Walt Disney Company.

3.25 Triathlon

Designated as a demonstration sport, triathlon made its World Games debut in 2015 in one of its traditional homes, Los Angeles. Full competition honors, including medals and ribbons for the participants, were included. It was the first competition event of the 2015 Games, beginning at 0800 on Sunday, 26 July.

The competition management team included:

- Competition Manager/Triathlon: Jonathan Pauley
- SOI Technical Delegate: Wendy Scholten (NED)

The competition parameters included:

- Dates and Sessions: 1: 26 July, in one total session
- Athletes and Delegations: 21 athletes from 6 delegations
- Venue capacity and attendance: Unlimited capacity; 4,000 estimated total attend.

Events:

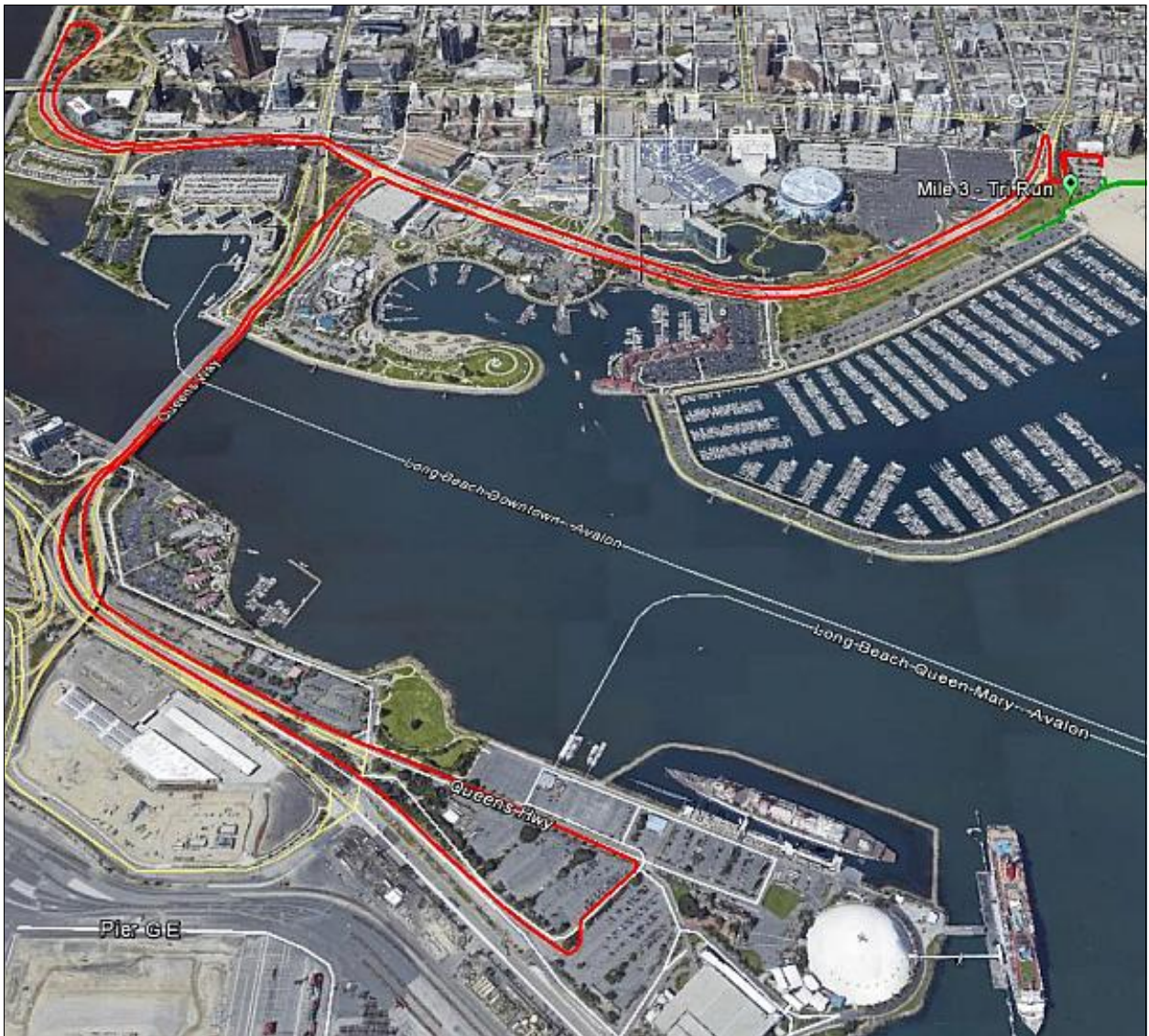
The triathlon competition took place as a single event. Divisioning was based on registration data.

Format:

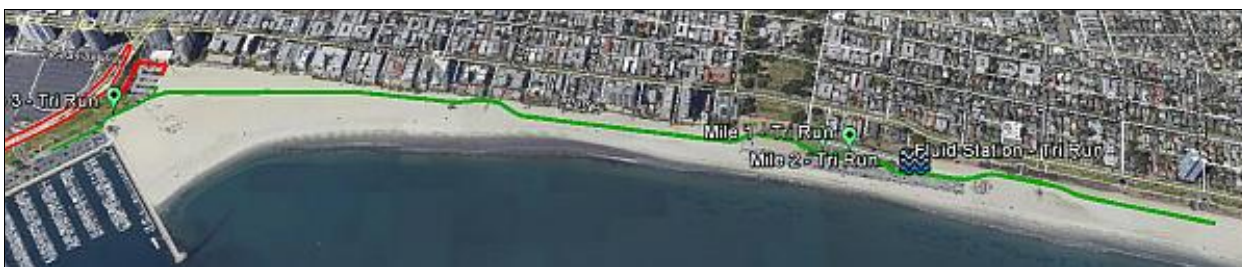
The course included a (1) single-loop, open-water swim in Alamitos Bay of 805 m (half mile), a (2) cycling portion of 17.7 km (11 miles) mostly on West Shoreline Drive, Queens Way and the Queens Highway (passing close by the iconic Queen Mary ocean liner and Carnival Cruise Lines dock), on a two-loop course, and (3) a run phase of 5 km (3.1 miles) along Alamitos Beach. The course, by section:



2015 Special Olympics World Games Triathlon: Open Water Swim course



2015 Special Olympics World Games Triathlon: Bike Course



*2015 Special Olympics World Games Triathlon:
Run course, along Alamitos Beach in Long Beach, California*

The triathlon was open to non-Special Olympics competitors as part of the Unified Sports Experience program. Public registration was available on a first-come, first-served basis for up to 250 competitors on the LA2015 Web site. Registration fees, which included a World Games finisher medal, were \$90 through 31 May, and \$125 through 24 July.

In fact, some 200 people registered, with 102 finishers (48 men + 54 women); the top marks were from:

- Men: Robin Barsantee (USA/California) 1:19:19.2 (chip time)
- Women: Michellie Jones (USA/California) 1:05:52.2 (chip time)

Venue:

Please see the sections on Aquatics and Cycling for more information on the Alamitos Bay venues.

3.26 Volleyball (Beach & Indoor)

Volleyball was added to the Olympic program in 1964 in Tokyo, and became part of the World Games sports program in 1991 in Minneapolis-St. Paul. For 2015, indoor volleyball was played in Pauley Pavilion at UCLA, while beach volleyball was contested at Alamitos Beach in Long Beach, California.

The competition management team for indoor volleyball included:

- Competition Manager/Volleyball: Jay Glicksman
- SOI Technical Delegate: Daniel Leake (USA)
- SOI Assistant Technical Delegate: Pamela O'Donnell (IRL)

The competition management team for beach volleyball included:

- Competition Manager/Beach Volleyball: Anneka Sakovich
- SOI Technical Delegate: Nikolaos Sofianos (GRE)

The competition parameters included:

Indoor Volleyball:

- Dates and Sessions: 8: 25 July-1 August, in 43 competition sessions
- Athletes and Delegations: 300 athletes (25 teams) from 21 delegations
- Venue capacity and attendance: 5,500 capacity; 6,350 estimated total attendance (Field of play configuration had 6 courts)

Beach Volleyball:

- Dates and Sessions: 5: 25-29 July, in 4 competition sessions
- Athletes and Delegations: 35 athletes (8 teams) from 5 delegations
- Venue capacity and attendance: 528 capacity; 3,000 estimated total attendance (Field of play configuration had 2 courts)

Events:

Indoor volleyball offered 6-a-side team competitions for men and women, and a Unified Sports Team competition. Beach volleyball included only a Unified Sports Mixed Team event. Athletes could participate in one event only.

Format:

For indoor volleyball, once divisions were set for the seeding round, all teams in each division played each other. The seeding round results were then be used to form the medal round. Teams could include not more than 12 players. Standard court size (9 x 19 m or 29-6 x 59 feet) and net heights were used, with six courts arranged on the Pauley Pavilion floor.

For beach volleyball, a Unified Sports Mixed Team (4-on-4) Competition was offered. Divisions of 3-6 teams were formed for pool play. Matches were 2-of-3 sets to 15 points (must win by two). The placement of each team in its pool determined its advancement to the classification round, with the four best competing for overall places 1-4, the second group for places 5-8, and third group for places 9-12.

Venues:

UCLA's Pauley Pavilion has long been a showcase for outstanding Bruin basketball and volleyball teams. Opened in 1965, UCLA teams have won 38 national championships in the two sports combined, including 19 in men's volleyball and seven in women's volleyball. The facility was extensively renovated, at a cost of \$136 million, from 2010-12 and now seats 13,800 spectators (11,307 in permanent seats and 2,492 in retractable bleachers).

The building is named for Edwin W. Pauley, who provided the lead gift for the original construction. The facility's floor is known as "Nell and John Wooden Court" for the legendary, 10-time-NCAA champion UCLA basketball coach John Wooden and his wife Nell.

The Volleyball competition was presented by LA2015 partner Kaiser Permanente.

Beach volleyball was played at Alamitos Beach in Long Beach, California. A popular site for players from casual ability up to Olympians, two competition courts were provided along with one warm-up court.

3.27 Unified Sports®

Dedicated to promoting social inclusion through shared sports training and competition experiences, Unified Sports joins people with and without intellectual disabilities on the same team. It was inspired by a simple principle: training together and playing together is a quick path to friendship and understanding. For the 2015 World Games, two types of Unified Sports programs were held: Unified Sports competitions and Unified Sports Experiences.

LA2015: SPORTS & VENUES

	Badminton (16 Special Olympics Athletes + 16 USE athletes = 32 total, in 16 pairs, played 15-minute games in three rounds – first round, semi-finals and finals)	L.A. Convention Center/South Hall	1400
	Basketball (48 Special Olympics Athletes + 48 USE athletes = 96 total, in 16 teams of 6, played two, 12-minute halves, with running clock, in two rounds)	USC/Galen Center	1500
	Bocce (32 Special Olympics Athletes + 32 USE athletes = 64 total, in 16 teams of 4, played 15-minute matches for 3 rounds)	L.A. Convention Center/South Hall	1800
• 28 July:	Football/5-a-side (60 Special Olympics Athletes + 60 USE athletes = 120 total, for 24 teams, played two, 15-minute halves)	UCLA/Intramural Field	1600
• 29 July:	Bowling (20 Special Olympics Athletes + 20 USE athletes = 64 total, in 16 teams of 4)	Lucky Strike Lanes at L.A. LIVE	1300
	Kayaking (12 Special Olympics Athletes + 12 USE athletes = 24 total, in pairs, over a 200 m course)	Long Beach/Marine Stadium	1300
	Roller Skating (12 Special Olympics Athletes + 12 USE athletes = 24 total, in 4 teams of 6 in a 4x100 m relay)	L.A. Convention Center/South Hall	1530
	Beach Volleyball (12 Special Olympics Athletes + 24 USE athletes = 36 total, in teams of 4)	Long Beach/Alamitos Beach	1800
• 30 July:	Volleyball (60 Special Olympics Athletes + 60 USE athletes = 120 total, in 12 teams of 10, played two matches of 25 minutes each)	UCLA/Pauley Pavilion	1400
	Sailing (8 Special Olympics Athletes + 8 USE athletes = 16 total, in 4 teams of 4, using Modified Cal 20 sailboats) (Modified Cal 20 boats are dinghy class, 20 ft./6.1 m in length, holding up to four people)	Long Beach/Belmont Pier	1400
	Tennis (16 Special Olympics Athletes + 16 USE athletes = 32 total, in 16 doubles teams, played one set of 4 games. Match-tie break with a 15-minute time limit or 10 points)	UCLA/L.A. Tennis Center	1700
• 31 July:	Table Tennis (40 Special Olympics Athletes + 40 USE athletes = 80 total, in 40 doubles teams, played 15-minute games in three rounds – first round, semi-finals and finals)	L.A. Convention Center/South Hall	1900
• 01 August:	Athletics/Half Marathon (18 Special Olympics Athletes + 219 USE athletes = 237 total)	Long Beach/Alamitos Beach	0800

The USE programs at Basketball, Bowling, Bocce, Football/5-a-side, Golf, Roller Skating, Tennis and Volleyball were preceded by a special “My First Sports Moment” program for young children (ages 2-7), presented by LA2015 partner Toys”R”Us.

3.28 Weather

The 2015 World Games was conducted in two primary areas: the Los Angeles Basin (including the Los Angeles Convention Center, USC and UCLA) and Long Beach. Recorded Games-period climate data from the U.S. National Climatological Data Center (NCDC) for both areas:

Special Olympics World Games 2015 Weather Data										
Date	Los Angeles Averages 1980-2010	Los Angeles (USC)			Long Beach (Airport)			2015 Sunrise (PDT)	2015 Sunset (PDT)	
		High	Low	Avg.	High	Low	Avg.			
25 July	75 F 24 C	87 F 30 C	67 F 19 C	77 F 25 C	91 F 33 C	68 F 20 C	80 F 26 C	05:59	19:59	
26 July	75 F 24 C	85 F 29 C	67 F 19 C	76 F 24 C	82 F 28 C	67 F 19 C	75 F 24 C	06:00	19:59	
27 July	75 F 24 C	82 F 28 C	67 F 19 C	75 F 24 C	79 F 26 C	69 F 20 C	74 F 23 C	06:01	19:58	
28 July	75 F 24 C	85 F 29 C	66 F 19 C	76 F 24 C	84 F 29 C	69 F 20 C	77 F 25 C	06:01	19:57	
29 July	75 F 24 C	82 F 28 C	65 F 18 C	74 F 23 C	84 F 29 C	69 F 20 C	77 F 25 C	06:02	19:56	
30 July	75 F 24 C	83 F 28 C	68 F 20 C	76 F 24 C	88 F 31 C	70 F 21 C	79 F 26 C	05:03	19:56	
31 July	75 F 24 C	84 F 29 C	67 F 19 C	76 F 24 C	87 F 30 C	70 F 21 C	79 F 26 C	06:04	19:55	
1 August	75 F 24 C	83 F 28 C	67 F 19 C	75 F 24 C	84 F 29 C	69 F 20 C	77 F 25 C	06:04	19:54	
2 August	75 F 24 C	84 F 29 C	66 F 19 C	75 F 24 C	83 F 28 C	69 F 20 C	76 F 24 C	06:05	19:53	
Total rainfall in period:		0			0					





At top, Special Olympics, Inc. Chair Tim Shriver formally awards the 2015 World Games to Los Angeles at Staples Center on 14 September 2011. Below, the Los Angeles Memorial Coliseum, site of the Opening and Closing Ceremonies.



3.29 World Games Sports & Ceremonies Schedule

<i>Sport</i>	<i>Venue</i>	<i>25 Jul</i>	<i>26 Jul</i>	<i>27 Jul</i>	<i>28 Jul</i>	<i>29 Jul</i>	<i>30 Jul</i>	<i>31 Jul</i>	<i>1 Aug</i>	<i>2 Aug</i>
Opening Cer.	L.A. Coliseum	●								
Aquatics-Swim	USC/Uytengsu Ctr.	Div	Div/●	Div/●	Div/●	Div/●	Div/●	Div/●	●	
Athletics-Track	USC/Loker Stadium	Div	●/Div	Div	Div	●	●	●	●	
Athletics-Road	LB/Alamitos Beach								●	
Badminton	L.A. Convention Ctr.	Train	Div	Div	Train	●	●	●	●	
Basketball	USC/Galen Center	Div	Div	Div	●	●	●	●	●	
Beach Volleyball	LB/Alamitos Beach	Train	Div	●	●	●				
Bocce	L.A. Convention Ctr.	Div	Div/●	●	●	●	●	●	●	
Bowling	Lucky Strike Lanes		Div	Div/●	●	●	●	●		
Cycling	LB/Aquarium		Train	Div	Div/●	●	●	●		
Equestrian	L.A. Equestrian Ctr.	Train	Match	Match	Div	●	●	●	●	
Football/5s	UCLA/Intramural	Div	Div	●	●	●	●	●		
Football/7s	Balboa Sports Ctr.	Div	Div	●	●	●	●	●		
Football/11s	UCLA/Drake Stad.	Div	Div	●	●	●	●	●	●	
Golf	Griffith Park			Train	Div	Div	●	●		
Gymnast.-Art.	UCLA/Wooden Ctr.		Train	Train	Train	Train	Div	Div/●	●	
Gymnast.-Rhy.	UCLA/Wooden Ctr.	Train	Div	Div/●	●					
Handball	L.A. Convention Ctr.		Div	●	●	●	●	●	●	
Judo	UCLA/Stu. Act. Ctr.			Train	Div	●	●	●		
Kayaking	LB/Marine Stadium			Train	Div	Div	●	●		
Open Water	LB/Alamitos Beach	Train	Div				●			
Powerlifting	L.A. Convention Ctr.		Train	●	●	●	●	●	●	
Roller Skating	L.A. Convention Ctr.	Train	Div	Div	●	●	●			
Sailing	LB/Belmont Pier		Train	Div	●	●		●	●	
Softball	UCLA/Easton Stad.	Train	Div	Div	Div	●	●	●	●	
Table Tennis	L.A. Convention Ctr.	Train	Div	Div	Div	●	●	●	●	
Tennis	UCLA/Tennis Ctr.	Div	Div	Div	Div	●	●	●	●	
Triathlon	LB/Alamitos Beach		●							
Volleyball	UCLA/Pauley Pavil.	Train	Div	Div	Div	MATP	●	●	●	
Closing Cer.	L.A. Mem. Coliseum									●

(Key: Div = Divisioning • Train = Training • Div/● = Divisioning & Competition on same day)

LA2015: SPORTS & VENUES

For the record, daily sports schedules, grouped by hub, were as follows. For consistency of reference, a 24-hour clock (military time) is used:

Abbreviations: Comp.: = Competition Division: = Divisioning Train: = Training
 MATP = Motor Activities Training Program (volleyball) Match = Matching
 USE = Unified Sports Experience (exhibition)

<i>Sport Schedules</i>	<i>25 Jul</i>	<i>26 Jul</i>	<i>27 Jul</i>	<i>28 Jul</i>	<i>29 Jul</i>	<i>30 Jul</i>	<i>31 Jul</i>	<i>1 Aug</i>
Hub: Griffith Park area								
Equestrian	Train: 900-1200	Match: 900-1200 1300-1800	Match: 900-1200 1300-1800	Division: 900-1200 1330-1630	Comp.: 900-1200 1330-1630	Comp.: 900-1200 1330-1630	Comp.: 900-1200 1330-1630	Comp.: 900-1230
Golf			Train: 730-1130 USE: 1230-1600	Division: 830-1500	Division: 830-1500	Comp.: 830-1500	Comp.: 830-1500	
Hub: Los Angeles Convention Center area								
Badminton	Train: 800-1200	Division: 900-1700	Division: 900-1300 USE: 1400-1600	Train: 900-1200 1300-1700	Comp.: 900-1730	Comp.: 900-1730	Comp.: 900-1730	Comp.: 900-1830
Bocce	Division: 900-1200	Division: 900-1100 Comp: 1000-1730	Comp.: 900-1200 1200-1730 USE: 1730-2000	Comp.: 900-1800	Comp.: 900-1800	Comp.: 900-1800	Comp.: 900-1800	Comp.: 900-1800
Handball		Division: 900-1700	Comp.: 1000-2000	Comp.: 1000-2000	Comp.: 1000-2000	Comp.: 1000-2000	Comp.: 1000-2000	Comp.: 900-1900
Powerlifting		Train: 1000-1600	Division: 700-900 1100-1300 Comp.: 900-1300 1300-1700	Division: 700-900 1100-1300 Comp.: 900-1300 1300-1700	Division: 700-900 1100-1300 Comp.: 900-1300 1300-1700	Division: 700-900 1100-1300 Comp.: 900-1300 1300-1700	Division: 700-900 1300-1500 Comp.: 900-1300 1500-1900	Division: 700-900 1300-1500 Comp.: 900-1300 1500-1900
Roller Skating	Train: 830-1200	Division: 930-1230 1330-1600	Division: 930-1300 1400-1600	Comp.: 1030-1200 1330-1530	Comp.: 930-1130 1300-1430 USE: 1500-1730	Comp.: 1000-1130 1300-1500		
Table Tennis	Train: 900-1200	Division: 900-1200 1400-1800	Division: 900-1200 1400-1800	Division: 1400-1800	Comp.: 900-1200 1400-1800	Comp.: 900-1200 1400-1800	Comp.: 900-1200 1400-1800 USE 1900-2100	Comp.: 900-1200 1400-1800

LA2015: SPORTS & VENUES

<i>Sport Schedules</i>	<i>25 Jul</i>	<i>26 Jul</i>	<i>27 Jul</i>	<i>28 Jul</i>	<i>29 Jul</i>	<i>30 Jul</i>	<i>31 Jul</i>	<i>1 Aug</i>
Bowling		Division: 900-1700	Division: 900-1130 Comp.: 1200-1430 1500-1730	Comp.: 900-1415 1430-1945	Comp.: 900-1130 USE: 1230-1500	Comp.: 900-1130 1300-1530	Comp.: 1000-1230 1300-1530	
Hub: Long Beach area								
Athletics (Half Marathon)								Comp.: (w/USE) 800-1100
Beach Volleyball	Train: 900-1130	Division: 1000-1300	Comp.: 900-1315	Comp.: 900-1330	Comp.: 1430-1630 USE: 1800-2000			
Cycling		Train: 1330-1630	Division: 1000-1515	Div/Comp: 900-1600	Comp.: 900-1530	Comp.: 900-1130 1345-1600	Comp.: 900-1500	
Kayaking			Train: 900-1200	Division: 900-1200	Division: 900-1200 USE: 1300-1500	Comp.: 900-1200	Comp.: 900-1230	
Open Water Swimming	Train: 800-1030	Division: 1200-1500				Comp.: 1200-1430		
Sailing		Train: 1430-1730	Division: 1100-1400 1430-1730	Comp.: 1100-1400 1430-1730	Comp.: 1100-1400 1430-1730	USE: 1400-1800	Comp.: 1100-1400 1430-1730	Comp.: 1100-1500
Triathlon		Comp.: (w/USE) 800-1100						
Hub: UCLA								
Football/5-a-side	Division: 900-1045	Division: 1100-1515	Comp.: 900-1335	Comp.: 900-1335 USE: 1530-1800	Comp.: 900-1335	Comp.: 900-1335	Comp.: 900-1335	
Football/11-a-side (Drake Stadium and North Athletic Field)	Division: 900-1205	Division: 1100-1645	Comp.: 900-1430	Comp.: 900-1430	Comp.: 900-1430	Comp.: 900-1430	Comp.: 900-1430	Comp.: 900-1100
Gymnastics/ Artistic		Train: 1000-1730 (Pardee) Gym	Train: 900-1800 (Pardee) Gym	Train: 900-1730 (Pardee) Gym	Train: 830-1500	Division: 1000-1130 1400-1530 1700-1830	Division: 900-1000 Comp.: 1130-1300 1430-1600	Comp.: 900-1000 Gala: 1900-2100
Gymnastics/ Rhythmic	Train: 800-1200	Division: 1000-1200 1230-1430 1530-1730 1800-1830	Division: 900-1100 1130-1330 Comp.: 1400-1830	Comp.: 900-1100 1130-1330 1500-1700 1730-1800				

LA2015: SPORTS & VENUES

<i>Sport Schedules</i>	<i>25 Jul</i>	<i>26 Jul</i>	<i>27 Jul</i>	<i>28 Jul</i>	<i>29 Jul</i>	<i>30 Jul</i>	<i>31 Jul</i>	<i>1 Aug</i>
Judo			Train: 1000-1400	Division: 930-1230	Comp.: 1600-1800	Comp.: 1600-1800	Comp.: 1600-1800	
Softball	Train: 900-1200	Division: 900-1630 USE: 1630-1900	Division: 900-1630	Division: 900-1630	Comp.: 830-1630	Comp.: 830-1630	Comp.: 1000-1630	Comp.: 1130-1630
Tennis	Division: 900-1200	Division: 900-1200 1300-1700	Division: 900-1200 1300-1700	Division: 900-1200 1300-1730	Comp.: 900-1200 1300-1730	Comp.: 900-1200 1300-1345 USE: 1700-1900	Comp.: 900-1200 1300-1600	Comp.: 900-1200
Volleyball	Train: 900-1200	Division: 1200-1600 1800-2000	Division: 1000-1700	Division: 1000-1600	Young Athletes: 900-1015 MATP: 1100-1200	Comp.: 900-1400 1600-1945 USE: 1400-1600	Comp.: 900-1845	Comp.: 1000-1715
<i>Off-site:</i> (Balboa Sports Ctr.) Football/7-side	Division: 900-1045	Division: 1100-1515	Comp.: 900-1345	Comp.: 900-1345	Comp.: 900-1345	Comp.: 900-1345	Comp.: 900-1345	
Hub: USC								
Aquatics	Division: 800-1200	Division: 930-1300 Comp.: 1400-1900	Division: 930-1300 Comp.: 1400-1900	Division: 930-1300 Comp.: 1400-1930	Division: 930-1300 Comp.: 1400-1900	Division: 930-1300 Comp.: 1400-1900	Division: 930-1300 Comp.: 1400-1900	Comp.: 930-1320 1430-1630
Athletics	Division: 845-1200	Comp.: 830-930 Division: 930-1200 1300-1630	Division: 900-1200 1300-1730	Division: 900-1200 1300-1730	Comp.: 900-1200 1300-1630	Comp.: 900-1200 1300-1630	Comp.: 900-1200 1300-1730	Comp.: 900-1200 1300-1530
Basketball	Division: 800-1200	Division: 1000-2000	Division: 900-1300 USE: 1430-1700	Comp.: 900-2015	Comp.: 900-2015	Comp.: 900-2015	Comp.: 900-2015	Comp.: 900-1900



3.30 World Games Venue Map

The 2015 Special Olympics World Games was held at 10 major competition, ceremonies and support sites in the greater Los Angeles metropolitan area:



No.	Site	Activities
1	Los Angeles Convention Center (Downtown Los Angeles)	Badminton, Bocce, Handball, Powerlifting, Roller Skating, Table Tennis, Media Operations Office & Workroom
2	USC and the Memorial Coliseum (Downtown Los Angeles)	Athlete's Village, Aquatics (Swimming), Athletics (Track & Field), Basketball, Ceremonies (at the Coliseum), Healthy Athletes
3	UCLA (Westwood)	Athlete's Village, Football (5-a-side & 11-a-side) Gymnastics (Artistic), Gymnastics (Rhythmic,) Judo, Softball, Tennis, Volleyball
4	Long Beach/Marina Green, Alamitos Beach and the Aquarium of the Pacific	Athletics (Half Marathon), Beach Volleyball, Open Water Swimming, Triathlon and Cycling at the Aquarium of the Pacific
5	Long Beach/Belmont Pier	Sailing (Site no. hidden between nos. 4 & 6)
6	Long Beach/Marine Stadium	Kayaking
7	Griffith Park	Golf
8	Los Angeles Equestrian Center	Equestrian
9	Balboa Sports Center	Football (7-a-side)
10	Loyola Marymount University	Delegation Welcome Center (Close to Los Angeles Int'l Airport)

SPECIAL OLYMPICS WORLD GAMES LOS ANGELES 2015: RETROSPECTIVE

4. WORLD GAMES ENTRIES & STATISTICS

4.01 Entries by Delegation

Athlete nominations for the 2015 Special Olympics World Games in Los Angeles were submitted in November 2014. Final totals showed that 164 delegations competed in Los Angeles with 6,163 Special Olympics Athletes and Unified Partners and 8,814 delegates in all:

<i>Special Olympics Program</i>	<i>Athletes</i>	<i>Unified Partners</i>	<i>Total</i>	<i>Coaches & Officials</i>	<i>Delegation Total</i>
SO Afghanistan	6		6	4	10
SO Albania	6		6	4	10
SO Algeria	11		11	7	18
SO American Samoa	11	3	14	8	22
SO Argentina	19	1	20	10	30
SO Armenia	5		5	4	9
SO Aruba	26		26	12	38
SO Australia	72	2	74	29	103
SO Austria	78	40	118	31	149
SO Azerbaijan	12		12	10	22
SO Bahamas	20	3	23	12	35
SO Bahrain	11		11	9	20
SO Bangladesh	47	9	56	24	80
SO Barbados	26	2	28	13	41
SO Belarus	5	1	6	3	9
SO Belgium	67	2	69	31	100
SO Belize	2	2	4	3	7
SO Benin	4		4	3	7
SO Bharat (India)	213	5	218	96	314

WORLD GAMES ENTRIES & STATISTICS

<i>Special Olympics Program</i>	<i>Athletes</i>	<i>Unified Partners</i>	<i>Total</i>	<i>Coaches & Officials</i>	<i>Delegation Total</i>
SO Bhutan	4		4	3	7
SO Bolivia	10	2	12	7	19
SO Bonaire	12		12	8	20
SO Bosnia and Herzegovina	15	5	20	9	29
SO Botswana	30	10	40	17	57
SO Brazil	32	6	38	15	53
SO Brunei Darussalam	11		11	7	18
SO Bulgaria	23		23	14	37
SO Burkina Faso	15	4	19	10	29
SO Cambodia	8		8	5	13
SO Canada	114		114	49	163
SO Cayman Islands	27	9	36	17	53
SO Chile	15	1	16	6	22
SO China	90	5	95	35	130
SO Chinese Taipei	52	6	58	20	78
SO Colombia	14	3	17	8	25
SO Costa Rica	198	18	216	65	281
SO Cote D'Ivoire	51	12	63	28	91
SO Croatia	22		22	9	31
SO Cuba	13	3	16	7	23
SO Curacao	16		16	7	23
SO Cyprus	39	4	43	18	61
SO Czech Republic	32	14	46	21	67
SO Democratic Rep. of Congo	4		4	2	6
SO Denmark	63	6	69	28	97
SO Dominica	5		5	4	9
SO Dominican Republic	33	4	37	14	51

WORLD GAMES ENTRIES & STATISTICS

<i>Special Olympics Program</i>	<i>Athletes</i>	<i>Unified Partners</i>	<i>Total</i>	<i>Coaches & Officials</i>	<i>Delegation Total</i>
SO Ecuador	39	6	45	14	59
SO Egypt	61	7	68	29	97
SO El Salvador	23	2	25	11	36
SO Estonia	16	4	20	10	30
SO Faroe Islands	18		18	9	27
SO Fiji	6		6	3	9
SO Finland	64	29	93	37	130
SO France	40		40	23	63
SO FYR of Macedonia	14	3	17	8	25
SO Georgia Republic	6		6	4	10
SO Germany	115	22	137	57	194
SO Ghana	4		4	8	12
SO Gibraltar	22	6	28	14	42
SO Great Britain	112	5	117	47	164
SO Guatemala	12	1	13	6	19
SO Guyana	4		4	2	6
SO Haiti	20	6	26	6	32
SO Hellas (Greece)	106		106	36	142
SO Honduras	16	2	18	8	26
SO Hong Kong	65	11	76	29	105
SO Hungary	53	5	58	28	86
SO Iceland	39	2	41	17	58
SO Indonesia	38	3	41	19	60
SO Iran	32		32	18	50
SO Iraq	10		10	12	22
SO Ireland	85	2	87	39	126
SO Isle of Man	25		25	11	36

WORLD GAMES ENTRIES & STATISTICS

<i>Special Olympics Program</i>	<i>Athletes</i>	<i>Unified Partners</i>	<i>Total</i>	<i>Coaches & Officials</i>	<i>Delegation Total</i>
SO Israel	36	4	40	19	59
SO Italy	84	17	101	41	142
SO Jamaica	60	7	67	19	86
SO Jordan	14		14	8	22
SO Kazakhstan	56	9	65	30	95
SO Kenya	45	6	51	17	68
SO Korea	84	7	91	41	132
SO Kosovo	2		2	2	4
SO Kyrgyz Republic	5	1	6	4	10
SO Laos	4		4	3	7
SO Latvia	13		13	6	19
SO Lebanon	13	1	14	9	23
SO Libya	12		12	11	23
SO Liechtenstein	10	5	15	6	21
SO Lithuania	13		13	7	20
SO Luxembourg	28	9	37	19	56
SO Macau	60	18	78	34	112
SO Malawi	10		10	8	18
SO Malaysia	23	2	25	13	38
SO Mali	4		4	4	8
SO Malta	22		22	14	36
SO Mauritius	10	2	12	6	18
SO Mexico	90	6	96	33	129
SO Moldova	7	6	13	6	19
SO Monaco	27	4	31	13	44
SO Mongolia	12	2	14	7	21
SO Montenegro	6		6	4	10

WORLD GAMES ENTRIES & STATISTICS

<i>Special Olympics Program</i>	<i>Athletes</i>	<i>Unified Partners</i>	<i>Total</i>	<i>Coaches & Officials</i>	<i>Delegation Total</i>
SO Morocco	36		36	18	54
SO Myanmar	9		9	5	14
SO Namibia	8	4	12	6	18
SO Nepal	5		5	3	8
SO Netherlands	64	2	66	27	93
SO New Zealand	34	2	36	17	53
SO Nicaragua	12	4	16	5	21
SO Nigeria	38	4	42	19	61
SO Nippon (Japan)	77	6	83	35	118
SO Norway	24	2	26	14	40
SO Pakistan	52	4	56	23	79
SO Palestine	10		10	7	17
SO Panama	35	3	38	15	53
SO Papua New Guinea	7		7	5	12
SO Paraguay	19	3	22	9	31
SO Peru	35	9	44	16	60
SO Philippines	33	2	35	15	50
SO Poland	60		60	27	87
SO Portugal	49	3	52	17	69
SO Puerto Rico	50	4	54	18	72
SO Qatar	15		15	11	26
SO Romania	22	5	27	12	39
SO Russia	145	29	174	71	245
SO Rwanda	3		3	4	7
SO Samoa	14	4	18	9	27
SO San Marino	11	2	13	9	22
SO Saudi Arabia	19		19	15	34

WORLD GAMES ENTRIES & STATISTICS

<i>Special Olympics Program</i>	<i>Athletes</i>	<i>Unified Partners</i>	<i>Total</i>	<i>Coaches & Officials</i>	<i>Delegation Total</i>
SO Senegal	9		9	7	16
SO Serbia	52	31	83	26	109
SO Serendib (Sri Lanka)	7		7	5	12
SO Seychelles	7		7	4	11
SO Singapore	32	1	33	15	48
SO Slovakia	20	5	25	15	40
SO Slovenia	24		24	10	34
SO South Africa	57	11	68	20	88
SO Spain	73	4	77	26	103
SO St Kitts and Nevis	17		17	8	25
SO St Lucia	24		24	13	37
SO St Vincent and Grenadines	26		26	6	32
SO Suriname	22	2	24	12	36
SO Swaziland	4		4	4	8
SO Sweden	56	4	60	28	88
SO Switzerland	70	2	72	29	101
SO Syria	15		15	9	24
SO Tajikistan	4		4	3	7
SO Tanzania	8		8	6	14
SO Thailand	27	2	29	13	42
SO Timor-Leste	9		9	6	15
SO Tonga	4		4	4	8
SO Trinidad and Tobago	63		63	24	87
SO Tunisia	8		8	5	13
SO Turkey	8	4	12	5	17
SO Turkmenistan	11	1	12	7	19
SO Uganda	22	4	26	11	37

WORLD GAMES ENTRIES & STATISTICS

<i>Special Olympics Program</i>	<i>Athletes</i>	<i>Unified Partners</i>	<i>Total</i>	<i>Coaches & Officials</i>	<i>Delegation Total</i>
SO Ukraine	8		8	5	13
SO United Arab Emirates	53		53	29	82
SO Uruguay	73	15	88	33	121
SO U.S. Virgin Islands	15	4	19	8	27
SO United States	297	43	340	137	477
SO Uzbekistan	20		20	9	29
SO Venezuela	80	14	94	28	122
SO Vietnam	7		7	4	11
SO Zambia	3		3	3	6
SO Zimbabwe	14	1	15	7	22
Totals:	5,519	644	6,163	2,651	8,814

Special Olympics Togo had been expected to field a team in Los Angeles, but did not attend the Games. Thus, the anticipated total of 165 delegations was actually 164 for the 2015 Games.

4.02 Entries by Sport

Participation in each of the 25 sports in the 2015 World Games was as follows:

- Aquatics/Swimming: 607 athletes from 116 delegations
- Aquatics/Open Water: 86 athletes from 35 delegations
- Athletics/Track & Field: 954 athletes from 157 delegations
- Athletics/Half Marathon: 18 athletes from 12 delegations
- Badminton: 146 athletes from 47 delegations
- Basketball: 620 athletes from 54 delegations (66 teams)
- Beach Volleyball: 35 athletes from 5 delegations (8 teams)
- Bocce: 284 athletes from 96 delegations
- Bowling: 216 athletes from 50 delegations
- Cycling: 164 athletes from 34 delegations
- Equestrian: 121 athletes from 36 delegations
- Football/5-a-side: 273 athletes from 30 delegations (32 teams)
- Football/7-a-side: 628 athletes from 50 delegations (58 teams)
- Football/11-a-side: 220 athletes from 13 delegations (15 teams)
- Golf: 176 athletes from 34 delegations
- Gymnastics/Artistic: 137 athletes from 34 delegations
- Gymnastics/Rhythmic: 133 athletes from 35 delegations
- Handball: 173 athletes from 14 delegations (16 teams)
- Judo: 99 athletes from 23 delegations
- Kayaking: 68 athletes from 13 delegations

- Powerlifting: 162 athletes from 40 delegations
- Roller Skating: 104 athletes from 20 delegations
- Sailing: 54 athletes from 9 delegations (26 teams)
- Softball: 140 athletes from 8 delegations (10 teams)
- Table Tennis: 200 athletes from 68 delegations
- Tennis: 143 athletes from 40 delegations
- Triathlon: 21 athletes from 6 delegations
- Volleyball: 300 athletes from 21 delegations (25 teams)

4.03 Records Recap

Using the comprehensive results report of 1999-2011 World Games provided by Special Olympics, Inc., a list of top-20 performances in Aquatics, Athletics, Cycling, Powerlifting and Roller Skating was compiled by Association of Track & Field Statisticians (ATFS) member Alan Mazursky of the United States.

Based on those lists, here are the 46 (believed to be) best-on-record marks set or broken in timed, measured or weighed events during the 2015 World Games (¶ = new event):

• *Aquatics (19):*

800 m Freestyle	Men	Andrei Shabalin (17)	RUS	9:05.13
4x100 m Freestyle Relay	Mixed	Jordan Brown (19) Ethan Chan (20) Keiran Corry (23) Sandy Freeman (19)	AUS	4:32.64
50 m Breaststroke	Men	Anggi Afriansah (19)	INA	36.57
100 m Breaststroke	Men	Long Tin Chan (14)	HKG	1:17.11
100 m Indiv. Medley	Men	Long Tin Chan (14)	HKG	1:07.86
4x100 m Medley Relay	Men	Magnus Batrara (23) Elliot Mooskowy (24) Andrew R. Perez (26) Michael Y. Qing (22)	CAN	5:02.77
200 m Freestyle	Women	Nina Schelles (25)	BEL	2:32.17
400 m Freestyle	Women	Ekaterina Kraeva (16)	RUS	5:02.26
4x50 m Freestyle Relay	Women	Sui Kei Cheong (12) Cheuk Ying Suen (14) Lam Yam Karen Tse (11) Cherry Yue (13)	HKG	2:18.46
100 m Backstroke	Women	Nora O. Mateidesz (22)	HUN	1:27.51
200 m Backstroke	Women	Sandy Freeman (19)	AUS	3:07.56
25 m Breaststroke	Women	Dewa Ayu Sapitri (18)	INA	22.45
100 m Breaststroke	Women	Linnea Baeckman (26)	SWE	1:32.28
25 m Butterfly	Women	Xue Xue (25)	CHN	16.87
50 m Butterfly	Women	Yekaterina Obratnova (13)	KAZ	36.62
100 m Butterfly	Women	Yan Ting Danielle Moi (15)	SIN	1:20.26
100 m Indiv. Medley	Women	Julia Longo (23)	CAN	1:26.97
200 m Indiv. Medley	Women	Nathaly Villaroel (16)	ECU	2:59.12
4x50 m Medley Relay	Women	April Lam (21) Julia Longo (23) Meagan Michie (25) Kelsey Wyse (30)	CAN	2:48.61

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- **Athletics (12):**

100 m	Men	Robert Pipitone (18)	CAN	11.22
200 m	Men	Donovan Clarke (19)	BAH	22.86
Mini-Javelin (300 g) ¶	Men	Devonte Stevens (13)	ISV (77-1)	23.50 m
Mini-Javelin (400 g)	Men	Vitalijs Kulikovs (24)	LAT (111-9)	34.06 m
Pentathlon	Men	Zoltan Hanak (16)	HUN	3,110
(100 m, Long Jump, Shot Put, High Jump, 400 m)				
200 m	Women	Jacent Nyanuhunge (17)	UGA	25.97
800 m	Women	Jusenia Tuitt (14)	ISV	2:28.44
3,000 m	Women	Susan Gatwiri (15)	KEN	11:03.13
5,000 m	Women	Susan Gatwiri (15)	KEN	18:51.43
10,000 m	Women	Monica A. Prieto (30)	PAR	44:13.98
Half Marathon	Women	Karen Dickerson (29)	USA	1:38:44
Mini-Javelin (300 g)	Women	Jia-Min Pan (17)	TPE (72-8)	22.16 m

- **Cycling (7):**

(§ = mark set during Divisioning race)

2 km Time Trial ¶	Men	Rajvir Singh (15)	IND	3:11.70
5 km Road Race	Men	David Arellano (16)	ECU	8:04.42
40 km Road Race	Men	Alexander Arguedas (21)	CRC	1:07:34.89
2 km Time Trial ¶	Women	Marina Vakhrusheva (19)	RUS	3:44.00
5 km Time Trial §	Women	Kiera Abigail Byland (17)	GBR	9:06.08
5 km Road Race	Women	Katrin Reichenbach (46)	GER	10:05.05
40 km Road Race	Women	Philippa Bartels (24)	GER	1:22:14.09

- **Powerlifting (3):**

Squat	Men	Jackie Barrett (41)	CAN	277.5 kg (612 lbs.)
Deadlift	Men	Jackie Barrett (41)	CAN	297.5 kg (656 lbs.)
Combination: 3 lifts (Bench Press + Deadlift + Squat)	Men	Jackie Barrett (41)	CAN	697.5 kg (1,538 lbs)

(Based on his performances in the three individual lifts, Barrett would have set another record in the Combination: 2 Lifts for Bench Press + Deadlift, of 420.0 kg or 926 lbs., but was not entered in the event.)

- **Roller Skating (5):**

500 m	Men	Yang Yang Li (19)	CHN	1:00.22
1,000 m	Men	Yang Yang Li (19)	CHN	2:06.71
100 m	Women	Viktoria Marosi (15)	HUN	13.25
500 m	Women	Irina Nikitina (27)	RUS	1:04.37
2x200 m Relay	Women	Viktoria Marosi (15) Barbara Mayer (17)	HUN	56.85

4.04 Special Olympics National Program Codes

The following codes are used by Special Olympics, Inc. in World Games results and other reference materials and are presented here for convenience. Please note that these codes are not identical to those used by the International Olympic Committee. Reference codes for the seven Special Olympics worldwide regions are included at the end of the table.

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AFG	Afghanistan	CUR	Curacao	IVB	British Virgin Islands
ALB	Albania	CYP	Cyprus	JAM	Jamaica
ALG	Algeria	CZE	Czech Rep.	JOR	Jordan
AND	Andorra			JPN	Japan
ANT	Antigua & Barbuda	DEN	Denmark		
ARG	Argentina	DJI	Djibouti	KAZ	Kazakhstan
ARM	Armenia	DMA	Dominica	KEN	Kenya
ARU	Aruba	DOM	Dominican Rep.	KGZ	Kyrgyz Rep.
ASA	American Samoa			KOR	Korea
AUS	Australia	ECU	Ecuador	KOS	Kosovo
AUT	Austria	EGY	Egypt	KSA	Saudi Arabia
AZE	Azerbaijan	ESA	El Salvador	KUW	Kuwait
		ESP	Spain		
BAH	Bahamas	EST	Estonia	LAO	Laos
BAN	Bangladesh			LAT	Latvia
BAR	Barbados	FIJ	Fiji	LBA	Libya
BEL	Belgium	FIN	Finland	LCA	St. Lucia
BEN	Benin	FRA	France	LES	Lesotho
BER	Bermuda	FRO	Faroe Islands	LIB	Lebanon
BHU	Bhutan			LIE	Liechtenstein
BIH	Bosnia & Herzegovina	GAB	Gabon	LTU	Lithuania
BIZ	Belize	GAM	Gambia	LUX	Luxembourg
BLR	Belarus	GBR	Great Britain		
BOL	Bolivia	GEO	Georgia Republic	MAA	St. Maarten
BON	Bonaire	GER	Germany	MAC	Macau
BOT	Botswana	GHA	Ghana	MAR	Morocco
BRA	Brazil	GIB	Gibraltar	MAS	Malaysia
BRN	Bahrain	GLP	Guadeloupe	MAW	Malawi
BRU	Brunei Darussalam	GRE	Greece	MDA	Moldova
BUL	Bulgaria	GUA	Guatemala	MDV	Maldives
BUR	Burkina Faso	GUI	Guinea	MEX	Mexico
		GUM	Guam	MGL	Mongolia
CAF	Central Africa Rep.	GUY	Guyana	MKD	F.Y.R. Macedonia
CAM	Cambodia			MLI	Mali
CAN	Canada	HAI	Haiti	MLT	Malta
CAY	Cayman Islands	HKG	Hong Kong	MNE	Montenegro
CGO	Congo	HON	Honduras	MON	Monaco
CHA	Chad	HUN	Hungary	MRI	Mauritius
CHI	Chile			MSR	Montserrat
CHN	China	INA	Indonesia	MTN	Mauritania
CIV	Côte d'Ivoire	IND	India	MTQ	Martinique
CMR	Cameroon	IOM	Isle of Man	MYA	Myanmar
COD	Dem. Rep. of the Congo	IRI	Iran		
COL	Colombia	IRL	Ireland	NAM	Namibia
CON	Comoros	IRQ	Iraq	NCA	Nicaragua
CRC	Costa Rica	ISL	Iceland	NED	Netherlands
CRO	Croatia	ISR	Israel	NEP	Nepal
CUB	Cuba	ISV	U.S. Virgin Islands	NGR	Nigeria
		ITA	Italy		

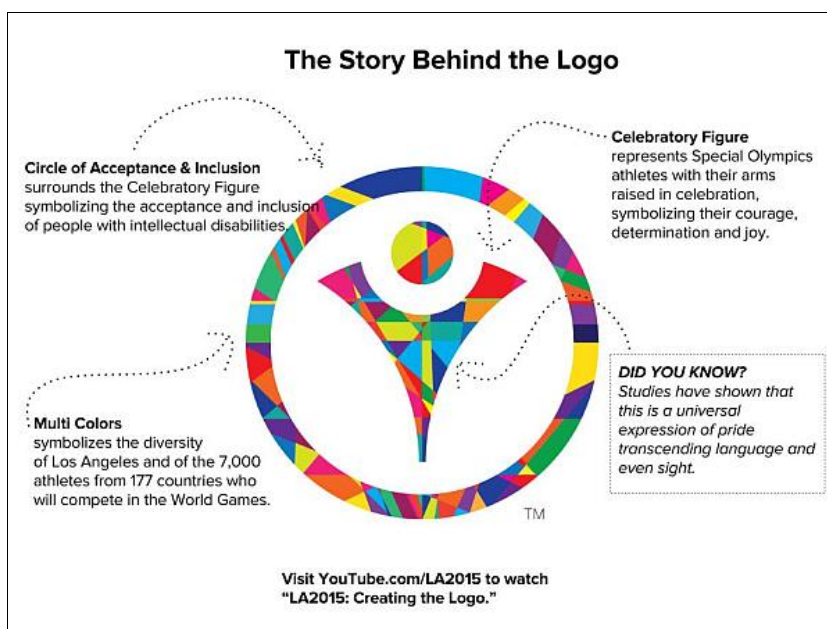
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NIG	Niger	SLO	Slovenia	UZB	Uzbekistan
NOR	Norway	SMR	San Marino	VEN	Venezuela
NZL	New Zealand	SRB	Serbia	VIE	Vietnam
		SRI	Sri Lanka	VIN	St. Vincent & the Grenadines
OMA	Oman	SUD	Sudan		
		SUI	Switzerland		
PAK	Pakistan	SUR	Suriname		
PAN	Panama	SVK	Slovakia	YEM	Yemen
PAR	Paraguay	SWE	Sweden		
PER	Peru	SWZ	Swaziland	ZAM	Zambia
PHI	Philippines	SYR	Syria	ZIM	Zimbabwe
PLE	Palestine				
PNG	Papua New Guinea	TAN	Tanzania		
POL	Poland	TGA	Tonga		
POR	Portugal	THA	Thailand		
PUR	Puerto Rico	TJK	Tajikistan		
		TKM	Turkmenistan		
QAT	Qatar	TKS	Turks & Caicos		
		TLS	Timor-Leste		
REU	Reunion	TOG	Togo		
ROM	Romania	TPE	Chinese Taipei		
RSA	South Africa	TRI	Trinidad & Tobago		
RUS	Russia	TUN	Tunisia		
RWA	Rwanda	TUR	Turkey		
SAM	Samoa	UAE	United Arab Emirates		
SEN	Senegal	UGA	Uganda		
SEY	Seychelles	UKR	Ukraine		
SIN	Singapore	URU	Uruguay		
SKN	St. Kitts & Nevis	USA	United States of America		
SLE	Sierra Leone				

Region codes:

AF	Africa
AP	Asia-Pacific
EA	East Asia
EE	Europe-Eurasia
LA	Latin America
MA	Middle East & North Africa
NA	North America

References in results to "SO.EE" indicates regional affiliation, in this case for a Special Olympics (SO) Athlete from the Europe-Eurasia (EE) region.



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