

United States
Department of
Agriculture

Forest Service

Intermountain
Region



after

ACTION

report

olympic and paralympic winter games of 2002

U S D A F O R E S T S E R V I C E I N T E R M O U N T A I N R E G I O N



2002 PLANNING TEAM

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A F T E R **A C T I O N** R E P O R T



P rologue

"We must approach this effort from a higher order of business and look at the vision, not just the task."

- Dale Bosworth
R4 Regional Forester - 1996

On April 24, 2002 the Board of Trustees for the Salt Lake Organizing Committee (SLOC) presented Jack Troyer, the Regional Forester of the Intermountain Region with an Olympic Torch for the Agency's outstanding and sustained contributions and support of the Olympic and Paralympic Winter Games of 2002. Mitt Romney, President and Chief Executive Officer of SLOC in presenting the Torch stated that the Games would not have been possible without the support of agencies like the Forest Service.

The Torch, which made its way from Athens Greece, across the United States to Salt Lake City, is the eternal symbol of Olympic Spirit that can never be extinguished. To bring the Torch to Salt Lake City over 11,000 Torchbearers carried this flame of spirit to reside over the Games. This enduring symbol is indeed an appropriate accolade for the Forest Service. Like the Torchbearers themselves, Forest Service employees, over 400 of them, did their part to make these Winter Games an immense success. As in Olympic competition few take the prize but many make the Games. Forest Service employees helped make the Games and therefore

share the prize—the prize of success and accomplishment of something of such grand proportions.

To have so many succeed and share in Olympic success was made possible by one simple but far-sighted decision. That decision, made by Regional Forester Jack Blackwell, was to open the agency's involvement and support of the games to as many employees as possible. Encouraging them to get involved in whatever small way they might. This one act brought ownership and involvement to agency people from all parts of the United States. It kindled a spirit in those of us that worked to bring the agency's mission of Caring for the Land and Serving People to the Games.

This post games report summarizes the good work of many people. It is impossible to give ample credit by name to the many individuals that worked so hard and are so deserving of it. To many, having been simply a part of the Olympic and Parlympic Games is thanks enough.

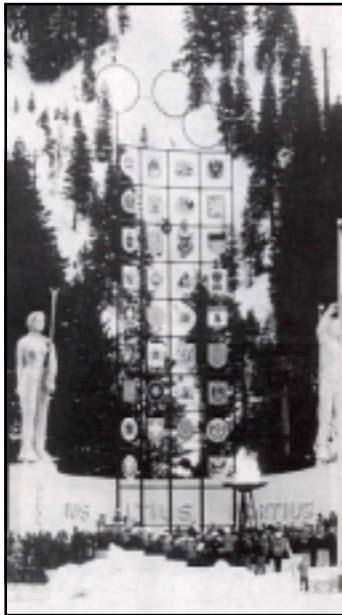
- John F. Hoagland
Director, 2002 Planning Team



Olympic Involvement

History and Background

The Forest Service was involved in the 2002 Olympic Winter Games first and foremost because the Olympic alpine competitions (the men's and women's Downhill, Super-G and Combined races) were held at Snowbasin and located partly on the Wasatch-Cache National Forest. During the pre-bid period, Snowbasin was a small day ski area east of Ogden existing mostly on the Wasatch-Cache National Forest. Since one of the Games' signature events was to be on the National Forest, the normal permit administration process was greatly expanded by the huge task of preparing the area for large crowds of spectators, athletes, media, security and other support organizations.



The Olympic Winter Games in Squaw Valley were also located on the National Forest.

Forest Service involvement in the Olympics also stems from a long-standing relationship with the ski industry and the Olympic movement in the United States. The Forest Service was a very early player in the formation of ski resorts after the World War II. The agency was involved in avalanche research and application, skier safety and resort planning. For this reason the Forest Service stepped forward in a supporting role at the 1960 VIII Olympic Winter Games in Squaw Valley, California. Monty Atwater, the famous "avalanche hunter" and snow ranger at Alta Ski Resort was asked by the Chief of the

Forest Service to become the Forest Service representative at Squaw Valley. As Atwater put it, "My instructions were characteristically all embracing: keep an avalanche disaster off the program of the Games. The Chief also pledged to the Olympic Commission and the state of California the full support of the Forest Service in lands, manpower and equipment." This in many ways set the course for the agency's continued support of United States-hosted Olympic Games.

Forest Service involvement in the Atlanta Summer Games was characteristic of the agency's willingness to participate in the Olympics when the National Forests were involved. The Ocoee Whitewater Center on the Cherokee National Forest — the 1996 Olympic whitewater canoe and kayak venue — was built by the Forest Service and became a national center for this sport following the Olympic and Paralympics in 1996. The driving force in agency participation in the 1996 Games was the need for rural economic development for a depressed area — and the river, in this case, flowed through the Cherokee National Forest.

Forest Service involvement in Salt Lake City's bid history goes as far back as the city's earliest pursuit of the Games. The first bid attempt in 1960 was led by a team of Salt Lake businessmen and promoters who saw their bid attempt as an opportunity to promote the business, tourism, and winter sport interests of Utah. An unusual ally, the forest supervisor of the Wasatch National Forest, F.C. Koziol, joined these businessmen in their bid pursuit. Koziol had also supported the growth and development of ski areas along the Wasatch Front. This early agency role as an "Olympic promoter" slowly changed to "cautious supporter" as subsequent bids (and there were two more) progressed and environmental issues became increasingly controversial.

Working with the Olympic Bid & Olympic Organizing Committees

As Salt Lake City's Olympic bid efforts were organized in later years, the local environmental debate began to focus on the Salt Lake Valley watersheds located in Big and Little Cottonwood canyons. These watersheds provide a significant portion of the water supply for the



communities along the Wasatch Front, as well as a myriad of recreational opportunities, including downhill skiing at a number of developed ski areas and backcountry areas from Salt Lake City to Ogden. Some of these ski areas were identified as potential Olympic venue sites in the early Salt Lake City bids. The Forest Service, as the principal land management agency in these canyons, was drawn further into the Olympic debate due to the controversy over the use and development of the canyons adjacent to Salt Lake City.

As the debate intensified, Big and Little Cottonwood canyons became central to environmental issues, both in the context of the Olympic bids and the overall planning for growth and development of the local community. The platform for these debates took many forms within committees, planning groups, and citizen groups. The exchange of information during these debates formed a strong consensus: Big and Little Cottonwood canyons were not suited to be Olympic venues, primarily for environmental and safety reasons. The consensus was shared, in part or in whole, by environmental groups, government on all levels, business groups and citizen groups. As a result in 1986, the Utah Bid Committee made the pivotal decision not to include Big and Little Cottonwood Canyon resorts as venues in future bid efforts, giving subsequent bids more environmental acceptance by concerned residents of the Salt Lake Valley.

At the time (1991) Salt Lake City lost its bid for the 1998 Olympic Winter Games, the environmental movement within the International Olympic Committee (IOC) was gaining importance and popularity. In 1994, the IOC added "Environment" as the third pillar to its theme of "Sport and Culture." With "Sport, Culture, and Environment" now affecting bid efforts, the Salt Lake Bid Committee realized it needed to strengthen its commitment to the environment in future bid documents and presentations. The 2002 Salt Lake Bid Committee asked various individuals and organizations to help with this environmental upgrade. Members of environmental groups (Sierra Club, Save Our Canyons, Wasatch Mountain Club, Audubon Society, etc.), the USDA Forest Service, environmental

consultants, and city and state officials met to evaluate the bid packages that Salt Lake City was preparing. Many of these same individuals had participated in the aforementioned plans and studies, making their

combined knowledge of the issues and politics of the environmental movement in Utah invaluable to the bid effort. When the IOC sent its Evaluation Commission to review the Salt Lake City bid, the Commission summoned this review group to answer questions from the Commission's representative, Olav Myrholm of Norway. In essence, these first meetings with the IOC and the Bid Commission officials were the first de facto meetings of the advisory group which shortly thereafter, became known as the Environmental Advisory Committee (EAC).



The lighting of the cauldron on Feb. 8 marked the opening of the Olympic Winter Games of 2002.

The Forest Service became an active member of the fledgling EAC and helped establish its operational charter and the first environmental platform that would later become the Environmental Guidelines adopted by the Salt Lake Organizing Committee's (SLOC) board of trustees. These guidelines went on to become part of the functional mission of SLOC's environmental programs. As the EAC filled out its membership roster, working subcommittees were established to develop recommendations on how to implement these guidelines and other environmental initiatives that were part of SLOC's programs. The basic platform is listed below:

1. Management: To integrate environmental sensitivity into every aspect of the Games in its administration through budgetary, organizational and procedural means.



2. Environmental Design and Construction: To ensure the design and use of Sustainable Facilities. Olympic facilities adequately assess and minimize environmental impacts and complement natural surroundings.
3. Temporary Facilities: To ensure that temporary facilities can be reused in a sustainable manner which benefits the entire community. Also, to restore any natural areas which are impacted by the installation and removal of such facilities.
4. Energy and Water Conservation: To build facilities and adopt practices which conserve our valuable natural resources.
5. Materials Management: To responsibly manage material selection, use, consumption and disposition to minimize environmental impact.
6. Official Suppliers, Contractors and Sponsors: To work with suppliers, contractors, and sponsors to ensure that products and methods in which they are delivered are environmentally responsible.
7. Cultural Events and Ceremonies: To use high profile events to further environmental education and to serve as a model for environmentally responsible event management.
8. Sports and Sports Organizations: To encourage the Olympic teams and sports organizations to develop environmental messages and profiles that are suited to the sport itself and to the Olympic spirit.
9. Environmental Education: To realize the Olympics as a unique vehicle to educate children and adults regarding environmental issues.
10. Transportation: To minimize transportation impacts, their related environmental problems, encourage mass transit and other environmentally responsible modes of transportation.
11. Lodging and Food Services: To provide environmentally sensitive lodging and food services for visitors.
12. Environmental Monitoring: To monitor the progress of SLOC in meeting its environmental goals.

In June of 1995 Salt Lake City won the bid for the 2002 Olympic and Paralympic Winter Games. Anticipating this victory, the Forest Service had already established a working relationship with the Organizing Committee and were communicating with them about the significant work that would need to be done if National Forest System lands were to host an Olympic venue. Snowbasin, of course, had been identified as the venue for the Alpine Speed Events of Downhill, Super G, and Combined races— and Snowbasin was mostly on the Wasatch-Cache National Forest. The small day-ski area near Ogden, Utah would need significant improvements to host the Olympic and Paralympic events. The owner of the ski area, Sinclair Oil, was poised to make the needed improvements but was shy of two critical elements that would allow them to move forward. One was the lack of private land in the base area that would justify substantial private investment

and the other was an environmental impact analysis in sufficient detail to allow federal actions on the National Forest. Both



Crowds enter the stands at Snowbasin to watch the ladies downhill race.

of these lacking elements were remedied by a proposed bill in the United States Congress that would permit the National Forest System lands at the base of the Snowbasin Ski Area to be traded for lands of equal value elsewhere. In addition the bill allowed for previous environmental analysis done at the area to be sufficient, thus clearing away the need for further environmental analysis and public input. As this controversial bill worked its way through Congress the local environmental groups became increasingly agitated with the Snowbasin proposals specifically — and the Olympics in general.

As this controversy wore on, the Forest Service continued



to work throughout its constituency to lend support and expertise where it could and to promote an understanding of the agency mission and to support an environmentally sound Olympic Games whenever and wherever it could. To help this effort the agency moved to formalize its partnership with SLOC.

On March 14, 1996 the Forest Service entered into a Service-wide Memorandum of Understanding (SMU) with the Salt Lake Organizing Committee. This SMU became the defining document for the relationship between the agency and the SLOC. It established a general framework of cooperation to achieve common goals of:

- Planning and implementing an environmentally sound Olympic Winter Games.
- Enhancing communication and coordination
- Improving recognition and public understanding of the cooperative roles in providing quality Olympic venues, recreation experiences while protecting and managing the environment.

This SMU became the primary instrument that led to an extended partnership with SLOC throughout the planning and implementation period leading up to and through the Olympic and Paralympic Games.



T eam Development

The Olympic ideal is one that embraces sport, culture and the environment, which is closely aligned with the Forest Service mission, ***Caring for the Land and Serving People***. People, their culture and the land upon which they live and recreate are inseparable — all making up the ecosystem. This “ideal” creates a forum for collaboration between stakeholders to achieve mutual goals.

This merging of the Olympic Ideal and the Forest Service mission was the platform from which the 2002 Planning Team was launched. The Olympic opportunity gave the agency the chance to demonstrate and advocate its conservation ethic in collaboration with its partners locally and nationally.

The 2002 team began its life in November of 1996 with a team of three. The team began to develop strategies, budgets and plans that were designed to provide the agency with a meaningful role in the Games that were still five years out. Aside from the never-ending budget effort, building a strategic plan was a major beginning effort for the team. The strategic plan took on many forms, but in the final analysis the following mission and goals guided the agency’s efforts throughout the planning and implementation phases.

The Mission

“Ensure that Olympic-related activities on the National Forests are safe and environmentally responsible. Our actions will strengthen our ties with the people we serve, our communities and cultures.”

The Goals

- Provide public land stewardship
- Promote visitor safety
- Provide quality visitor information, helping to ensure visitor safety and enjoyable experiences
- Communicate conservation values

Each goal was assigned a set of performance measures that tied the broad goal to measurable performance items on the ground. Primary and requisite strategies were developed with action items that represented projects, programs and areas of responsibility. These in turn were prioritized.

The primary strategies were:

- Venue administration
- Public safety
- Event support
- Conservation education
- Visitor information

The requisite strategies were:

- Communication
- Partnership development
- Team leadership and management support

These strategies formed the basis for the organization and final configuration to the 2002 Planning Team.

Scope Of Operations

The team consisted of five program managers, one program assistant, one office manager, one assistant director and one director. Managers and program managers were given one or more of the strategies to plan out and implement. Adjunct team members, that held other positions off the team, played a key role by providing valuable support and expertise to programs that were short of staff and other resources. This full team configuration was in place by 2000 and remained intact until after the Games. The team, ad hoc members, leadership and special project leaders are listed below.

Management

Director	John Hoagland
Assistant Director	Chip Sibbensen
Office Management	Kathy Stacy

Program Management

Communications	Stephanie Gomes David Palazzolo Lisa Perez
Conservation Education Budget, Safety & Community Forestry Visitor Information Services	Dave Ream Bruce Ungari



Partnerships & SLOC IPA
Venue Support

Susan Alden
Steve Torgerson

Ad Hoc Team Members

Visitor Information -
Publications and Interpretation
Avalanche (safety/information)
Snowbasin Permit Administration
Environmental Mitigation

Gordon Williams
Bruce Tremper
Scott Layton
Paul Flood

Line Officer Leadership

Chief

Dale Bosworth
Mike Dombeck
Jack Blackwell
Jack Troyer
Chris Pyron
Liz Close
Tom Hamilton
Tom Tidwell
Bernie Weingardt
Pete Karp

Regional Forester
Acting Regional Forester
Deputy Regional Forester
Acting Deputy Regional Forester
Forest Products Lab
Forest Supervisors

R4 Regional Office Advisory Team

Deputy Regional Forester
Director of Financial Resources
Director of Recreation & Wilderness
Director of Acquisition Services
Director of Lands
Director of Human Resources
Supervisor Uinta National Forest
Supervisor Dixie National Forest

Chris Pyron
Tammie Hannon
Liz Close
Barbie Rate
Jeanne Evendon
Curt Peterson
Pete Karp
Mary Wagner

District Rangers

Ogden
Heber
Salt Lake

Ruth Monahan
Julie King
Dan Jiron
Garry Oye
Steve Ryberg
Jane Cottrel
Robert Easton
Rob Cruz

Evanston Mountain Veiw
Kamas
Pleasant Grove
Logan

Special Projects & Support

W.O. Liaison
Uinta National Forest Coordinator
Natural Inquirer
Host City Visitor Center

Dick Paterson
John Logan
Barbara McDonald
Don Hansen

Junior Snow Ranger
VIS Coordinator
SLOC — Urban Forestry
National Avalanche Center
Visitor Information Manager
Olympic Bridge Project
Forest Products Lab Kiosk
New Century of Service
Printing
Contracting

Diane Daily-Larson
Lorrie Price
John Knorr
Doug Abromeit
Barbara Burgan
Patti Klein
Sue Levan
Linda Feldman
Lorrie Wiggins
Joe Lippire
Dreama Pitman
Lars Lind
Rick Schuler
Denny Ziemann
Bill Boetcher

Grants & Agreements
Snowbasin ICT
Interagency ICT (NPS)
State & Private Forestry

Lessons Learned

The early formation of the team was a key to its success, however the entire team should have been assembled earlier on in the process. This would have promoted an earlier completion of the strategic plan, a stronger commitment from other units in the agency and a more consistent budget building process. It would have cost the agency slightly more but the efficiencies and product quality would have offset these minor cost increases.

The team configuration and balance seemed to contribute to its success. The variety of skills and diversity of personalities was a great asset. People were committed to and believed in the mission and the agency's involvement. This was key to the pleasant working environment that the team shared. More help on the office management side of the effort should have been considered earlier in the team building process.

A strong involvement by the National Office was critical but could have been strengthened — particularly in the areas of communications and media support. Interest was always keen from Recreation Wilderness and Heritage (National Forest Systems), State and Private Forestry and Research & Development. More could have been done in International Programs and in fact this area should be approached for continued efforts with the environmental programs of the International Olympic Committee (IOC).



V

enue Administration

Work with Snowbasin to ensure that the Phase I (Olympic Related) development is completed in an environmentally responsible manner and that the ski area is operated to provide a safe and enjoyable experience.

Background and History

When the Salt Lake Organizing Committee was awarded the Games in June 1995, the Snowbasin Resort was declared the venue location for both the Men's and Women's Olympic speed competitions (downhill, super-G and combined) and for all of the Paralympic alpine competitions. Snowbasin was the only 2002 Olympic or Paralympic venue to be located on National Forest System lands — the Wasatch-Cache National Forest.

Snowbasin has been in operation under a Forest Service special use permit since December 1940. The current owner is R. E. Holding who purchased Snowbasin in 1984. Holding also owns the Sinclair Oil Corporation, the Sun Valley Resort and the Little America Hotels and Resorts.

To understand Snowbasin as it is today it is helpful to understand the chronology of events in its past.

- In the mid 1930s, a private land and livestock company owned a majority of the land that is now called Snowbasin. The land at that time was severely overgrazed which caused erosion and landslides to occur in the Wheeler Creek drainage, which was within the Ogden City municipal watershed. Watershed conditions had declined to the extent that the State of Utah condemned Ogden's water supply.
- Between 1935 and 1945, under the direction of Ogden City, Weber County, the Ogden Rotary Club and the Ogden Chamber of Commerce private funds and donations were raised with the intent of purchasing portions of the private land and turning over to the Forest Service for the purpose of

watershed protection.

- In 1938, ski pioneer and Forest Service adviser Alf Engen and several other Forest Service employees hiked into the upper reaches of the Wheeler Creek drainage and determined it was an excellent location for the development of ski area and summer recreation facilities.
- In 1940, the first ski lift had been constructed and Snowbasin was in operation under a Forest Service special use permit.
- By 1946, much of the area was under the management of the Cache National Forest. The land had been added to the National Forest System for the purpose of watershed restoration and protection and its potential for summer and winter



Skiers line up to use the original Wildcat lift at Snowbasin.

recreation development.

- In 1982, a decision that was documented in the Snow Basin Ski Area Expansion Environmental Assessment was made to expand the ski area to allow for development of additional lifts and ski runs.
- In 1984, Snowbasin was purchased by the Sun Valley



Company.

- In 1985, Snowbasin initiated informal discussions with the Forest Service involving the potential exchange of approximately 2,500 acres of National Forest System land for development of the ski area into a four-season resort. The Forest Service, in lieu of a formal proposal, rejected the idea.
- In 1987, Snowbasin submitted a Master Development Plan to the Forest Service for the development of a four season resort. Included in this proposal was a land exchange of 1,320 acres of National Forest System land in the base area for development of a destination resort.
- In 1989, the Forest Service initiated an environmental analysis of the Snowbasin proposal.
- In 1989, the Utah Department of Transportation completed the Trappers Loop Highway (SR 167), which provided a link between I-84 and Huntsville making the area more accesable and economically viable.
- In February 1990, the Forest Service completed the Snowbasin Destination Resort EIS. In its Record of Decision the Forest Service approved the concept for the development of a four-season resort and the exchange of 220 acres of National Forest System land in the base area. This decision was appealed and the decision regarding the 220-acre land exchange was set aside by the Regional Forester pending further review.
- In September 1990, a new Record of Decision was issued which authorized expansion of Snowbasin to a four-season, destination resort and the exchange of less than 700 acres of National Forest System land to facilitate Snowbasin’s development needs and a new access road. This decision further required Snowbasin to prepare a revised master development plan for NEPA analysis that would provide site-specific information for development on the lands to be exchanged and on the lands that would remain under special use permit.
- In June 1995, the Salt Lake Organizing Committee was awarded the bid for the 2002 Olympic and

Paralympic Winter Games and Snowbasin was designated as the venue site for the Olympic speed events and all of the Paralympic alpine competitions. Implicit in being named an Olympic and Paralympic venue was the need to complete the process outlined in the September 1990 Decision Notice. Because Snowbasin had not yet submitted a revised master development plan let alone initiated the NEPA process there were valid concerns as to whether or not the construction of improvements needed for the Olympics could be completed in time.

- In October 1995, Utah Congressman James Hansen introduced the Snowbasin Land Exchange Act into the 104th Congress. The legislation was hotly debated throughout the entire session. It was eventually passed in late October 1996 and was included in Section 304 of the voluminous Omnibus Parks and Public Lands Act (PL 104-333). President Clinton signed the Bill in November 1996. Included, by refrence, in the legislation was the Snowbasin Master Development Plan (1995), which was prepared by Ecosign Mountain Resort Planners of Whistler, British Columbia. The legislation consisted of two basic provisions:
 - Phase I developments described in the master plan were Congressionally approved and were not subject to administrative or judicial review.

Projects could be added if in the opinion of both the Forest Service and Snowbasin they were necessary and reasonable to host the Olympics. The Forest Service and Snowbasin had 60 days to document any changes to the master development plan. These changes are documented in the Addendum to the Snowbasin Master Development Plan (1997). The Addendum served as an operating manual for the entire five year Snowbasin construction process and included background information, additional measures to protect the environment, and a list of mutually agreed upon refinements to the Phase I projects described in the Master Development Plan.

The Forest Service had unilateral authority to alter



projects only where they affected health or safety issues.

- A land exchange of approximately 1,320 acres in the base area was approved; this decision was not subject to administrative or judicial review.

The land exchange was to be based on the appraised value of the lands.

Lands owed may be added, subtracted or substituted.

- In March 1997, Gray Reynolds retired as Deputy Chief of the Forest Service and was named Snowbasin's new general manager. This development was controversial both inside and outside of the agency by many who saw it as a conflict of interest. As a provision of the USDA ethics policy Reynolds was not permitted to speak with any Forest Service personnel on behalf of Snowbasin for a period of one year. The importance of Reynolds' role to the successful outcome of the Snowbasin development cannot be overstated. His understanding of resource policy and knowledge of the agency were integral to the success of the Forest Service and Snowbasin.



The Land Exchange

- After more than 15 years of negotiation, the Snowbasin land exchange was completed on May 23, 2000.
- In its final configuration the federal lands included 1,377 acres located in Weber and Morgan Counties.
- Public easements were retained for hiking trails, roads and parking.
- The Forest Service and Snowbasin entered into an MOU for joint planning and development of a

public trail system.

- The U.S. Department of Transportation granted an easement to the Utah Department of Transportation for the new Connector Road.
- The Forest Service granted an easement to Weber County for the old Snowbasin Road (SR226).

- The non-federal lands acquired by the Forest Service included 11,757 acres located in Box Elder, Rich, Cache and Weber counties.

- The federal estate:

- acquired 8.5 acres for each acre lost
- realized a net gain of 12.4 miles of perennial streams
- realized a net gain of 15.5 miles of intermittent streams
- realized a net loss of 18.6 miles of boundary

- A detailed description of the land parcels is included in the Snowbasin Land Exchange report (May 2002), which is included in the 2002 Planning Team record.

Phase I Projects

Phase I Projects are, by definition, those improvements that were necessary and reasonable for Snowbasin to safely stage its portion of the Olympic and Paralympic competitions. The completion of Phase I of the Snowbasin Master Development Plan (1995) took place between June 1997 and January 2002.

- Lifts
 - Olympic Tram
 - Middlebowl Express Gondola
 - Strawberry Express Gondola
 - John Paul Quad
- Roads
 - Strawberry Bowl Access (0.4 mile)
 - John Paul Access (0.4 mile)
 - Snowbasin Connector Road (SR 226)



- Racecourse Development
 - Men's Start House and Racecourse
 - Women's Start House and Racecourse
 - Winch Cat Anchors
 - "A" Safety Netting
 - Timing and Other Electronic Telemetry

- Water Development
 - Production Wells (High Span, Bluebell Flats, Blue Grouse)
 - Water Transmission Lines
 - Storage Tanks (Tank #1 & Tank #2)

- Snowmaking System
 - Air and Water Transmission Lines (22 miles each)
 - Guns (640)
 - Weather Stations (125)
 - Snowmaking Control Building

- Mountain Restaurants
 - Needles Lodge
 - John Paul Lodge

- Base Area Facilities
 - Day Lodge
 - Skier Services Building
 - Mountain Operations Building
 - Equipment Storage Building
 - Lower Parking Lot
 - Olympic Parking Lot

- Electrical Systems
 - Primary and secondary Systems Upgrade
 - New Substation

- Sewer System
 - Mountain Sewer Lines
 - Lift Station in Olympic Parking Lot
 - Settling Pond (Private Land)

- Mt. Ogden Electronic Site
 - Access Trail
 - Tower Replacement
 - New Facilities Building

Environmental Mitigation and Monitoring

An interdisciplinary team of Forest Service resource specialists was assigned to evaluate individual project proposals. Through a Collection Agreement Snowbasin reimbursed the Forest Service for all costs related to salary, supplies and equipment.

A core team of four resource specialists was on site full time to work with Snowbasin staff and contractors to address and mitigate resource issues as they occurred.

- Detailed reclamation prescriptions for all disturbed



Forest Service wildlife biologists monitored the effects of Snowbasin construction activities on a local population of Flammulated Owls.

areas were prepared by Dr. Ray Brown of the Forest Service's Logan Forestry Sciences Lab. The site-specific prescriptions detailed site preparation, fertilization, native seed mixes and mulching requirements.

- Sensitive Species Monitoring
 - A five-year study jointly funded by the Forest Service (\$20,000/yr) and Snowbasin (\$5,000/yr) was initiated to monitor and evaluate the effects of construction activities on a local population of flammulated owls.
 - A five-year study jointly funded by the Forest Service and Snowbasin (\$20,000/yr) and



Snowbasin (\$5,000/year) to map and evaluate the effects of construction activities on the Burke's Draba.

- Four water-gauging stations were installed in various locations in the Main, Middle and East Forks of Wheeler Creek.
- Macro invertebrate and total chemistry studies were conducted annually to evaluate any issues related to water quality.

The Principle Players

- Snowbasin Staff
 - Snowbasin Owner: Earl Holding
 - General Manager: Gray Reynolds
 - Mountain Manager: Denzel Rowland
- Mountain Contractors
 - Earthwork: W.W. Clyde & Co
 - Water and Sewer: Stantec
 - Architects: Ruscitto, Latham and Blanton
 - Aerial Trams: Dopplmayr
 - Electrical: Cache Valley Electric
- Snowbasin Connector Road Contractors
 - Design Engineers: The Sear Brown Group
 - Environmental Consultants: BIO-WEST
 - Geotechnical Engineering: Landslide Technology
- SLOC Staff
 - General Manager: Adam Gray
 - Racecourse Designer: Bernard Russi



Snowbasin Connector road construction.

- Environment: Diane Conrad and Mary Baracco

- Forest Service Venue Prep Team
 - Permit Administrator: Scott Layton
 - Hydrologist: Heidi George
 - Soil Scientist: Paul Flood
 - Landscape Architect: David Hatch
 - Wildlife Biologist: Steve Blatt
 - Reclamation: Dr. Ray Brown
 - Accessibility and Universal Design: Carol Hotchkiss
 - 2002 Planning Team: Chip Sibbersen
- State and Local Agencies
 - Utah Department of Transportation
 - Utah Department of Environmental Quality
 - Utah Division of Water Rights
 - Moran County
 - Weber County

Snowbasin Connector Road & Partnering Team

The need to replace the old Snowbasin access road was first identified in 1982, it was approved the 1986 Forest Plan, and was approved again in the 1990 EIS. It was also identified as a Phase I project in the Snowbasin Land Exchange Act because it could not safely accommodate the volume of traffic that would occur during Olympic events.

- In January 1998, the Forest Service and Utah Department of Transportation entered into a Cooperative Agreement to design and construct an environmentally sensitive and safe roadway that would meet needs outlined by the Salt Lake Organizing Committee.
- Although the project was determined to be NEPA sufficient by the legislation both UDOT and the Forest Service felt that because of the environmental sensitivity of the project input from differing points of view was essential. To meet this need the Snowbasin Connector Road Partnering Team was assembled. The Team included representatives from the Forest Service, UDOT, the Salt Lake Organizing Committee, Weber County, Morgan County, Save Our Canyons, Sierra Club and Snowbasin. The Team collaborated on all aspects of route selection, design and



construction.

- Based on the recommendation of the Partnering Team, 10 percent of the estimated construction cost (\$1.5 MM) was allocated to environmental mitigation and monitoring. Key areas of monitoring were:
 - Flammulated Owl Inventory and Monitoring
 - Wetland Inventory, Assessment, Mitigation and Mitigation
 - Erosion Control Construction Monitoring
 - Water Quality Monitoring
 - Reclamation
 - Topsoil salvage and replacement
 - Native seed prescriptions
 - Mulch and wood chip application
 - Plantings
 - 32,600 Native Tublings and Containerized Plants
 - 435 Native Trees
 - Contractor Provided Environmental Controls Superintendent
- Costs
 - The \$1.6 MM route selection and road design phase were funded through the Forest Service.
 - The three-mile long, \$15 MM section of state owned roadway was funded through the Federal Highway Administration.
 - The .5-mile long, \$1.5 MM section of privately owned roadway that services the Lower and Olympic Parking Lots was funded through the Federal Highway Authority.

Ski Area Best Management Practices Report Environmental Monitoring

During the five-year period (1997-2001) of Phase I project development at Snowbasin, Forest Service resource specialists had a unique opportunity to collaborate with engineers, architects, and builders from other local, state and federal agencies and the private sector. One of the results of this collaboration was the compilation of a set of best management practices for ski area developments. Under the direction of Wasatch-Cache NF Soil Scientist Paul Flood, the 2002 Planning Team published the Best Management Practices for Ski Areas report, which

describes the techniques that were successfully implemented at Snowbasin to prevent or reduce damage to soil and water resources. The 2002 Planning Team has distributed more than 750 copies of this report service-wide to winter sports specialists, soil scientists, hydrologists and ski area personnel.

The report contains text line drawings and color photographs on topics that include:

- The importance of protecting water quality
- Common ski area activities that involve land disturbance
- Planning and design considerations for construction projects
- Water quality protection
- Land reclamation considerations
- State of Utah permit



P ublic Safety

Work to provide a safe experience to visitors and Olympic staff.

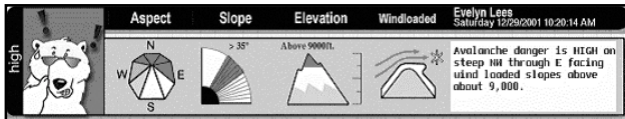
Avalanche Safety

Avalanches are a daily part of life in Utah and the Olympic Winter Games bought an increased urgency to Utah's avalanche preparations, especially for the Forest Service Utah Avalanche Center (UAC). With the influx of visitors during the Olympics, it was critical that the agency be prepared for the increased number of people recreating in the backcountry during the Games.

Outreach to Olympic Visitors

The assumption was that most Olympic visitors probably did not know about the services provided by the Forest Service Utah Avalanche Center and many have little knowledge of avalanches. The challenge was how to reach this diverse group with critical information before they could get themselves in trouble in the backcountry. The Utah Avalanche Center faxed forecasts to hotels, ski shops, ski resorts and Forest Service offices. Interpretive avalanche information displays for many of the popular trailheads in northern Utah and information avalanche brochures were prepared and distributed.

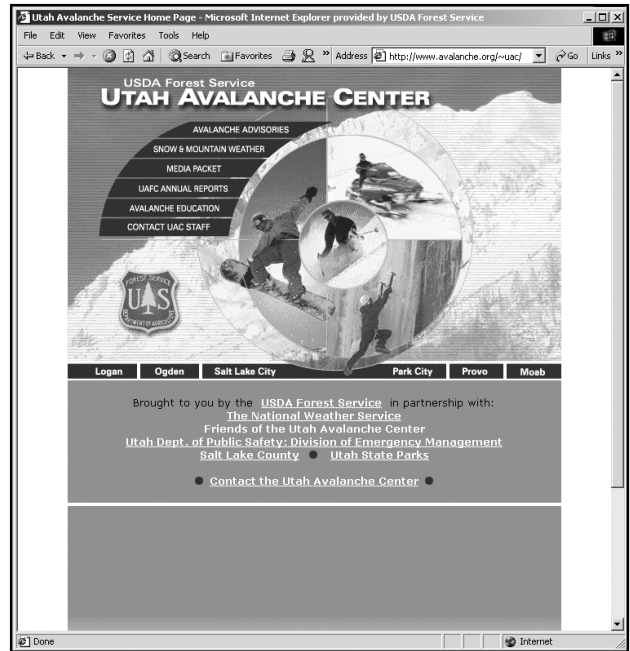
In addition, International Sports Broadcasters (ISB) was in charge of distributing video feeds to all NBC and non-NBC affiliates throughout the world. ISB produced a feature on the Forest Service Utah Avalanche center, which played on all busses that transported Olympic visitors to the venues as well as in many hotels.



Powder the Polar Bear was the avalanche mascot for the daily updated web graphics that illustrated avalanche danger.

Additional staff and products

To handle the expected increase in demands for services, the Utah Avalanche Center doubled its staff and provided twice-daily avalanche advisories during



The Avalanche Center website was updated to provide information to backcountry users.

the Olympic Winter Games instead of the usual morning-only advisories. In addition to the usual "long" advisory, a one-page, icon-based advisory was created as a shortened summary of avalanche conditions with easy-to-interpret icons that tell the public exactly where they can expect to find avalanche danger.

Upgraded web site

The website (www.avalanche.org) and click on Salt Lake City) was upgraded by adding GIS maps of the most popular terrain with links to automated weather stations and photographs of the terrain. A detailed list of automated weather stations, in the mountains, with graphs of the most recent 24 hours of data was added. Finally, avalanche education primers for both



the public and media were created and lists of avalanche classes were made available.

GIS Display of Terrain

A GIS display of terrain in the Salt Lake area mountains, for display on the Internet, was developed. This included 3-D displays of the terrain, names of various drainages, avalanche paths, automated weather stations, links to photographs of the terrain, and links to accident descriptions.

Photos of recent avalanche activity

The Utah Avalanche Center created an archive of photographs of avalanche activity that occurred throughout the season with detailed descriptions of the activity or accidents. These photos were posted, usually within a day or two of, when they occurred, which proved to be very popular with the public.

Swiss computer software

The Utah Avalanche Center partnered with the Swiss government to use Swiss state-of-the-art avalanche forecasting software called the "nearest neighbors model." This computer model used the current snowpack and weather conditions and searched through the past 15 years of data to find the closest matches (nearest neighbors) from the past and it displayed the avalanche activity that occurred on those days.

Working with public safety personnel

Security officers patrolled the perimeters and buffer zones of Olympic venues. Some of these patrol routes border uncontrolled backcountry avalanche terrain. The Utah Avalanche Center worked with the Utah Olympic Public Safety Command to teach avalanche classes and to produce a 15-minute avalanche safety video that security personnel watched in their pre-Olympic orientation training.

Working with media

Media has always had an intense interest in avalanches and we expected the media interest during the Olympic Winter Games to be intense, especially if avalanche conditions took a turn for the worse. In the past, the Utah Avalanche Center staff has been featured on a number of national and

international television documentaries about avalanches including those produced by National Geographic, The Discovery Channel, PBS and most of the national network news programs. Media packets including frequently asked questions, lists of still photo sources, video sources and avalanche graphics were developed for both print and television mediums.

In the autumn before the Olympics, the Utah Avalanche Center organized an Olympic Avalanche Media Summit to field questions about avalanche preparations by all the avalanche entities in Utah including the Forest Service. Several national print media and the local media covered this event.

The Forest Service also sponsored media events called "Buried Alive" in which the media was invited to ski areas where they could be buried in a small snow cave while avalanche rescue dogs located them and dug them out. One event occurred at Snowbasin and another at Snowbird. About five print media and five television media attended each one.

During the Olympics, the Weather Channel, International Sports Broadcasters and NHK TV in Japan featured the Forest Service Utah Avalanche Center in their stories. National Public Radio featured the UAC staff on a story about increased avalanche accidents in the backcountry. A number of national print media did stories on the Utah Avalanche Center including the Boston Globe, Baltimore Sun, Science News Magazine, the Seattle Times and the Utah Avalanche Center staff was interviewed for general avalanche information by Time Magazine, Newsweek Magazine, National Geographic Adventure Magazine, Outside Magazine and NBC News.

Lessons Learned

- Video turned out to be the most effective tool for teaching Olympic public safety personnel about avalanche hazards. Like most Olympic workers, public safety personnel operate on a very tight time and financial constraint, so attending pre-scheduled, hands-on classes required too much time. Watching a 15-minute avalanche awareness video turned out to be the most effective and



efficient training tool.

- Of all web site improvements, posting photographs of recent avalanches turned out to be the most popular and useful addition. The icon-based advisory was also very popular with the public, but both of these features are also very labor-intensive and the Utah Avalanche Center staff may lack funding in future years to keep them active.
- The “Buried Alive” media events were quite successful. A number of national and international media attended the events, which resulted in a number of print and television stories on avalanches.
- Trailhead interpretive displays proved to be popular. The eye-catching and colorful trail displays were filled with useful information. Many other forests have expressed interest in installing these displays for next season.
- The Swiss “nearest neighbors” avalanche forecasting computer model proved effective, but not nearly as accurate and reliable as a human forecaster. The model is labor-intensive to run on a daily basis and the Utah Avalanche Center may lack the resources to run the model in the future.

Law Enforcement

Purpose

The primary goal of the Forest Service Law Enforcement and Investigations (LEI) Staff was to ensure the public and employee safety and the protection and security of National Forest System (NFS) lands. During the 2002 Olympic Winter Games, LEI assisted in providing overall area security and venue site security in partnership with the multiple federal, state and local law enforcement agencies represented at the Games.

Mission

The LEI staff supported the Utah Public Safety Command and assisted in making the 2002 Olympic and Paralympic Winter Games a safe and secure environment for the public, participants, and the



Pat Green, along with other Forest Service law enforcement officers, briefs the Snowbasin Event Management Team.

athletes.

LEI's Role

Because the Olympic Downhill and Super-G events took place at the Snowbasin Ski Area, and additional National Forest System lands are located immediately adjacent to the ski area, the LEI staff provided the following:

- Over 100 law enforcement officers and special agents supported the Secret Service in its counter-terrorism mission and provided perimeter and site security at the Snowbasin venue.
- Six personnel fulfilled roles in technical, logistical, and operational support.
- Approximately 20 personnel were provided to support six Utah County Sheriff's Departments for general security patrols on National Forest System lands and in areas that were affected by the events.
- The installation and monitoring of technical investigative equipment (TIE) such as night vision devices, intrusion devices and thermal imagers enhanced perimeter security capabilities.
- Supervisory personnel at all of the Olympic Command and Coordination Centers in the Salt Lake City area supervisory personnel for Snowbasin venue security management.



- An LEI Washington Office Coordination Center operated for the duration of the Olympics and provided upward communication and/or assistance from the headquarters level if requested.
- A supervisory agent to act as the U.S. Secret Service site agent for the Snowbasin Venue and coordinate with the Secret Service in accomplishing its overall security goals and supplied officers and agents with unique resources, training, and increased skill in the areas of winter survival techniques, skiing, snowmobile operations and avalanche forecasting.
- Coordination with USDA, OIG, and the FBI in facility protection and intelligence gathering and dissemination.
- The 2002 Planning and Incident Command Team coordinated with all the other Forest Service staff areas that assumed a significant role in the management and organization of the Games.

Security Communication

In the spring of 1999 it became apparent the Forest Service was going to be asked to play a significant role with security communications during the Winter Olympics.

The Wasatch-Cache National Forest was asked to lead the planning and implementation efforts for the Forest Service. For two years Ken Brown, from the Wasatch-Cache National Forest, met regularly with the Secret Service, FBI, the Department of Defense (DOD) and local law enforcement agencies to develop an integrated strategy and implementation plan.

Several months before the Games, the Forest Service provided a communications expert to work across the Olympic theater to coordinate and facilitate communication operations. The Forest Service provided:

- 260 handheld radios to security agencies.
- Rechargeable batteries for handheld radios.
- Theater-wide repeater support.
- 25 security compatible radios in military aircraft.
- Maintenance and support for these communications networks.

Without the capable and diligent work of these men many tasks necessary for security communication would not have been accomplished. These people worked long hours and gave expert service to make the Olympics security communications run smoothly. This effort was helpful in providing security and communication for the Olympics and were effective in preparing for any future homeland security needs.

Lessons Learned:

- Snowbasin security consisted of a complex mixture of various law enforcement agencies from a variety of backgrounds and skill levels. The implemented plan identified specialists in certain areas with specific skills to assist in the placement of and servicing remote sites. Snowmobiles, downhill skiers, cross-country skiers, snow cat coordination, snow-shoeing and ATV operation were all tools and skills needed to complete assignments.
- One accident was reported. A spectator bus struck a stationary marked enforcement unit. The damage was limited with no injuries sustained.
- There were no injuries involving security personnel.
- The safety record of Snowbasin should be an example of how planning and implementation can reduce officer accidents. Approximately 33,432 federal man-hours were logged in over a course of fourteen 24-hour shifts in extreme adverse conditions. The county and state units logged in approximately 10,108 man-hours over a period of fourteen days, covering 24-hour shifts. This again should be the example. All officers assigned had a variety of assignments and completed them with no injuries or major accidents.
- An in-depths study should be considered when writing the plans for an event. All possible information and training should be given. Safety concerns should be briefed and taken seriously.
- Designate those writing the plans and working critical areas as early as possible and keep them in their assignments until the end.
- Do not focus on writing a plan too early, there are too many changes during the last year.



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- Agencies should plan to cover many issues on their own and not rely on someone else.
 - Do not have a single point of failure in the planning or execution of the plan.
 - Keep accurate records of meetings and conversations, at later dates there can be different opinions of what was said.
 - Build a strong relationship with those other agencies you will be working with. This is essential.
 - Determine responsibilities, including managements responsibilites, as soon as possible.
 - Too much authority in one person's hand can be dangerous. Recommend close supervision by the Command Director of those with decision-making authority at the highest level. More checks and balances are required to eliminate personal biases.
 - Those at the Command level should be more persuasive in requiring adequate accommodations for those working the Security Command Center at the venue.



E vent Support

Support Forest and District in the implementation of events at Snowbasin and other sites as appropriate.

Overview

Two event management teams were utilized to manage Forest Service and other federal and state agency activities. Both teams utilized the incident command system to organize personnel and activities. The decision to organize with two separate teams was based primarily on geographical separation of activities and the unique nature of Forest Service responsibilities at the Snowbasin venue.



The Snowbasin Event Management Team handled Snowbasin operations from the Huntsville guard station.

Snowbasin Incident Command Team

The Snowbasin Incident Command Team (ICT) managed all Olympic and Paralympic events that took place at Snowbasin and in the greater Ogden

area involving Forest Service and America's Public Lands personnel.

In addition to the Olympics and Paralympics, the Snowbasin ICT was operational for each of the pre-Olympic test events at Snowbasin. These included:

- 1999 Men's and Women's North American Championships
- 2000 Women's World Cup
- 2001 Men's World Cup
- 2000 Disabled World Cup

Rick Schuler of the Wasatch-Cache National Forest served as the Incident Commander; the Huntsville Guard Station was the incident command post. Approximately 42 employees from the Rocky Mountain Region, the Intermountain Region and the Pacific Southwest Region participated.

The IC Team was mobilized two weeks prior to the Olympic Opening Ceremony and ran through the Paralympics. A listing of Forest Service personnel who participated on this team is included in Appendix A.

(page 60)

Major Forest Service activities were assigned division status and these included:

- Athlete Transfer
Approximately eight Forest Service employees operated snowmobiles and ATVs that were used to shuttle Paralympians from the stadium finish area to a point where they could access the John Paul and Little Cat lifts.
 - SLOC supplied all of the equipment, fuel and supplies.
 - This operation was a great success with the agency receiving many compliments from the athletes, spectators, SLOC and the resort.
- Snowbasin APL
The America's Public Lands agencies provided a 10' x 30' wall tent containing informational brochures, colorful images of Utah's public lands, and a three-panel display on the history of skiing in the Intermountain Region. The tent was staffed during competition throughout both the Olympics and Paralympics by one Forest Service person and



an individual from either the BLM, National Park Service or Utah Division of Parks and Recreation. More than 3,000 contacts per day were generated through this facility.



Paralympian, Csilla Kristof of the U.S. screams with joy after crossing the finish line to capture the silver medal. (Francisco Kjolseth/ Salt Lake Tribune)

■ Ski Hosts

The Olympic and Paralympic events provided a unique opportunity to contact visitors from all over the world to introduce them to the concept of public lands and discuss how they contribute to the American experience and our quality of life.

- Two teams of two persons each were assigned to visit guests on the Strawberry and Middlebowl gondolas. Each team had a member familiar with local issues and one familiar with nation issues To provide diverse experience and knowledge.

■ Ski Naturalists

Volunteers from the Ogden Ranger District's Ski Naturalist Program also participated during the Olympic and Paralympic events.

■ Ogden Area VIS

Ogden area venues included: Union Station, the Golden Spike Equestrian Center, the Snowbasin, I-15 Welcome Center, the Ogden Torch Celebration, the Newgate Mall, the Ogden Canyon Trail Kiosk, Ski Lakes Condominiums, and the Ogden Olympic Plaza.

- Approximately 15 employees from the Regional Office and the Ogden Ranger District participated in the staffing of the Ogden area VIS venues.

■ VIPs

Forest Service, USDA and Department of Interior VIPs were coordinated through the 2002 Planning Team. VIPs attending included the Secretaries of Agriculture, Interior and the Forest Service Chief.

Interagency Incident Command Team

The Interagency Incident Command Team (ICT) managed activities involving personnel from the Forest Service, National Park Service, Bureau of Land Management and Utah Division of Parks and Recreation taking place in Salt Lake City, Park City, the Soldier Hollow venue, and the Heber Valley area. The team was in place during the Olympics but was not mobilized during the Paralympics.

Denny Zeimann of the National Park Service was the Incident Commander of this team and the incident command post was located in the BLM state office in downtown Salt Lake City. The team was a Type II incident command team comprised primarily of National Park Service personnel. A list of Forest Service personnel who participated on this team is in Appendix A. (page 60)

Forest Service personnel participated on this team in the



following functions:

- Host City Visitor Center
 - APL staff scheduling for this facility was under the direction of the Forest Service and was coordinated through the Interagency Team.
 - The facility was staffed by 22 Forest Service employees during the Olympics.
- Soldier Hollow APL
 - The function of this facility was similar to that described previously for the Snowbasin APL tent.
 - The Utah Division of Parks and Recreation coordinated the staffing.
 - The facility was staffed by 11 Forest Service employees during the Olympics and Paralympics.
- Visitor Information Services
 - Salt Lake City
 - VIS venues in Salt Lake City that were staffed at least in part by Forest Service included Main Street, Gallavin Plaza, Olympic Medals Plaza, Liberty Park, Pioneer Park, and the Salt Lake International Airport.
 - Approximately 15 employees were assigned to VIS venues in Salt Lake City.
 - Heber City-Midway
 - VIS Venues in the Heber City-Midway area were located at the Heber City Chamber of Commerce, the Heber City Western Frontier, and the Midway Chamber of Commerce.
 - Three employees from the Uinta National Forest were assigned to these venues.
 - Park City
 - One employee participated in staffing the Olympic Winter Sports Park in Park City.
 - VIS Command Center
 - Four employees participated in staffing the VIS Command Center, which was located at the VIS headquarters in the Judge Building in downtown Salt Lake City.
 - Transportation
 - Fifteen Forest Service employees served as drivers for the Interagency Team.
 - Dispatch
 - Ten Forest Service employees provided 24/7 staffing at the Salt Lake Interagency Fire Center.

Other Event Considerations

Time, Overtime and Travel Costs

- Intermountain Region Employees
 - Overtime, travel and per diem directly related to Olympic and Paralympic assignments was charged to a job code set up specifically for the events.
 - In most cases, regular time was charged to employee home units.



One of the last ski racers to go, Nicolas Arsel of Argentina gets ready for his downhill run at Snowbasin Feb. 10, 2002. (Francisco Kjolseth/ Salt Lake Tribune)

- Non-Intermountain Region Employees
 - In most cases, all costs were charged to employee home units.

Credentials

All personnel with assignments "inside the fence" at Snowbasin and Soldier Hollow were required to go through a background check in order to receive a SLOC credential.

Uniforms

The "look of the Games" as it is referred to, is a strictly adhered to policy established

by the IOC to reduce commercial, political and governmental visual influence within or near the field of play. Contractors, sponsors, licensees, and the like are allowed to have their own uniform with a highly restricted logo. In most instances this category of Olympic Family elects to develop their own Olympic uniform that conform to or are compatible with the "Look of the Games." During the 1996 Summer Games in Atlanta the Forest Service played a key role at the



Whitewater Canoe/Kayak Slalom venue on the Cherokee National Forest. At the National level, the agency approved a "soft uniform" that conformed to the "look of the Games" and helped the agency fit into the organization and spirit of the competition. This soft uniform was a one time only approval and was limited to the employees in or near the field of play having contact with the public.

The Intermountain Regional Office denied this policy after it was requested by the 2002 Planning Team. Instead the Region opted to purchase new traditional uniforms for employees involved in contact with the public. This pushed the agency out of the "look of the Games." Some have expressed that the traditional Forest Service uniform took on a law enforcement look on one hand, and a governmental authority on the other. Both of these influences were not within the spirit and intent of the "look" policy. One Olympic organizer stated, "The Forest Service looked out of place" and not part of the Olympic Look or organization of which the agency was considered in part.

Safety

Safety was the 2002 Teams number one priority for each one of the events leading up to and during the 2002 Olympic Winter Games. No event would be or could truly be a success if one of our employees were seriously hurt or injured. Our experience from the previous World Cup events taught us that it would be helpful if the Team brought in a fresh set of eyes to review and manage safety aspects during the games. Randy Dreager came from the Pacific Southwest Region and brought his calm and capable expertise to the event. Dreager reviewed and updated our previous Job Hazard Analysis and coordinated our safety efforts with the forests safety committee efforts. In addition, Dreager helped coordinate our efforts with the Park Services ICS team. Dreager's duties in the Pacific Southwest Region took him back home after the Olympics requiring Dave Ream to take over as safety officer during the Paralympics.

Through the thousands of hours of work completed by the hundreds of Forest Service employees during the games, the Forest Service had only one lost time



Water quality monitoring included snow pack sampling along the racecourse at Snowbasin.

accident during the Olympics and Paralympics.

Law Enforcement and Investigation

Patrol assignments on the Uinta and Wasatch-Cache Ranger Districts were handled by 20 Forest Service law enforcement officers. They were to assist with additional workloads that were anticipated during the Games.

These officers were under the command of a Supervisory LEO and reported to the District Rangers on the Ogden, Kamas, Salt Lake, Pleasant Grove, and Spanish Fork Ranger Districts.

Avalanche Forecasting

At the request of Snowbasin, Doug Abromeit and Karl Bierkland from the National Avalanche Center were assigned to Snowbasin to provide expertise to the Snow Safety Department.

The Utah Avalanche Forecast Center assigned additional forecasters along the Wasatch Front during February and March to assist with mountain weather forecasting and to evaluate backcountry avalanche hazards.

Federal Emergency Management Agency

The Forest Service helped staff a FEMA field office at Camp Williams during the Olympics. Had there been a "declared" disaster, Camp Williams would have become



a FEMA Disaster Field Office that would have been used to coordinate federal assistance to the state, city and county.

Two National incident management teams were placed on alert status on a rotating basis during the Olympics to staff a mobilization center in Ogden if there had been the need.

Other resources on alert were the Eastern and Western Great Basin Coordination Centers, the Rocky Mountain Coordination Center, the National Interagency Coordination Center, and the Great Basin Cache.

Special Use Permit Issues

Authorizations

Activities related to the Olympic and Paralympic competitions were authorized under the terms and conditions of the Snowbasin Land Exchange Act of 1996 (PL 104-333) and the Snowbasin 40-year Term Special Use dated Oct. 15, 2001. The sub-lease agreement between SLOC and Snowbasin was approved under the terms and conditions of the permit of record.

Insurance

SLOC was required to name the U.S. Government and an additional insured in each of the policies described in the Venue Agreement.

Filming and Broadcasting

Filming and broadcasting of Olympic and Paralympic events were authorized through a separate special use permit to SLOC issued under the Organic Act and in compliance with PL 106-206. This permit authorized SLOC to construct facilities and conduct television, radio, film, and still photography on NFS lands at Snowbasin in connection with the Olympic and Paralympic Games. SLOC applied for and received a full fee waiver under the criteria outlined in CFR 251.57 (b).

SLOC Environmental Compliance Inspectors

Four natural resource specialists from the Forest Service (one hydrologist, one soil scientist, two fisheries biologists) were assigned to SLOC during the Olympic and Paralympic Games as venue environmental

compliance inspectors. They were under the direct supervision of a staff member of the SLOC Environmental Programs Department and were individually assigned to Snowbasin, Soldier Hollow, Athlete Village and the E Center venues.

As compliance inspectors they were responsible for daily inspection of their respective venues to insure venue owners, contractors, vendors, teams and SLOC were in compliance with all appropriate city, county, state and federal environmental laws.

Housing

While the Washington and Regional offices wanted as many Forest Service employees as possible to have the opportunity to participate in the Games, they also wanted to control spending. Because of this, whenever possible, the 2002 Team filled positions with local employees to reduce travel and per diem costs. However, there were still over twenty employees that needed housing during the Games.

It became immediately apparent that finding local housing would be difficult. The Salt Lake Organizing Committee had already reserved every available hotel and motel room within a two hour drive of Salt Lake City. The 2002 Team looked into condominiums, trailers, temporary buildings, and motor homes to house employees. With each one of these options there were problems with procurement or financing that ruled each option out.

Non-conventional housing seemed to be the best solution for housing. The RO received permission to use non-conventional housing from the WO. The Team developed a list of homeowners interested in renting rooms to Forest Service employees during the Games. As it turned out, there were more homes and rooms available than were needed.

The only role the 2002 Team played in these arrangements was to provide each detailer a list of names and numbers of people interested in renting rooms to employees who needed them. All housing arrangements were strictly between the homeowner and the person renting the room. No commitments



were made by the Forest Service to any of the homeowners or renters.

SLOC's Corporate Volunteer Program

Nearly 100 Forest Service employees, retirees and spouses from all regions of the country stepped forward to volunteer their time and skills to serve as SLOC volunteers during the Olympic and Paralympic Games. These individuals completed the SLOC Volunteer Training requirements and were represented at each of the Olympic venues. Assignments included, but were not limited to, event services, security, gate judges, timers, course groomers, ticket takers, parking lot attendants and drivers.

LESSONS LEARNED

- International events like the Olympics and World Cup level ski races are not emergencies. They are large, complex sporting events and should be managed accordingly.
 - The ICS worked very well. Personnel with recreation backgrounds who were also experienced with ICS dominated the leadership of the Snowbasin team.
 - Each of the individual successes that, in total, made up the overall success of the Agency were the result of dynamic, proactive relationships that were nurtured between the Forest Service, Snowbasin, SLOC, the Snowbasin Organizing Committee and other local, state and federal agencies.
 - Relationships with the local organizing committees (LOC) responsible for race organization are critical. Forest Service personnel stepped forward to assist race organizers with each of the Snowbasin test events.
 - The credentialing process for the test events was a relatively simple process that was managed by the LOC. The credentialing process for the Olympics was managed by SLOC and was significantly more complex requiring background checks and a rigid validation process. SLOC credentials were considered to be a work pass and were restricted to Forest Service personnel with specific assignments.
- For similar events in which the Forest Service is participating in or supporting, the Agency should permit the development of a "soft" uniform or allow for subtle yet meaningful adjustments of the official uniform.
 - For an event of the magnitude of the Olympics, where commercial rooms are not available, the use of non-conventional housing is a good option. Points to keep in mind are:
 - Homeowners must be completely aware that the arrangements are between themselves and the person staying in their home. They have no contractual arrangement with the Forest Service.
 - Expectations should be stated ahead of time between the homeowner and the person staying in their home regarding cancellations, meals, quality of bedding, etc.
 - The GSA "ceiling rate" should be established before a daily rate is agreed upon between the homeowner and the renter.



Forest and District Support

Salt Lake Ranger District

Although the Salt Lake Ranger District did not have Olympic venues, an action plan was developed in preparation for an anticipated increase in visitation to the canyons adjacent to Salt Lake City. The goals of the plan were to:

- Increase Forest Service field presence.
- Keep facilities clean and well maintained.
- Ensure public safety.
- Provide visitor information and conservation education programs.
- Monitor use.

Forest Service Presence & Facility Maintenance

- During the Olympics, existing staff worked flexible schedules and provided extended weekday and weekend coverage in the canyons. District employees patrolled the canyons, cleaned restrooms, provided public information, and shoveled snow to keep Forest entrance and interpretive signs visible.
- District staff provided increased presence at the four ski resorts located on the district.
- Employee safety was addressed by providing avalanche beacon training and requiring beacons to be worn by all employees working in the canyons. Morning avalanche briefings were conducted prior to field work.
- Employees took on these duties voluntarily as there was no additional funding to the district for Olympic coverage.

Visitor Safety

- Visitor safety was a primary concern due to the dangerous avalanche terrain in the tri-canyons. New avalanche awareness interpretive signing was developed and installed at popular backcountry trailheads.
- During the Olympics, employees stopped at trailheads and provided avalanche information and brochures.

Visitor Information & Conservation Education Programs

- The Salt Lake Ranger District received funding from the 2002 Planning Team and the Forest Service Conservation Education Field Project Fund to provide enhanced conservation education and information services during the month of February for Olympic visitors.
- The *Public Lands Information Center*, located inside REI, was staffed daily during the Olympics and operated an expanded schedule. During February, the staff made 707 contacts and answered questions about avalanche safety, good places to snowshoe or cross-country ski and about a possible side trips to public lands.
- During the Olympics the *Tour With A Ranger* program was offered on a daily basis. Volunteer naturalists contributed nearly 1,000 hours during this time period and 1,700 people were contacted through guided tours and informal conversations.
- District staff led *Snowshoe Tours* at the Spruces Campground both during the weekend days and under the full moon. During the Olympics, 20 people participated.

Use Monitoring

- The district took advantage of the increased field presence to collect use data. Vehicle counts were recorded at all facilities and trailheads.

Conclusion

- Although visitor use at the ski areas and on the district was down during the Olympics, all objectives were met and operations went smoothly.
- There were no avalanche incidents—a major concern prior to the Olympics.
- The district was staffed to assist in responding to any emergency situation that might have occurred.
- Olympic Visitors to the Salt Lake Ranger District received information on avalanche awareness, and participated in guided ski and snowshoe interpretive programs.



Kamas Ranger District

During the 2002 Olympic Winter Games the Kamas Ranger District was able to provide a variety of services. The ranger district office was open for visitor information and services seven days a week. Working in cooperation with local chambers of commerce, the Forest Service provided information on area businesses and recreation opportunities.

Additionally, winter patrol rangers were available to contact visitors on snowmobile and cross-country ski trails. With the exception of the opening weekend, overall visitation was approximately 50 percent of previous years. The reduction seemed to be in visitors from the Salt Lake Valley, who may have been avoiding areas of potential traffic congestion such as Parley's Canyon.

The Y.M.C.A. provide four, one-day opportunities for adults to experience winter recreation opportunities. Participants were taken by horse-drawn sleigh to the camp. They were given lessons in snowshoeing or taken for a short snowmobile ride. They received lunch before returning to the trailhead.

Kamas Ranger District facilities were centrally located to provide temporary housing to agency personnel staffing various Olympic venues. The Fiddlin' Foresters were housed and shuttled from Kamas to performances in Salt Lake City, Ogden and Heber City. Personnel working at the Park City Media Center were provided housing in the district bunkhouse. The bunkhouse was used for five nights of the 17 day event. An additional bunkhouse was made available and stocked with supplies in case of inclement weather or poor travel conditions to accommodate any Forest Service personnel staffing venues in the Park City or Heber City areas.

Several district employees worked at various venues, either as agency staff or as SLOC volunteers. The remaining personnel provided the additional support for extended office hours or on trail patrol. Nearly all district personnel had the opportunity to experience the Olympics in their service to the agency or as a spectator. All personnel appreciated the opportunity and found their experiences enjoyable.

Uinta National Forest

Prior to the Olympics, a strong partnership existed with Utah Division of Parks and Recreation. An MOU was signed in 1999 by Courtland Nelson, Director of Utah Division of Parks and Recreation and Pete Karp, Forest Supervisor Uinta National Forest to enhance trail opportunities between Wasatch Mountain State Park and Uinta National Forest. The Olympics and Paralympics were the catalyst that allowed this partnership to become stronger and to grow. The result is a virtually seamless boundary between the Park and the Forest that will provide connecting trail systems and expand the cross-country skiing opportunities at Soldier Hollow.

In partnership with the Forest Service 2002 Planning Team and the Wasatch-Cache National Forest, the Uinta successfully secured a Wood in Transportation grant from the Forest Products Lab to build a 90-foot, wooden, pedestrian bridge over the Provo River. The covered bridge has a Swiss theme and was completed in the fall of 2001. It is a critical piece in connecting the trails between Heber, Midway, and eventually the Soldier Hollow Venue. On Oct. 20, 2001, the Provo River bridge was christened "Legacy Bridge" during a ribbon cutting ceremony and celebration.

Heber District Ranger Julie King, served as a member of the Soldier Hollow Olympic Organizing Team during 1999-2001. King also served as Chair of the team's Image Committee, which created the theme for the venue's image including the design of the day lodge and the creation of the Soldier Hollow Logo.

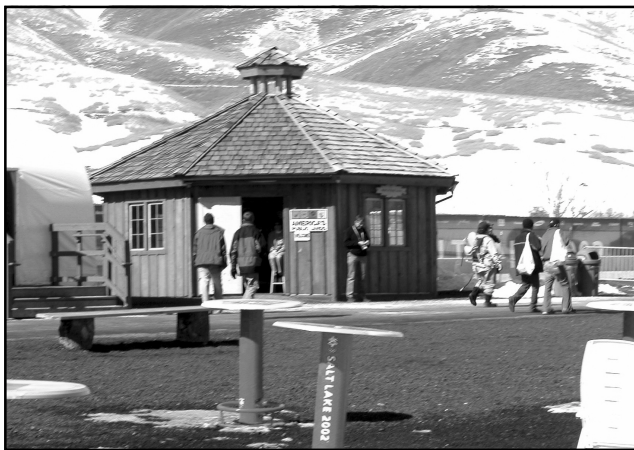
Heber Ranger District was a key player in providing employees and tools used to assemble the APL kiosk at Soldier Hollow.

Employees from the Heber Ranger District coordinated with the U.S. Olympic cross-country ski team to provide a training area near Strawberry Valley, grooming a 15-kilometer trail for use by U.S., Swedish, Finnish, and Russian teams before the Olympics opening ceremony on Feb. 8, 2002.



The Forest also worked with SLOC to select a site at Strawberry Reservoir to make and store snow for a backup in case of warm weather at the Soldier Hollow Venue.

John Logan, Public Service Group Leader, served as



The information kiosk at Soldier Hollow was very popular with guests and fit into the "Western Experience."

the Uinta Forest Olympic Coordinator and scheduled Forest Service employees to assist at the America's Public Lands and VIS venue locations. Some of the most touching experiences expressed by volunteers were related to the Paralympics, which were a great success.

Local working relationships were improved at Provo through coordination and support of the Forest Service and the Peaks Ice Arena, which will continue to be a foundation for future projects.

Even though these venues (Soldier Hollow, The Peaks Ice Arena) were not located on National Forest System lands, the Forest Service contributions through volunteers was well received and appreciated. It has laid a foundation for a better understanding and working relationships that would otherwise not have been achieved.



Conservation Education

Work with partners to provide scientifically based information about natural resources to citizens and visitors.

Goals

- Work with the Salt Lake Organizing Committee to implement mutual program goals in conservation education.
- Participate in the Intermountain Region's effort to design and rebuild the regional conservation education program.
- Adapt existing Forest Service conservation efforts and programs to reflect Olympic themes.
- Distill current conservation education programs and disseminate relevant messages.

Utah Society for Environmental Education Advisory Committee (USEE Pac)

The 2002 Planning Team play a key role in the reorganization and diversification of the membership of the Utah Environmental Education Council into the USEE Pac. This group was successful in creating a statewide conservation education website which housed the Utah Environmental Education Online Database and Utah Environmental Education Guidelines. The group also co-sponsored the RockEE Summit, which was a conference that brought together environmental education leaders from eight western states. USEE Pac continues to work towards maintaining and improving the quality of environmental education in Utah.

Conservation Education Partnerships

The 2002 Planning Team worked with community partners and capitalized on interagency relationships to create several legacy projects designed to enhance quality environmental education programs. Local programs received funding from the Team to leverage with their partners. These programs included:

- Wonderful Outdoor World Campouts in the Salt Lake Valley with the help of the 2002 Planning Team.
- Discover Your Forest Programs (Salt Lake Ranger District)

- Natural History Interpretive displays through Kamas Ranger District.
- Snowmobile education programs (Evanston-Mountain View Ranger District)
- Leave No Trace and Tread Lightly training programs through the Logan Ranger District.
- The Nature Watch Loop Tour (Ogden Ranger District).

The Natural Inquirer

The Natural Inquirer is a science education resource journal that was designed for students ages grade 5 and older. The Natural Inquirer contained natural resource research articles conducted by USDA Forest Service scientists that have been reformatted to meet the needs of a younger audience. The articles are easy to understand, shortened, more aesthetically pleasing to the eye, contain glossaries, and include hands-on activities. The goal of the magazine is to create critical thinking, scientific inquiry, and investigation while learning about natural resources and the environment. The Natural Inquirer was a collaborative effort led by Dr. Barbara McDonald of the Forest Service's Office of Resource Valuation and Use Research. The 2002 Planning Team played a role in the preparation and distribution of two editions of the Natural Inquirer.

- The winter 1999 issue featured research from the Rocky Mountain Research Station. Approximately 45,000 copies of this edition were distributed to schools in Utah and to Forest Service units service wide.
- The winter 2001 edition explored research topics related to environmental issues Olympic planners faced as they prepared for the 2002 Games. Over 90,000 copies were distributed to schools in Utah and Forest Service units around the country. A video news release was prepared by SLOC featuring the Natural Inquirer and Rocky Mountain Research Station scientists Dr. Barbara Benz and Dr. Jesse Logan.
- Both issues of the Natural Inquirer were translated to Spanish and made available to Spanish speaking audiences.



The Urban Tree House

The Urban Tree House is a cooperative environmental education project of the USDA Forest Service. The goal of the Urban Tree House is to provide opportunities for environmental education in urban settings with a focus on communities who may not have the chance to participate in similar programs.

- The 2002 Planning Team collaborated with the Lowell Bennion Community Service Center Urban Tree House project in providing funding, educational outreach opportunities and interpretive boardwalks.
- During the 2002 Games, the Urban Tree House program was showcased in a Voice of America interview that highlighted their efforts in urban forestry.

The Junior Snow Ranger Program — The Junior Snow Ranger program is a low maintenance fun way of introducing 4th and 5th graders to the basics of winter ecology, watershed science and snow safety. The program consists of an activity booklet and fulfillment pieces, which include a poster, badge and an Olympic pin. The fulfillment pieces are presented once the activity booklet has been completed at a special Junior Snow Ranger “swearing in” ceremony. The program is the result of a collaborative effort involving the 2002 Planning Team, the National Symbols Program, the Intermountain Region, and Forest Service



David Ream and Woodsy Owl were involved with “swearing in” Junior Snow Rangers.

resource specialists from the Intermountain Region.

- During the 2002 Games, the Junior Snow Ranger Program ran as a stand-alone piece at the Host City Visitor Information Center. During slow periods the program created a constant flow of foot traffic into the building.
- Activity booklets were distributed on request to youth groups and classrooms.
- More than 1,200 Junior Snow Rangers were “sworn-in” during the Olympic and Paralympic Games.
- The Junior Snow Ranger program will be released nationally (winter 2002-2003).
- More information is available on the Junior Snow Ranger Program website at www.symbols.gov/jsr.

Lessons Learned

The use of the 2002 Junior Snow Ranger program at the Visitor’s Information Center showed the benefits the conservation education program had engaging and involving the local community and communicating messages essential to the Forest Service mission. Although the programs are primarily targeted for children and parents, other caretakers become involved by helping the child finish the program. Partnering with local conservation education programs highlights the role of the Forest Service in the community. With this experience it is clear that more time and effort invested in the conservation programs would create widespread results.



V

isitor Information

Provide quality, accesable information.

Publications

Early in Forest Service Olympic visitor information planning, it was decided to strive for the following objectives:

1. Provide professional, high quality, universally accessible visitor information services.
2. Collaborate with SLOC and public lands agencies to maximize efficiencies and cost effectiveness.
3. Adhere to national policy and direction on designing and funding visitor information publications, facilities and exhibits.

Benefits

It is estimated that between visitor centers, website hits and collateral material being distributed, over 800,000 people were exposed to National Forest and other public lands recreation opportunities. Much of this information contributed to a safe and enjoyable experience for Olympic visitors. Although few visitors to the Olympics were able to immediately visit public lands, research shows that once they are aware of these opportunities and have information, many will return at a later date to spend time on these lands. These visits will benefit rural communities within Utah and the intermountain west, through spending for transportation, lodging, food and other traveling expenditures.

2002 Olympic Publication Plan

The Forest Service 2002 Planning Team used the 2002 Olympics as an opportunity to update the Intermountain Region's visitor information publications. In 1997 the team developed a detailed publications plan that strived to provide professional, high quality publications to Intermountain Region visitors and residents that were not to be dated by the Olympics, but would be a legacy to the region for years after the Olympics were over.

Publications & Costs

Southwest Idaho Recreation Guide

Partners: Boise, Payette & Sawtooth NFs	\$6,000
<u>FS 2002 Planning Team</u>	<u>\$20,000</u>
Total Project Cost	\$26,000

East Central Idaho Recreation Guide

Salmon-Challis NF	\$4,000
<u>FS 2002 Planning Team</u>	<u>\$20,000</u>
Total Project Cost	\$24,000

Southeast Idaho/Western Wyoming Recreation Guide

Bridger-Teton & Caribou-Targhee N.F.	\$4,000
<u>FS 2002 Planning Team</u>	<u>\$20,000</u>
Total Project Cost	\$24,000

Nevada/Eastern Sierra Recreation Guide

Salmon-Challis N.F.	\$4,000
<u>FS 2002 Planning Team</u>	<u>\$20,000</u>
Total Project Cost	\$24,000

Southern Utah Recreation Guide

Fishlake N. F , Dixie & Manti La Sal N.F.	\$4,000
<u>FS 2002 Planning Team</u>	<u>\$20,000</u>
Total Project Cost	\$24,000

Utah Public Lands Recreation Map

Utah Travel Council	\$20,000
Bureau of Land Management	\$70,000
Utah State Parks	\$10,000
Utah Travel Regions	\$20,000
<u>Forest Service 2002 Planning Team</u>	<u>\$40,000</u>
Total Project Cost	\$160,000

Idaho Public Lands Recreation Map

Idaho Travel Council	\$20,000
Bureau of Land Management	\$10,000
Idaho State Parks	\$10,000
Idaho Travel Regions	\$20,000
<u>Forest Service 2002 Planning Team</u>	<u>\$20,000</u>
Total Project Cost	\$100,000

Nevada Public Lands Recreation Map

Humboldt-Toiyabe N.F.	\$6,000
Bureau of Land Management	\$10,000
<u>Forest Service 2002 Planning Team</u>	<u>\$20,000</u>
Total Project Cost	\$36,000



Guide to Public Lands in No. Utah

Public Lands Interp. Association	\$15,000
Bureau of Land Management	\$5,000
<u>Forest Service 2002 Planning Team</u>	<u>\$10,000</u>
Total Project Cost	\$30,000

Utah Scenic Byways & Backways Guide

Utah Travel Council	\$5,000
Utah Travel Regions	\$5,000
Federal Highway Administration	\$81,231
Bureau of Land Management	\$2,500
National Park Service	\$2,500
Utah State Parks	\$2,000
<u>USDA Forest Service</u>	<u>\$3,314</u>
Total Project Cost	\$101,545

Utah, Wyoming & Nevada Public Lands Websites

Public Lands Interpretive Association	\$20,000
Bureau of Land Management	\$40,000
<u>Forest Service 2002 Planning Team</u>	<u>\$20,000</u>
Total Project Cost	\$80,000

Snowbasin History Brochure

Snowbasin Ski Area	\$8,500
<u>Forest Service 2002 Planning Team</u>	<u>\$6,000</u>
Total Project Cost	\$14,500

Forest Service Ski History Brochure

<u>Forest Service 2002 Planning Team</u>	<u>\$6,000</u>
Total Project Cost	\$6,000

Visitor Information Partnerships

Utah State Capitol Visitor Information Center

This partnership revised and updated the large relief map where all tours of the state capitol building begin that are conducted by the Salt Lake Convention and Visitors Bureau. The map shows all National Forests, BLM units and National Parks and was revised because it was seriously outdated and did not accurately represent the National Forests in Utah. The Utah Technology Group supplied a new oak case and glass for the exhibit.

Partners & Costs:

Utah Technology Group	\$6,000
Salt Lake CVB	\$5,000
FS 2002 Planning Team	<u>\$13,500</u>
Total Project Value	\$24,500

Salt Palace Visitor Center AV Equipment Upgrade

This project upgraded video equipment to provide clear and more vibrant images and an additional 15 minute video-wall production and four additional Forest Service Duratrans exhibit panels for the Salt Palace Visitor Center. The new video & Duratrans focus on seasonal-related National Forest recreation and tourism activities such as winter sports and fall color scenic-byways drives on the National Forests of Utah.

Partners & Costs:

Salt Lake CVB	\$35,000
Forest Service 2002 Planning Team	<u>\$30,000</u>
Total Project Value	\$65,000

Salt Palace Visitor Center Partnership

This project was a partnership with the Salt Lake Convention and Visitor Bureau to jointly fund Forest Service and public lands exhibits and a public lands information desk at the Salt Palace Convention Center Visitor Information Center. Forest Service exhibits included two outside and two inside lighted display panels, two large brochure racks, one large wall mounted display and one free standing display panel. A video and photo projection wall above the main information desk showed images of the six National Forests in Utah. The Forest Service, National Park Service, Utah State Parks and Bureau of Land Management jointly funded two "Public Lands Information Specialists" who staff the Public Lands Desk and are trained to provide detailed information on the Public Lands in Utah. Last year, this visitor center received over 350,000 visits.

Partners & Costs (not including information specialists):

Salt Lake CVB	\$4,500,000
FS 2002 Planning Team	<u>\$100,000</u>
Total Project Value	\$4,600,000

Interstate 80 Visitor Information Center

This project was a partnership with the Salt Lake Convention and Visitor Bureau to jointly fund Forest Service and public lands recreation/tourism and conservation education exhibits and the Interstate 80 and 7200 West interchange near the Salt Lake International Airport. The Forest Service assisted the



SLCVB by developing a design/fabricate and install contract for the SLCVB to use in obtaining design, fabrication and installations services by contract. During the calendar year of 2002, the visitor center received over 60,000 visits.

Partners & Costs (not including information specialists):

Salt Lake CVB	\$450,000
BLM, NPS, USP & Ducks Unlimited	\$70,000
FS 2002 Planning Team	\$50,000
Total Project Value	\$570,000

Ski Area Map and Information Brochure

In conjunction with the SLCVB, the Forest Service assisted in the development of a brochure showing all the ski areas and resorts within a one hour drive of Salt Lake City. The panoramic map depicts the Wasatch-Cache & Uinta National Forests and all associated ski resorts. The back of the brochure contains information on the Forest Service and ski area permits as well as "Ski Naturalist" interpretive programs and the Forest Service Avalanche Forecast Center. The brochure was printed in five international languages: English, Japanese, German, French and Spanish.

Salt Lake International Airport Visitor Center, Terminal 2

This project provided partnership funding for exhibits at the visitor information center at Terminal 2 of the Salt Lake International Airport. Exhibits focus on the tourism and recreation aspects of Utah's National Forests and public lands.

Partners & Costs (not including information specialists):

Salt Lake CVB	\$5,000
FS 2002 Planning Team	\$5,000
Total Project Value	\$10,000

Snowbasin 2002 Discovery Center

This facility describes the process that was used to design and construct the Snowbasin Resort and the Olympic downhill courses for the 2002 Olympic Winter Games. It also provides conservation education messages about the natural systems in the Snowbasin area. The Discovery Center was carefully planned to accommodate visitors with disabilities and the visitor center should serve as a model for universal access.

Partners & Costs (not including information specialists):

Snowbasin Resort	\$200,000
FS 2002 Planning Team	\$280,000
Total Project Value	\$480,000

Intermountain Region Visitor Information Center Exhibits

The Forest Service 2002 Planning Team worked with a contractor to provide conceptual designs, fabrication and installation for new visitor information and conservation education displays at the Intermountain Region Visitor Information Center at Union Station in Ogden, Utah. Total investment by the Forest Service is \$35,000.

2002 NatureWatch Exhibits

The Forest Service 2002 Planning Team worked with a contractor to provide the conceptual designs for the 2002 NatureWatch project and the fabrication of kiosks and exhibits to be used in developing partnerships with groups such as Trout Unlimited and the Rocky Mountain Elk Foundation.

Partners & Costs (not including information specialists):

Partners	\$20,000
FS 2002 Planning Team	\$50,000
Total Project Value	\$70,000

Snowbasin America's Public Lands Exhibits

A temporary tent and America's Public Lands exhibits were designed and installed next to the spectator grandstand at the 2002 Olympic/Paralympic events at Snowbasin. These exhibits described the many opportunities for recreation on America's public lands. The exhibits are being utilized by the Salt Lake Convention & Visitors Bureau at their new visitor center at the Salt Lake SouthTowne Mall and at the new Alf Engen Ski Museum in Park City, Utah. Total Forest Service investment was \$30,000.

Services

The Visitor Information Services Coalition of Utah (VIS) was founded in 1999 by the Salt Lake Convention and Visitors Bureau (SLCVB), Salt Lake Area Chamber of Commerce, and Park City Area Convention and Visitors Bureau / Chamber of Commerce. VIS, a not-for-profit



organization (5016c), was formed after an agreement was reached between the Salt Lake Organizing Committee and the Salt Lake Convention and Visitors Bureau to be the official information service providing consistent, accurate information for the 2002 Winter Olympic

Games. VIS is comprised of more than 50 organizations including the America's Public Lands coalition. America's Public Lands became partners with VIS through individually signed participating agreements and MOUs (USFS 9/22/99). The Forest Service had entered into a participating agreement with the SLCVB just prior to the official formation of VIS (9/21/99) to provide funds to the SLCVB for the dissemination of information to the public before, during and after the 2002 Games.

Goals and Objectives

Through the participating agreement, the Forest Service and VIS determined that they would jointly provide safety messages and educational, interpretive and informational services to the visiting public. The VIS program would also function in the interest of each agency in providing this service. The Forest Service agreed to work together with VIS to strategically communicate information on National Forest recreation opportunities and tourism attractions in a coordinated manner, while protecting and conserving the natural, historical and cultural resources of public lands.

Scope of Operations

VIS strategically constructed temporary information structures at or near most Olympic venue sites and

main walking corridors and renovated the historical building at 125 South Main Street in Salt Lake City to serve as the primary Host City Visitor Center (HCVC). The HCVC was staffed by both non-governmental VIS hosts and agency uniformed America's Public Lands

staff. VIS also provided the primary call center for phone and e-mail questions pertaining to lodging and general information for the Olympics. The call center doubled as the VIS Command Center providing the VIS area managers with valuable up to date information on everything from local travel conditions to the status on canceled events. The Forest Service authorized Wasatch-Cache and Uinta National Forest employees to participate in the VIS information programs at twelve venue locations

and as roving street information hosts in Salt Lake City and at the VIS Command Center. There were a total of 789 volunteers recruited by VIS with 34 of those being Forest Service employees, under VIS supervision, would maintain their paid status with the Forest Service. All VIS workers were required to work a minimum of 40 hours. Hosts were provided training and a "VIS Answer Book," with facts and references. All VIS volunteers, including Forest Service employees, wore the blue VIS uniform while on duty and were allowed to retain it after the Games.

Host City Visitor Center

Visitor Information Services and the Americas Public Lands group felt that in addition to having its workforce of volunteer information specialist stationed at various portable kiosks, its roving patrols, and staffing at the venue sites that a larger primary information center would be needed to meet the needs of the Olympic



The Host City Visitor Center had a prime location on main street in Salt Lake City.



visitor. They determined that for an information center to reach maximum efficiency and use it should be located in the primary walking corridor for the Olympic guest. The search for the perfect site for the Host City Information Center (HCVC) ended when they located the uniquely ornate and historic, 1909 bank building, located at 125 South Main Street Salt Lake City. It was agreed on by all parties, the site was selected and secured by an eighteen-month lease through VIS. Funding for the center was shared by Visitor Information Services along with the four governmental groups of America's Public Lands at a cost of approximately \$8,000 per month. The building had gone unoccupied for several years and was in need of repairs and upgrades to make it suitable for use as the Host City Information Center. Over \$46,000 was spent on ADA upgrades, carpet, paint, structural changes and general cleaning. The four-story structure had additional non-public office space that would not be used by America's Public Lands or VIS so a partnership was formed with VISA for this extra space. In return, VISA agreed to provide VIS with 800 uniforms for their entire staff. VISA then converted this space into individual workstations for approximately 30 of their games time

staff at a cost of \$75,000. Other partnerships were formed with Utah information/travel oriented non-profit groups for the remainder of available public space in the building. These groups consisted of the Utah Travel Regions and the Salt Lake Visitors and Convention Bureau. The World Resources Institute had a display on global warming. The Dinosaur Nature Association bookstore, a National Park Service interpretive association was also in the building.

Goals and Objectives

Main Street closed to vehicular traffic during the Olympic Winter Games and was used by tens of thousands of pedestrians daily as a gathering point and primary walking corridor to the awards plaza and other downtown attractions. It was the goal of VIS and APL to jointly provide professional, "one stop shopping" information services in a highly visible, high-traffic area.



A large and detailed public lands display resided inside the host City Visitor Center

America's Public Lands desired to offer the visitor a state-of-the-art public lands informative experience through the use of creative interpretative displays, eye-catching publications and neatly uniformed agency professionals. The primary objective was to showcase

the variety and quality of outdoor recreational opportunities available on public lands in Utah and nationally. America's Public Lands was also interested in



showcasing the public lands concept to international visitors, many of who were unfamiliar with this concept.

Scope of Operations

VIS took the lead role on answering general Olympic questions from behind the information desk while America's Public Lands was primarily located around their individual displays on the main floor. VIS staffing supervision was primarily handled by the VIS HCVC Manager. The America's Public Lands groups staffing goal was to have one representative from each agency on duty at all times — up to 16 hours during peak days. The coordination of all agency America's Public Lands staffing, scheduling and supervision was led by a Forest Service person assigned by the group, as America's Public Lands manager. There were also daily events at the HCVC including an America's Public Lands pin giveaway, appearances by Smokey and Woodsy Owl that required coordination. The National Park Service's Harper's Ferry designed and constructed the exhibits, which were created by the America's Public Lands partners. The exhibits cost over \$215,000, and have been donated to the University of Utah's Natural History Museum. The Forest Service took the lead role in the development of many of the America's Public Lands visitor information publications, press materials and the Olympic America's Public Lands pin.

Summary of HCVC Operations

A total of nearly 46,000 people used the Host City Visitor Center during its five months of operation (November 2001 through March 2002). Leading up to the Games an average of 50 people per day visited the HCVC. During the Games, the center received approximately 3,000 people per day. The America's Public Lands group staffed the center only during the Olympic Games period of Feb. 6-24. During this time there were 175 six-hour shifts worked between the America's Public Lands group for a total of 1,050 hours. Operating hours during the event were from 7:30 am to midnight daily.

Summary of HCVC Successes

The great success of the Host City Visitor Center was largely due to the hundreds of hours spent by America's Public Lands in up-front planning including

designing displays and collateral materials, building preparation and recruitment of personnel. General relationship-building with city, county, state officials and other federal agencies. HCVC partners were critical in the accomplishment goals. Having one agency representative being responsible for the supervision of all other agencies staff, some at higher-grade levels, became challenging at times because of the lack of true authority. This practice should be examined closer in the future to assure that there is 100 percent buy-off with all participating staff and supervisors of all agencies.

Summary of Visitor Information Successes

Forest Service participation in VIS was invaluable due to the thousands of individual contacts made with local citizens, international guests and because of the immeasurable amount of community support garnered with the many partners that made up VIS. This show of community support and relationships made by the Forest Service will be remembered for many years to come within the local community and possibly nationally.

VIS Partnership

SLCVB	\$100,000
Forest Service	\$250,000
Other Agencies	<u>\$300,000</u>
Total Project Value	\$650,000

Host City Visitor Center

SLCVB/VISC	\$ 50,000
Utah Travel Regions	\$50,000
Forest Service	\$90,000
Other Agencies	<u>\$300,000</u>
Total Project Value	\$490,000

America's Public Lands

The USDA Forest Service, National Park Service, Bureau of Land Management and Utah Division of Parks and Recreation formed America's Public Lands as a convenient, cost effective means to provide public lands information to Olympic visitors; the result was a strong and efficient partnership that saved taxpayer dollars, improved visitor services in Utah and will leave a



lasting legacy for Utah communities.

America's Public Lands was a recognition that the public often doesn't understand nor care about the separate agencies managing their public lands — they just want to get outdoors and recreate. By fostering pride and appreciation for public lands, America's



The America's Public Lands tent at Snowbasin.

Public Lands hoped to convey the need for every public lands visitor to become a personal land steward and get involved in their public lands management.

This coalition has been hailed a success by Secretary of Agriculture Ann Veneman, Secretary of Interior Gale Norton, Forest Service Chief Dale Bosworth and Utah's Governor Mike Leavitt. All have expressed hope that this unique coalition will be a legacy not only to Utah's public lands but to public lands all over the country.

Goals & Objectives

America's Public Lands developed a visitor information program, tiered off the 2002 Olympics, that articulated the philosophical and historical underpinnings for the American public land management system, and offered each participating public lands partner the opportunity to articulate and generate public support and understanding of their individual missions and goals.

The America's Public Lands goals were:

- Expansion of local, state, regional, national and international outreach programs.
- Strengthen the constituency for resource stewardship efforts by cultivating new and bolstering existing partnerships.
- Generate broad public understanding of the value in conserving public lands for the benefit of future generations.
- Achieve cost efficiencies by avoiding duplication of efforts in the creation of multiple visitor information facilities.
- Foster a resource stewardship and land use ethic in the visiting public by creating a strong sense of civic pride in public ownership of public lands.
- Reduce or eliminate the risk of conflicting land management and stewardship messages and information by integrating the efforts of the partner agencies.
- Work together to capitalize on opportunities to educate the Olympic audience regarding the depth, breadth, diversity and interconnections of the public lands managed in trust for the American citizenry.
- Generate recognition and acknowledgment that the public lands partners serve as stewards of resources that are significant to international and domestic visitors.

Olympic Venues

Soldier Hollow

The Cross Country and Biathlon Venue at Soldier Hollow, located in Wasatch Mountain State Park, provided America's Public Lands with a very unique opportunity to showcase the America's Public Lands mission and public lands in general. The Uinta National Forest coordinated with the Utah Division of Parks and Recreation in the development of the vision for the facilities at Soldier Hollow. The Forest Service provided a round wood Kiosk (see partnerships) that housed America's Public Lands exhibits of the same genre provided at other America's Public Lands sites. Soldier Hollow was unique in that it was the only venue that supported a major thematic entertainment component



An informational Round wood Kiosk resided at Soldier Hollow and featured America's Public Lands displays

in association with the competition venue. Done in a "Western Experience" motif, the venue featured components of the western settlement on which public lands have always been a major factor. Hundreds of visitors stopped by the kiosk virtually every day of the 17 days of the Olympics and 10 days of the Paralympics. The America's Public Lands kiosk will remain at the State Park as a legacy structure for public enjoyment. The Forest Service's Fiddlin' Foresters interpreted the history of public lands through music at the Western Experience.

The America's Public Lands presence at Snowbasin and at the Soldier Hollow Western Experience provided employees of the agencies an opportunity to work at an Olympic Venue, interact with the public and promote the mission of their respective agency.

Snowbasin

A 10' x 30' wall tent located adjacent to the main entrance of the Olympic Stadium at Snowbasin provided the America's Public Lands agencies with the opportunity to visit with literally thousands of spectators attending the Olympic and Paralympic competitions at Snowbasin. Two people staffed this facility each day of competitions during both the Olympics and Paralympics and generated more than 3,000 contacts per day. Included were informational brochures, colorful images of Utah's public lands, and a three-panel display on the

history of skiing in the Intermountain Region.

Land That We Love

Land That We Love: Americans Talk About America's Public Lands is a beautiful book of personal essays, poems and photography published for the 2002 Olympic Winter Games by America's Public Lands and adopted by SLOC as part of their Olympic Arts Festival. *Land that We Love* was a conscious effort to listen to how Americans feel about their public lands.

Beginning on Feb. 4, America's Public Lands began giving copies of *Land That We Love* away at the Host City Visitor Center. Copies were included in 1,000 Forest Service press kits given out at the Main Media Center, and they were available at both the Park City and Utah media centers. The Baltimore Sun newspaper included an article on *Land That We Love* in their Olympic coverage, which resulted in over 100 single requests for copies of the book, as well as requests from universities and nature centers across the country.

Land That We Love turned out to be a wonderful communication tool that the public seemed to connect with on a very personal level. The remaining of the Forest Service copies of *Land That We Love* were sent to Steven Maurer of the Public Lands Interpretive Association to be given out during the "America's Backyard" program, sponsored by National Geographic Society, that educates Americans about public lands.

Lessons Learned

Collaboration with others is not only a good idea, it is critical to designing and implementing a visitor information program that is cost efficient, high quality and meets visitor's demands for "one-stop shopping." The America's Public Lands coalition should serve as a model for interagency cooperation on not just major events but everywhere that public lands agencies provide visitor information and services.



M edia & Communications

Improve understanding of the Forest Service 2002 Planning Team mission and roles.

Goals and Objectives

When developing the Olympic communications plan, the 2002 Planning Team cautioned leaders not to expect front page or national television coverage of the Forest Service during the Games. The plan emphasized that the media, spectators and television viewers were tuning in for one main reason: the Olympic Games. The focus, and rightly so, was to be on the athletes, the spirit of competition and the global goodwill the Games embody. This is exactly what happened.

Background

The 2002 Planning Team learned from Forest Service experiences during the 1996 Olympic Games on the Cherokee National Forest in Tennessee. The Canoe/Kayak Slalom competitions took place on a man-made course constructed by the Forest Service in a natural riverbed — yet the media did not focus on the Forest Service story, and instead honed in on the athletes, their personal stories and the competition. The beautiful setting of the Cherokee National Forest and the Forest Service efforts to construct this unique venue were just a small part of the background.

The 2002 Team was encouraged by agency leadership to use experienced public relations contractors to help the Forest Service best utilize the 2002 Olympic opportunity to highlight the Forest Service's role as global conservation leaders. The team first met with a Washington, D.C. public relations firm in 1996 to discuss and develop Olympic opportunities for a communications strategy. In 1997, the Forest Service contracted with a communications firm in Salt Lake City to put the strategy into action. However, in 1998 following a local test event, the local newspapers wrote

critical stories about the Forest Service spending federal dollars to, "promote itself." Leaders became concerned and cancelled the contract. The team was asked to devise a new plan using internal communications experts — and to refrain from giving the perception that the Forest Service was using the Olympics to promote the agency.

The Forest Service's Olympic communications plan was therefore built on the foundation that it was not the Forest Service's intention to capture the media spotlight leading up to or during the Games, but to develop and enhance partnerships and be good hosts.

In the wake of the contract cancellation, the 2002 Team was sensitive of the need to not stand out in the crowd. The 2002 Team was instrumental in forming an Olympic



Lynn Ballard, the Public Affairs Specialist from the Caribou-Targhee National Forest, was one of the Communications volunteers.

interagency coalition America's Public Lands. It was determined that through this landmark alliance, all four agencies would achieve greater visibility as a whole than as individual identities. Much of the Forest Service's Olympic communications and media relations efforts were tied to the concept of conveying the importance of America's public lands in both a social and natural resource context, the role each agency plays in the management and conservation of these important and treasured lands.



Olympic Media & Communications Plan

The Forest Service's Olympic communication strategy was designed to inform external and internal audiences of the Forest Service's role as community members, good hosts, partners, professional experts and environmental advisors. This was to be accomplished with a variety of tools, including publications, visitor information and media relations. This Olympic role was not the story itself, but a larger than life example of carrying out the Forest Service mission, *Caring for the Land & Serving People*.

Scope of Media Operations

The Forest Service's Olympic media operations were intricately tied in with America's Public Lands. The coalition purchased booth space in two unaccredited media centers, the Utah Media Center in Salt Lake City and the Park City Media Center. The Utah Media Center was organized and operated by the Utah Travel Council and the Park City Media Center was organized by the Park City Chamber of Commerce. Each booth contained casual, relaxed furniture settings and exhibits focusing on America's Public Lands and highlighting Utah's spectacular public lands. Press kits and other materials were also available. In addition, through the Forest Service's long-standing partnership with the Salt Lake Convention & Visitors Bureau, the America's Public Lands Coalition received eight credentials to staff a media lounge and information center inside the accredited media center.

The 2002 Planning Team's communications manager served as the Media Section Chief of the Interagency Incident Command Team. Through this role, the Forest Service managed the America's Public Lands booths at the two unaccredited media centers and the Main Media Center presence. The Forest Service coordinated the staffing of 63 public lands media relations employees at the three media centers.

In addition, the Forest Service had one employee working with the Salt Lake Organizing Committee inside the Snowbasin media sub-center. SLOC would not allow the Forest Service or Snowbasin to have a media specialist inside the sub-center unless they were working

for SLOC. They set the parameters that the Forest Service and Snowbasin employees working for SLOC could not answer Forest Service or Snowbasin questions directly, but could serve as a conduit to agency and resort specialists outside the SLOC fence.



The Snowbasin Media Sub-Center was the home for many journalists during the Olympic Downhill racing.

The Forest Service prepared 3,000 press kits for the expected 12,000 media attending the Games. Through the teams partnership with SLOC, the team was able to send 1,000 press kits to the Main Media Center prior to the Games to be distributed in their publications distribution center. All 1,000 Forest Service press kits were distributed within the first three days of the Games. However, because of the high security measures in place, once the Games began, the team could not get more press kits into the Main Media Center.

The Effects of September 11

Nobody could have predicted the impact that September 11 would have on Olympic media coverage — the country and media were preoccupied with safety and security became the focus of attention. Financially, several media outlets were struggling. Many newspapers eliminated Olympic coverage space, staff



and staff time spent at the Olympics to help reduce costs. Many major newspapers were planning on producing extra Olympic sections every day of the Games that would have focused on side stories and more in depth coverage of the Olympic Games and Utah. These "extras" were cut after September 11, and Olympic space was limited to stories about the competitions, the athletes and security.

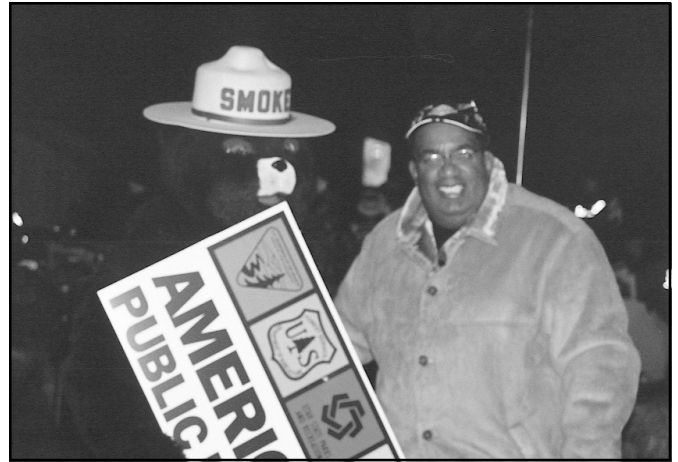
Partnerships made everything happen. Through America's Public Lands, the Forest Service had four agencies to make decisions with, and whether those decisions were successful or not, each agency sunk or swam together. For example, one week into the Olympics the Park City Media Center produced virtually no media traffic. The most notably reason for this is the lack of advertising combined with a poor location choice in the basement of a non-distinct building on Main Street Park City. As a group, America's Public Lands got together and decided to cut losses and pull public lands employees out of the Park City Media Center. This joint decision was made to be cost effective and utilize agency employees time to the fullest.

Olympic Success Stories

There were many media contacts made, many of them coming from previous relationships developed during the pre-Olympic period, 1998-2001.

Going into the Olympics, the 2002 Team knew that the best story opportunity was avalanches and the Forest Service Utah Avalanche Center (UAC). The director of the UAC is very media savvy, which was a huge contribution to the success in this arena. In October 2001 the Team organized an avalanche media summit to discuss Utah's Olympic avalanche preparations. Several national newspapers covered this story, as well as the local Salt Lake City media. When the Games began, several of the reporters who attended this event wrote additional stories and used the Forest Service as a reference.

During the Olympics, the Weather Channel, International Sports Broadcasters and NHK TV in Japan featured the Forest Service Utah Avalanche Center in their stories. National Public Radio featured the avalanche staff on a story about increased avalanche accidents in the



Smokey Bear and NBC's Al Roker at Soldier Hollow, just after going live on the heavily watched Today Show, during the Olympic Winter Games.

backcountry. A number of national print media did stories on the UAC, including the Boston Globe, Baltimore Sun, Science News Magazine and the Seattle Times. Interviews for general avalanche information by Time Magazine, Newsweek Magazine, National Geographic Adventure Magazine, Outside Magazine and NBC News. In addition, the Forest Service hosted an avalanche media opportunity called "Buried Alive" that was featured on the Weather Channel several times per day during the Olympics, as well as on BBC radio and local news channels.

Another success was getting Smokey Bear holding an America's Public Lands sign on the Today Show interacting with Al Roker at Soldier Hollow. This one-minute spot had a great deal of recognition value.

Notable media contacts made through the Teams involvement in the Snowbasin media sub-center were with the Associated Press, the Denver Post, the Seattle Times, Agance France Presse (AFP), USA Today, The Salt Lake Tribune, Austria Television and several other European media outlets.

International Sports Broadcasting

International Sports Broadcasters (ISB) is an organization that holds a contract with National Olympic Committees to provide Olympic coverage to broadcast outlets



around the world. For two years prior to the 2002 Games, ISB videotaped and produced over 70 feature stories focusing on Utah, its people, culture and environment. In order for the video features to be usable by non-English speaking nations, the stories were broken down into several components: the video, edited and raw, the natural sound and a type written script and fact sheet. Individual broadcast houses then had the option of translating the script into their own language and running the feature in their market. This created the potential for audiences in excess of two billion people.

The Forest Service worked closely with ISB, which produced three stories. They featured the capture, tagging and release of a mountain lion on the Fishlake National Forest, backcountry avalanche forecasting with the Forest Service Utah Avalanche Center, and a small story on the Flamulated Owl research at Snowbasin on the Wasatch-Cache National Forest. These stories highlighted aspects of what the Forest Service does best: partnering with other agencies, conducting scientific research and working to help ensure the safety of forest visitors.

Other Communications Tools

Fiddlin' Foresters

The Forest Service's own conservation ambassadors, the Fiddlin' Foresters, were chosen by the Salt Lake Organizing Committee from thousands of applicants to play at the Snowbasin and Soldier Hollow Olympic venues. They also played at the Host City Visitor Center in downtown Salt Lake City. From Feb. 9 through Feb. 15, the Fiddlin' Foresters gave 12 performances to national and international audiences.

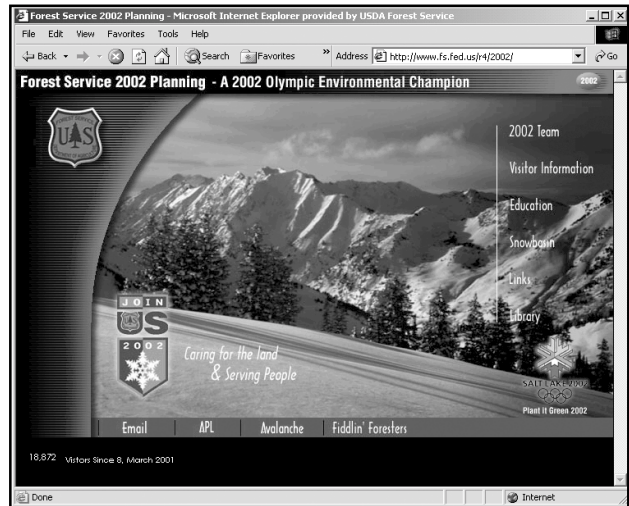
Bringing the Fiddlin' Foresters to Utah to play during the Games was very successful. Once they began playing, it was a good vehicle to share the message and history of the Forest Service and public lands because the audiences attended the Games to have fun — the Forest Service and public lands conservation messages were delivered very subtly through music and entertainment.

Olympic Pins

One of the more popular Forest Service Olympic products were the seven Olympic pins produced with SLOC: Caring for the Land, Serving People, Avalanche, Environmental Champions, America's Public Lands, Junior Snow Ranger and Smokey Bear. One Olympic organizer wisely said several years before the Games, "Pins are the currency of the Games." These pins enabled Forest Service employees to break the ice with people and start discussions about the topic of the pins. They were an effective information tool.

World Wide Web

The Forest Service prepared a popular website that hosted over 19,000 visitors and over 33,000 page views during the one year period prior to the Games. An increase of web traffic began in September 2001 with



The Forest Service 2002 Olympic Planning website used current web design trends to convey Forest Service Olympic messages.

the greatest number of hits between the months of December and March, with the peak during the month of February when over 6,000 visitors came to the site. People were actively searching for information about the Olympics, the environment or the Forest Service



The Forest Service 2002 Olympic planning site was recognized by the educational community and was featured on subscription based sites that locate quality educational websites for teachers. It has been featured on the Utah State Governors website and was one of the top Olympic sites on Yahoo!igans, an educational search engine aimed towards children. It was listed on several European Olympic related sites and several American University sites. All accessibility concerns were addressed and guidelines were met.

Forest Service Paralympic Games Poster

The Paralympic poster featured a Paralympic skier and a quote by Eleanor Roosevelt entitled, "Believe in Yourself." The Forest Service gave out 15,000 posters during the Paralympic Winter Games to spectators, athletes, coaches and Paralympic organizers.

Forest Service Olympic Video Vignettes

The 2002 Planning Team created a video that was used to communicate the goals and objectives of the Forest Service's involvement in the Olympics. A local contractor produced the video, which was designed to be fun and informative. In Jan. 2002, the Salt Lake Organizing Committee asked to use a trimmed down version of this video on their Jumbo-Tron at both the Snowbasin and Soldier Hollow Olympic venues. Several times a day during the 17 days of the Games, the 30,000 spectators at each venue were treated to an entertaining look at the Forest Service's involvement and peek at many of the programs the Forest Service helped shepherd along.

Lessons Learned

- For an event of this scope and nature, there needs to be consistent and ongoing guidance and input from the Regional Office and the Washington Office of Communication.
- The Forest Service and America's Public Lands relied on partners who had been to other Olympic Games and observed media operations to help us determine the scope of our media involvement. These experienced partners were simply guessing as to the numbers of journalists that would attend the 2002 Games and what kinds of stories and

information they would be needing. Everything, from how many press kits to create to how many hours to staff media centers, was predicted on these estimates. The America's Public Lands group chose to be conservative in staffing and involvement in media centers, which turned out to be a good strategy. Once the Games began, the coalition was able to scale back operations due to the fewer than anticipated journalists that attended the Games. In another event of this scope, planners would still have to rely on other people's estimates to determine the scope of involvement. The key is to be conservative and not get caught up in the "hype."



P

artnership Development

Build and nurture relationships that leverage existing resources.

Overview

As a requisite strategy, establishing partnerships at the national, regional and local level was key to the successful implementation of the goals and objectives of the 2002 Planning Team. Partnerships were developed in support of every primary strategy. They enhanced the team's capacity in working more effectively and efficiently in venue administration, public safety, in the events, conservation education and in visitor information. The strategy was to build and nurture relationships that leveraged existing resources.

Objectives

- Develop appropriate agreements and grants, which support work program goals and objectives.
- Develop a catalogue of priority projects for partner presentation.
- Enlist participation and support.
- Develop strategic alliances and work collaboratively with internal partnership efforts.
- Provide guidance and support in Conservation Education.

Key Outcomes

- The Legacy Bridge/Wood in Transportation.
- Community Forest Partnerships.
- Round Wood Information Kiosks.
- Conservation Education Programs including but not limited to: Wonderful Outdoor World, The Natural Inquirer, Bill Nye the Science Educational Video, and Junior Snow Ranger.
- The Urban Forestry Programs of the Salt Lake Organizing Committee and the Community Forest Partnership.
- Development of US Ski Team Spokespersons.
- The Ogden Community Partnerships.

Legacy Bridge

A wooden bridge project in Midway, Utah, was a very successful partnership project that linked two communities together, provided safe pedestrian crossing over a major river and celebrated the Olympic venue in their communities. Under the leadership of the 2002 Planning Team, Patti Klein of the Wasatch-Cache National Forest and Julie King of the Uinta National



The Provo River Bridge, between Heber City and Midway City, is a result of strong partnerships.

Forest played a key role in obtaining the seed grant that was leveraged into sizeable donations to complete the project. The grant was provided through the "Wood in Transportation" program, which is administered by the Forest Service in Morgantown, Pennsylvania. This grant was then leveraged into significant donations from Mitsubishi Motors, Tread Lightly, Utah Department of Transportation and others through the efforts of the Wasatch-Cache National Forest's partnership coordinator. Wasatch Country, Utah Department of Parks and Recreation, Euclid Timber framers and others were some of the many partners that contributed to make the bridge a success. The bridge illustrates the use of wood in transportation infrastructure development. A plaque identifying the many partners and linking it to the Olympic Winter Games was incorporated into the design, which resembles a



historical Swiss covered bridge. It is estimated that between 300 and 400 visitors will use the bridge daily throughout the year.

Wonderful Outdoor World UTAH

The 2002 Planning Team, as part of the effort to leave a lasting conservation education legacy in Utah, facilitated the development of WOW (Wonderful Outdoor World) Utah, a public private partnership that introduces urban youth to outdoor recreation and the natural environment through an urban camping program. The Planning Team;

- Identified and invited potential partners to learn about the benefits of the WOW program.
- Facilitated the development of a steering committee to plan and implement the program.
- Assisted in developing partnerships that provided the financial and value in kind support.

As a result of the first year of operation 400 children experienced camping for the first time. During the summer of 2002, 400 additional children will go through the program. WOW is now established as a program of a local nonprofit organization, the Utah Federation for the Youth.

Community Forest Partnerships

Utah Community Forest Partnerships (UCFP) was a unique collaborative effort that maximized the resources of federal, state and nonprofit agencies to provide optimal benefits for local communities and their residents.

With support and assistance from U.S. Senator Robert Bennett, Congress appropriated \$500,000 for treeplanting projects in Utah communities impacted by the 2002 Olympic Winter Games. The funds were distributed through the Forest Services State and Private Forestry's Urban and Community Forestry program to the Utah Department of Natural Resources' Division of Forestry, Fire, and State Lands. The funds were then administered by Tree Utah, a local nonprofit organization, whose mission is improving Utah's quality of life for present and future generations by enhancing the environment through tree planting, stewardship, and education.

Volunteers through the Urban and Community Forestry program provided the fire and spirit that brought public and private partnerships to life. During 2000 and 2001, 5,412 volunteers contributed 23,106 hours of volunteer labor to plant 4,825 trees in 42 Utah communities located in eight counties (Salt Lake, Utah, Weber, Davis, Summit, Wasatch, Cache and Tooele Counties).

For every dollar that UCFP has invested in tree planting projects, local communities have contributed three dollars, thus providing a three-to-one match for funds received. Numerous local individuals, community groups, families and businesses contributed to projects within their neighborhoods and cities.

Round Wood Information Kiosks

The Forest Service provided information and interpretation structures or "kiosk" at two locations. These locations were at or near two important Olympic venues, one at the mouth of Ogden Canyon, a primary gateway to Snowbasin Ski resort, the Downhill and Super-G Olympic Venue on the Wasatch-Cache National Forest, and the other at Soldier Hollow in Wasatch Mountain State Park, the Cross-Country and Biathlon Olympic Venue.

The Kiosks were designed and engineered by a partnership with the Forest Products Laboratory (FPL) in Madison, Wisconsin and built by Forest Dependent Communities in Oregon and Montana. Employees from the Ogden and Heber Districts working alongside with community volunteers from Ogden and the Heber Valley were responsible for the assembly and landscaping. These structures not only provided a valuable service to the Olympic visitors but also demonstrated a wise and sustainable use of forest products from forests throughout the country.

For the 2002 Olympic Winter Games, these information kiosks were built to demonstrate the uses of roundwood structures in components like I-beams and trusses. These kiosks are a part of balancing the improvement of the health of our forests and helping improve the economy of communities that are dependent on natural resources for their livelihood.



The Forest Service and the Salt Lake Organizing Committee

In 1996 a service-wide memorandum of understanding (SMU) was developed with the Salt Lake Organizing Committee (SLOC). Utilizing this agreement as a foundation, the Forest Service 2002 Planning Team established a good working relationship with SLOC focusing on the implementation of SLOC's environmental platform. While this partnership extended to a number of areas within the planning and implementation of the Games, the Forest Service and the Environment Department of SLOC identified several areas of mutual benefit to focus on. These included:

- Urban Forestry
- Conservation/Environmental Education
- Environmental Communications and Outreach
- Venue Compliance

The agency supported SLOC's efforts by assigning natural resource professionals to assist them in defining and implementing its environmental programs.

- Susan Alden Weingardt, was assigned on a fulltime basis (1999-2002) as the principle assistant to SLOC's Director of Environmental Programs. Susan was loaned to SLOC through the Intergovernmental Personnel Act.
- Lisa Perez, was assigned on a half-time basis (1998-2002) to coordinate environmental education projects. SLOC paid 50 percent of Lisa's salary through a Challenge Cost Share Agreement.
- Dave Ream, was assigned on a part-time basis (1998-2001) to plan and implement SLOC's Tree-ecology Program. This work was authorized under the existing SMU.
- Four employees were assigned on a fulltime basis for a period of six weeks during the Olympics and Paralympics as Venue Environmental Compliance Inspectors at the Snowbasin, E Center, Soldier Hollow and Athlete's Village venues.
- One employee was assigned on a fulltime basis for three weeks as a media steward at the Snowbasin Venue.

Environmental Champions

In recognition of the contributions of the Forest Service, SLOC made the agency a 2002 Olympic Environmental Champion. The environmental champions program was a first-ever marketing program designed specifically to support the environmental programs of the Olympic Winter Games. The program goals and objectives of were:

- To provide companies and organizations a mechanism in which they can give direct support to environmental programs of the Games.
- To build the capacity of the environmental programs of the 2002 Olympic Winter Games.

This was the first time a sponsorship program had been developed specifically focused on the environment for the Olympics. It provided the opportunity for SLOC to recognize financial and value in kind contributions for the environment at a much lower level than a typical Olympic Sponsorship while offering some of the same benefits. The USDA Forest Service was the first governmental organization to be named an Environmental Champion. Diane Conrad Gleason, Director of Environmental Programs noted that the Forest Service was the best federal partner SLOC had, providing the most valuable contribution to the environmental program.

The 2002 Olympic Environmental Champion were:

- The USDA Forest Service
- Utah Power
- Anheuser-Busch
- The Environmental Protection Agency
- The Coca Cola Company

This designation granted the Forest Service the rights to utilize the environmental marks of the Games and the Olympic Logo on a case-by-case basis. SLOC recognized the agency in environmental press conferences, on releases, in public service announcements, displays, banners and in the State of the Environment final report of the Olympic Winter Games of 2002.



The Forest Service, through its loaned employees, played a significant role in the planning, implementation and management of the following programs.

SLOC PROGRAMS

Urban Forestry

- To advocate urban forestry practices as an Olympic goal to enhance global quality of life.
- Plant or encourage the planting of 100,000 trees within the state of Utah.
- Encourage the planting of 2,000,000 trees worldwide.
- Provide an information dissemination system for topics related to responsible urban forest stewardship.

SLOC's Urban Forestry Programs:

Plant It Green 2002! Join the Global Tree Race

- An international, internet based program advocating the importance of urban forestry and its link to quality of life.
- Individuals were given the opportunity to plant and register trees in honor of the Olympics.
- The program was announced at a White House Press conference in Oct. 2000, where USDA Deputy Secretary Rominger was one of five key speakers.
- Partners in this program included: the National Alliance for Community Trees, American Forests, the International Society of Arboriculture, Millennium Green, National Arbor Day Foundation, the National Tree Trust, TreeLink.org, the Associated Landscape Contractors of America, and the Forest Service.
- By the close of the Olympic Winter Games, over 14,000,000 trees had been planted worldwide and registered in honor of the Olympics.

CoolSpaces 2002

This program was SLOC's signature urban forestry project addressing the concepts of cool communities. Partners included SLOC, NASA, Utah Department of Natural Resources, and Utah Power. The program

utilized NASA infrared imagery to map out "hot spots" in the greater Salt Lake City area that could be cooled by providing shade from tree plantings. The program goals were:

- Create a heat-island mitigation program with emphasis on urban forestry activities.
- Encourage the business community to become engaged in growing a cooler community.
- Educate the public about urban forestry, other forms of heat island mitigation and sustainable development.

Tree-cology

- Working in partnership with the education community, SLOC donated 1,800 trees to each third grade class in the State of Utah. The program was a hands-on program for the children as they planted the trees themselves. A companion lesson plan was developed for the teachers. The program taught the kids about the environmental benefits of trees in their community as well as personal responsibility in caring for their environment.
- Over a three-year period more than 7,200 trees



The Forest Service was closely involved with many of the tree plantings that took place around the state.



were planted statewide at every elementary school in Utah, creating Olympic groves for use as outdoor classrooms.

Plant an Olympic Family Tree

- Plant an Olympic Family Tree was an urban forest advocacy program, where individuals were encouraged to plant trees at their home or in their community.
- This partnership included TreeUtah, the Utah Nursery and Landscape Association and local nurseries and enabled individuals to purchase fall stock at a 20 percent discount. A clip card identifying the environmental and economic benefits of trees were attached to each tree. These could be removed and mailed to SLOC in return for a Plant an Olympic Family Tree pin.
- To help teachers effectively incorporate Treeology into their classrooms, lesson plans and activities tied to the Utah core curriculum were created and available through the Olympic Education website www.uen.org/2002.
- Over the course of four years, Utah citizens participated in this program planting approximately 40,000 trees.
- Olympics and the fun of science, Bill Nye tackled Games-related environmental issues such as the inversion, recycling and composting, and energy conservation.
- Over 930 copies of the video were sent out to all elementary, secondary and private schools in Utah.
- Over 750 requests for the video have been received and fulfilled from educators in 45 different states and four countries.

Conservation Education

Conservation Education was an important component of the Salt Lake Organizing Committee's environmental Strategy. The Partnership established between SLOC and the Forest Service was vital in meeting the environmental education goals of the committee. The programs were developed and implemented as a result of the strong partnership created between the Forest Service and SLOC.

Bend in the River Urban Tree House

The Bend in the River Urban Treehouse restored a two-acre site along the Jordan River in Salt Lake City to a natural condition. The site is now being used for environmental education and has become a popular with the local community.

"The Salt Lake Watershed and You"

- *Bill Nye the Science Guy*, television host of the daytime, Emmy-award winning, children's science show, wrote, produced and hosted this video for distribution to Utah schools.
- Combining the excitement of the Olympics and the fun of science, Bill Nye tackled Games-related environmental issues such as the inversion, recycling, composting and energy conservation.
- Over 930 copies of the video were sent out to all elementary, secondary and private schools in Utah.
- Over 750 requests for the video have been received and fulfilled from educators in 45 different states and four countries.

Spirit of the Land Awards

- *The Spirit of the Land Award* was created by SLOC's Environmental Advisory committee, the Environmental Education Workgroup, to recognize excellence in Environmental Education. The award ran for three years. In 2000, 35 applications were received. Seven programs, including the Dixie National Forest's Gooseberry Summer Program, were recognized at the 2000 Earth Day ceremony.
- In 2001, 37 applications were received from around the country. Seven programs were recognized at the 2001 Earth day celebration in Salt Lake City.
- The 2002 awards were presented during the 2002 Olympic Winter Games at the Park City Live Site. 108 applications were received from over 16 different countries and 35 U.S. states. Fifteen programs from around the world were honored at a ceremony hosted by Michael T. Weiss and Bill Nye the Science Guy.



The Natural Inquirer

- In collaboration with the Forest Service, SLOCs Environmental program created a winter 2002 Olympic edition of *The Natural Inquirer*, a scientific journal for young minds. The issue of the *Natural Inquirer* explored research articles directly linked to issues the Olympic planners faced preparing for the 2002 Olympic Winter Games.
- Over 90,000 journals were distributed to middle and junior high schools throughout Utah, as well as Forest Service offices around the U.S. The journals were made available at the Visitor's Information Center in downtown Salt Lake City, where several teachers requested classroom sets for their local schools.
- The website, www.naturalinquirer.usda.gov, provides support to teachers and students.
- A 90 second television vignette was created by SLOC Environment to support the journal. The short TV feature focused on Forest Service Research Scientists Barbara Bentz and Jesse Logan. It also used Paralympian mono-skier, Chris Waddell to draw audiences. The video news release received valuable airtime in markets across the United States.

Environmental Outreach, Communication and Special Events

In addition to Urban Forestry, Conservation Education and Venue Compliance the Forest Service through the IPA position worked on developing multiple partnerships for outreach, communication and special events. Some of these include:

Creating Spokespersons - The United States Ski and Snowboard Association

Based upon an existing partnership developed by the Forest Service, the U.S. Ski and Snowboard team continued to be a valuable partner, supporting SLOC's environmental programs. Athletes as role models assisted in reaching out to the public, communicating the critical importance of a healthy environment and its link to the quality of life. Six of the U.S. Ski and Snowboard Team's top athletes donated their time

and energy to communicating the important connection between sport and the environment.

Trees Are Good Outreach Campaign

This campaign was developed to support the many urban forestry programs of the Games. It had one primary goal: To heighten public awareness of Urban Forestry. With the support of the Plant It Green Partners, of which the Forest Service is a member, two public service announcements for television were produced and aired on national television from October 2001 through February 2002. In addition a billboard was placed at a major off-ramp, which read, "Family trees aren't just for tracing, they are for planting."

Lessons Learned

- Support/guidance from Regional Grants and Agreements Specialist was critical.
- Partnerships, internal and external, make or break a program especially where funding is limited and support critical.
- Building the relationship with the Organizing Committee enabled the Forest Service to do their work more effectively. It was key that the partnership began early in the formative stages of the committee itself. The agency became part of the picture early, SLOC had an early understanding of the agency and as it grew it became more natural that the agency was "part of the picture." The Forest Service was the only government agency that SLOC signed a partnership agreement with.
- The Olympics or other high profile projects bring "opportunities" and "opportunity seekers" out of the woodwork. It is imperative that the project mission is clear and that partnerships stay mission driven. This does not mean that other organizations missions are less important, however, the mutual benefit must be clearly identified and assist in meeting overall agency goals and objectives. It can be easy to become side tracked in "interesting ideas" that may not be the most effective or efficient use of organization energy or funds.
- While staying on mission is critical it is also important to identify early on the key players or partners in the overall program and actively build relationships. This



includes actively listening to their perspective, understanding their mission and maintaining an open attitude about how to partner with them in ways that will also benefit their programs.

- A partnership catalogue of priority projects, while a good concept, was never completed for this event. This was due in large part to the timing of that particular goal development in relationship to the final strategic plan and the reassignment of the partnership coordinator. This concept may work better on a unit that has an ongoing presence in a community, ie. the District or the Forest or the Region where long range planning is key.
- Providing the Districts an opportunity to be involved in the Olympic program by giving them budget to help build their partnership capacity was helpful in enlisting support and involvement.



Capital Improvement Projects

Shortly after Salt Lake City won the bid to host the 2002 Olympic Winter Games, members of Utah's congressional delegation asked the Forest Service what would be needed to prepare for existing and potential impacts on the National Forests. At that time, there was a very large backlog of Capital Improvement Projects (CIP) at every ranger district along the Wasatch Front.

The delegation's request resulted in a 2002 Capital Improvement Strategy (CIS) where the Intermountain Region and the Washington Office committed capital improvement funds to the Wasatch Front for facility repairs and improvements. These funds were a reprioritization of already-committed capital improvement dollars.

The essence of the strategy focused on meeting public demands for quality recreation experiences and visitor information — while at the same time protecting sensitive resources, highlighting public safety and managing the health of National Forests.

2002 CIP projects had to meet the following criteria:

- They must be along major travel corridors
- They must be in a deteriorated condition

- They must be highly popular and accessible
- Redesign of existing facilities must optimize capacity, accessibility and protection of adjacent resources
- They must help alleviate crowding and provide site protection and meaningful recreation experiences
- They must provide a positive benefit for dollars spent
- The benefits must be on a statewide, regional or national level
- They must maximize partnerships, outside contributions and private capital

Using current Regional visitation patterns, distance from Olympic venues and anticipated growth centers as guides, two "Zones of Influence" were designed to

prioritize projects. They were:

- Zone A: Snowbasin Ski Resort gateways through the National Forest to the resort.
- Zone B: National Forest System lands roughly within a one hour drive from the Salt Lake International Airport.

In 1997 Soldier Hollow in Wasatch Mountain State Park was chosen as the Olympic



Capital Improvement Project dollars were used to improve developed campsites and trails.

Biathlon venue. Because this park borders the Uinta National Forest, CIP dollars were reprogrammed from the original allocation and sent to the Uinta National Forest.

In addition to the recreation facilities Capital Improvement projects, the Regional Office invested an additional \$400,000 dollars each year to improve and



upgrade trails along the Front. Over 30 heavily used trails and trailheads along the Wasatch-Front were improved and upgraded with this money. Several new trails and trailheads were developed in areas that were suffering from significant overuse.

Olympic Signing

Along with the Capital Improvements in the initial Olympic budget strategy, a need was identified to address Forest Service signing opportunities associated with the 2002 Winter Olympic Games. Early in 1997 the Team developed strategies and recommendations outlining signing needs before, during and after the 2002 Winter Olympic Games. The scope of this initiative included: Identification, entrance, guide or directional and temporary Olympic signs. Beyond the baseline sign inventory, the additional focus was to concentrate on consistency,

image, quality design and key messages. The initiative also focused on the need to coordinate and integrate the signs with other signing efforts with UDOT, SLOC and scenic-byways. In the end, the primary signs surrounding the Snowbasin venue and travel corridors along the Wasatch Front were being replaced and improved.

Without exception, the CIP program was a tremendous success. CIP dollars were spent on facilities that represented a broad scale of recreation interests. Every dollar spent, other than to replace or repair utility systems, included improvements to accessibility. In a significant number of projects, CIP dollars were leveraged with other funding sources to accomplish more than was originally planned.

CIP and Trail Allocations To Forests							
	1997	1998	1999	2000	2001	2002	Totals
Wasatch-Cache	999	1059	1729	909	671	370	5737
Uinta	155	65	695	115	453	0	1483
Trails	400	400	400	400	400	0	2000
Totals	1554	1524	2824	1424	1524	370	9220

* Dollars in Thousands



Budget Summary

When Salt Lake City was awarded the bid for the 2002 Olympic Winter Games, it was apparent that Olympic events were to take place adjacent to Northern Utah National Forest and that Snowbasin would likely be the site for the Olympic Super G and Downhill events. Soon after Salt Lake won the bid, members of Utah's congressional delegation asked the Forest Service what would be needed to prepare for existing and potential impacts on the National Forests. A strategic plan needed to be developed because visitors from around the world would be descending upon Salt Lake City during and after the Olympics looking for opportunities to enjoy the scenic and recreational opportunities of the Intermountain West.

Former Regional Forester, Dale Bosworth gave John Hoagland, the Regional Winter Sports Coordinator, the task of developing and implementing an Olympic strategy. A budget strategy was part of the overall strategy. Given the close alignment of the Olympic Ideal of Sport, Culture and the Environment and the Forest Service mission the Forest Service had the opportunity to:

- 1) Position the Forest Service as a global leader in conservation for the 21st Century,
- 2) Provide leadership in Conservation Education,
- 3) Build partnerships to achieve shared goals with our constituents
- 4) Demonstrate excellence in winter sports administration and to provide outstanding recreation opportunities before, during and after the Olympics.

It was essential to seek new and creative funding sources for these opportunities to be realized. Several proposals were laid out in this strategy to identify estimates of costs to stage and prepare for the games. Each proposals areas of emphasis or "Strategy Components", included:

- 1) Capital Improvements
- 2) Lands
- 3) Community and Rural Development Programs
- 4) Staffing and Management
- 5) Security

- 6) Visitor Information and Interpretation
- 7) Natural Resources Conservation and Education
- 8) Monitoring

Several Objectives were also identified as part of these Strategic Components. They were:

- 1) Identify and pursue Partners, Sponsors and Private Capitol Opportunities and explore methods utilizing other Federal Agency budgets and resources.
- 2) Identify Zones of influence.
- 3) Establish emphasis criteria within the zones of influence to prioritize projects
- 4) Using partnering opportunities, Zones of influence, and emphasis criteria as a priority sorting mechanism, develop a list of projects.

Using current Regional visitation patterns, distances from Olympic venues and anticipated growth centers as guides, two "Zones of Influence" were designed to prioritize projects. They were:

Zone A: Snowbasin Ski Resort gateways through the National Forest to the resort.

Zone B: National Forest System Lands roughly within one hours drive from Salt Lake International Airport.

In 1996 the 2002 Planning Team received \$300,000 to set up its office in the Salt Lake Federal Building. In 1997, after the budget strategy was developed, the Regional Office committed \$726,000 in NFRM dollars each year through the Games to fund a portion of the Teams operations — with the understanding that any additional dollars would need to come from the Washington Office. In 1998, The Washington Office, with encouragement from the U.S. Department of Agriculture, committed an additional \$800,000 per year through the Olympics. Neither of these commitments included moneys allocated to Capital Improvement projects.

Beginning FY1999 the Team received both the Regional and Washington office funding commitments. These dollars allowed the Team to begin to fully implement the Olympic strategic plan. A series of circumstance led the team to only spend a portion of these moneys but the team was able to carry the remainder into FY 2000.



In FY 2001 and 2002 the Team again received the needed support from the Regional and Washington offices. The Team was able to implement the many critical projects necessary in managing efforts to support the Forest Service's role in the Games.

The budgetary road we drove along during the four years leading up the Olympics was a bumpy one. Opinions differed dramatically on how we should spend

limited funds. In this era of diminishing allocations the money spent on the Olympics impacted Forest Service programs locally, regionally and nationally. Through this entire process the Team attempted to spend the money prudently and wisely to provide the greatest value to the Forest Service and public that the Team possible could.

Year	1996	1997	1998	1999	2000	2001	2002
Expenditures	\$282,000	\$875,000	\$786,000	\$1,067,000	\$1,351,000	\$1,166,000	\$1,466,000
Total *							\$6,993,000

- 2002 figure "as requested"

a p p e n d i c e s

A F T E R **A C T I O N** R E P O R T



Forest Service Intergency ICT Organization, Structure & Roles:

<u>Bruce Ungari - SLC VIS</u>	<u>John Logan – Soldier Hollow</u>	<u>Stephanie Gomes - Media</u>
L.J. Western	Brandon Jensen	Larry Lucas
Ken Coleman	John Hoagland	Laura Williams
Steve Torgerson	Andi Bauer	Randy Welsh
Nancy Smith	Bruce Ungari	Diane Banegas
Piper Bambrough	John Hendrix	Dave Olsen
Diane Harley	Chip Sibbernson	Dave Palazzolo
Linda Brennan	Stephanie Gomes	Lynn Young
David Hatch	Julie King	Joanna Ballard
Kelli Green	Pete Karp	John Knorr
Gina Rone	John Logan	Patti Klien
Chip Sibbernson	Steve Torgerson	Linda Feldman
Bruce Ungari		Donna Wilson
Gordon Williams		
<u>Barbara Walker - PC VIS</u>	<u>John Logan - Heber VIS</u>	<u>Stephanie Gomes – Fiddlin' Foresters</u>
Barbara Walker	Mary Steinaker	Lynn Young
	Robbie MacAboy	Jim Maxwell
	Luis Rivera	Jane Leche
		Doug Wagner
		Tom McFarland
<u>Chip Sibbernson - SLOC</u>	<u>Interagency IC Team</u>	Randy Taylor -- Handler
Paul Cowley	Bruce Ungari – VIS Coordinator	
Paul Chase	Stephanie Gomes – Media Branch Chief	
Charlie Condrat	Don Hansen – Host City Visitor Center	
	Lorrie Price – APL Training	
<u>Don Hansen - HCVC</u>	Bob Tonioli – Commo/Dispatch Coord	
Mirjam Behling	Larry Durk – Transportation Coordinator	
Jane Cottrell	Kim Klopfenstien -- Dispatcher	
Alex Botello	Jana Barabochkine --Dispatcher	
Liz Close	Andrea Dailey -- Dispatcher	
Vicki Lawson	Shawn Harwood -- Dispatcher	
Gordon Williams	Gary Ravenberg -- Dispatcher	
Maud Alexander	Diane Harley -- Dispatcher	
Rob Mrowka	Lee Rackham -- Dispatcher	
Melissa Blackwell	Mike Alcorn -- Driver	
Steve Ryberg	Kevin Bourn -- Driver	
Bruce Ungari	Doug Dearden -- Driver	
Rob Cruz	Max Ewing -- Driver	
Gloria McCabe	Jody Farrell -- Driver	
Garry Oye	Kathy Houser -- Driver	
Dave Ream	Sonnett House -- Driver	
Kathy Stacy	Shelly Johnson -- Driver	
Chip Sibbernson	Clair Larsen – Driver	
Ruth Monahan	Bill Lyons – Driver	
John Hoagland	Shelly Paige – Driver	
Lisa Perez	Jan Singleton – Driver	
Don Duff		
Patti Klien		



Forest Service Snowbasin ICT Organization, Structure & Roles:

<u>Leadership</u>	<u>Permit Administration</u>	<u>SLOC Liasion/FS Programs</u>
Tom Tidwell – W-C Forest Supervisor	Scott Layton	Chip Sibbensen
Ruth Monahan – Ogden District Ranger		
John Hoagland – 2002 Planning Director		
<u>Snowbasin Incident Command Team</u>		
Rick Schuler – Incident Commander	Rod Ludvigsen – Ground Unit Leader	Barbara Burgan – APL Coordinator
Fred Houston – Logistics	Daniel Jauergui – Driver	Gordon Williams – APL
Kay Shurtz – Operations	Evelyn Sibbensen – Driver	Rick Vallejos – APL
David Ream – Safety Officer	Steve Blatt – Driver	Marina Reba – Status Recorder
Doug Muir – Plans	Dwight Irwin – Driver	Aaron Alvidrez – Driver
Ken Brown – Communications	Larry Roe – Driver	
Kathy Stacy-- Finance	Beth Ludvigsen – Driver	
Steve Torgerson -- Rover	Lloyd Dotson – Driver	
<u>Bruce Ungari – National Ski Host Coordinator</u>		
Ken Kowynia – National Ski Host	Rand Herzberg – National Ski Host	Mike Chiodini – National Ski Host
Sue Miller – National Ski Host	Stacey Clark – National Ski Host	Andi Bauer – National Ski Host
Mike Liu -- National Ski Host	Melissa Hunter – National Ski Host	Ed Ryberg – National Ski Host
Greg Napper – National Ski Host	Sandy Hogan – National Ski Host	Erik Marten – National Ski Host
<u>Barbara Burgan – Snowbasin APLCoordinator</u>		
Barbara Burgan	Rick Vallejos	Gordon Williams
Stephanie Gomes	Chalea Cox (UP&R)	Robin Watson-Hullinger (UP&R)
Vic Knox (NPS)	Bob Van Belle (NPS)	Valerie Steffner (NPS)
Julie Blanchard (NPS)	Bonnie Crossen (NPS)	Glen Foreman (BLM)
Lola Bird (BLM)	Don Banks (BLM)	Stewart Jacobsen (BLM)
<u>Barbara Burgan Snowbasin Discovery Center Coordinator</u>		
Gordon Williams	Barbara Burgan	Rick Vallejos
Anne Heiskanen	Ruth Monahan	Tony Botello
Evelyn Sibbensen	Chip Sibbensen	Connie McCaughey
Bruce Ungari	John Hoagland	
<u>Tony Botello – Operations Support Lead</u>		
Doug Adams -- Operations Support	Craig Weir – Equipment Operator	Ted Scroggin – Operations Support
Bernie Yokum – Equipment Operator	Max Ferre – Operations Support	Bruce Ungari – Operations Support
Chris Ford – Video Specialist	David Ream – Video Specialist	Jerry Brunner –Paralympics
Mike Van Horn – Paralympics	Brian Betchel -- Paralympics	Ron Vance -- Paralympics



Forest Service Snowbasin ICT Organization, Structure & Roles (continued)

<u>Anne Heiskanen – Local Ski Host Coordinator</u>		
Aaron Alvidrez – Local Ski Host	Marina Reba – Local Ski Host	Dan White – Local Ski Host
Chris Hartman – Local Ski Host	Curt Panter – Local Ski Host	Patty Klien – Local Ski Host
Tom Contreras – Local Ski Host	Barry Burkhardt – Local Ski Host	Wes Stumbo – Local Ski Host
Beth Ludvigsen – Local Ski Host	Randy Welsh – Local Ski Host	Jill McCurdy – Local Ski Host
Steve Ryberg – Local Ski Host	Dean Martens – Local Ski Host	Steve Munson – Local Ski Host
Connie McCaughey – Local Ski Host	Evelyn Sibbersen – Local Ski Host	Henry Lachowski – Local Ski Host
Gene Watson – Local Ski Host	Brian Batchel – Local Host	Steve Shied – Local Ski Host
Jack Vandenberg – Local Ski Host	Steve Brown – Local Ski Host	
<u>Ann Heiskanen – Ski Naturalist Coordinator</u>		
Aaron Alvidrez – Ski Naturalist	Teresa Levitt – Ski Naturalist	Bill Dunning – Ski Naturalist
Dana Lambert – Ski Naturalist	Dennis Collins – Ski Naturalist	Chantel Reynolds – Ski Naturalist
Ray Caldwell – Ski Naturalist	Brian Batchel – Ski Naturalist	Phil Douglas – Ski Naturalist
Barbara Burgan – Ski Naturalist	John Koster – Ski Naturalist	Debbie Koster – Ski Naturalist
Denise Shaw – Ski Naturalist	Diane Evans – Ski Naturalist	Grace Clement – Ski Naturalist
Joe Reynolds – Ski Naturalist	Ray Story – Ski Naturalist	
<u>Lori Price – Union Station Coordinator</u>		
June Wallin – Union Station	Shirley Olsen – Union Station	L. Cole – Union Station
Kathy Dillingham – Union Station	Melissa Makin – Union Station	Joan Phippen – Union Station
<u>Lorrie Price – Ogden Area VIS</u>		
Nancy Norberg	Norma Shupula	Pam Campbell
Lorrie Price	Tom Scott	Marge Leonard
Rita Kennedy	Peggy Bell	
Monty Stokes (Volunteer)	Elgin Moore	
<u>Chip Sibbersen --SLOC</u>		<u>John Hoagland – FS VIPs</u>
Paul Flood – SB Environmental Compliance	Ann Veneman	
Dave Palazzolo – SLOC Media Steward	Dale Bosworth	
	Jack Blackwell	
	Jack Troyer	
	Chris Pyron	



Administrative Activity Review

In April 2002, an administrative activity review was conducted on the 2002 Planning Team. The objective of this review was to evaluate how well the Team complied with administrative procedures, policies, laws and regulations.

- Areas Reviewed
 - Micro-Procurements
 - Contracts and Large Procurements
 - Travel Vouchers
 - Pay & Leave Administration
 - Appropriation Use
 - Grants & Agreements
 - Property Administration/Disposal
 - Non-Monetary Awards
 - Budget
- Commendations
 - Kathy Stacy, Team SSS, was commended for excellent management in all areas of administration.
 - Deanna Calvert, WCNF Accountant, exceptional job in documenting agreement files.
 - The Team demonstrated a strong desire to do a quality job and work within existing laws and regulations.

Pay and Leave Administration

- A 100 percent audit of all of the Team's T&A Reports was completed for the period June 2000 through April 2002. Out of approximately 800 T&A's reviewed only minor problems were noted.

Grants and Agreements

- A total of 17 grants and agreements and agreements were reviewed for proper authority/purpose, content and signing authority. Fiscal agreements files were also reviewed for payments, billings and expenditure documentation.
 - Review of the fiscal agreement files show good documentation of payments, reimbursable billings, advance billings, and expenditures.
 - With one exception, review of fiscal agreement files showed documentation of payments, reimbursable billings, advance billings and

expenditures. The noted exception has subsequently been resolved.

Property Accountability

- A sample review, which included verification of receipt, current custodial controls, transfer/disposal documentation and appropriate use, of personal property accountability was completed.
- The Team did a good job of tracking property from procurement, through the life of the items, and into disposition through transfer or disposal.

Cell Phones

- The review included examination of the team's monitoring of the use of cell phones and charges. The system included a monthly review of each team member's cell phone use to determine which calls were business related and which were personal.
- The Team utilized a letter from the Regional Forester (Oct. 10, 2000), which authorized the limited operation of telecommunication equipment for personal use.

Non-Monetary Awards and Uniforms

- The 2002 Planning Team had a unique charter that was dependent on the establishment and nurturing of complex relationships involving other agencies, businesses, the Salt Lake Organizing Committee, Snowbasin Resort and numerous Forest Service employees. The contribution made by these many organizations and individuals was recognized through the use of non-monetary awards. All awards were tracked and accounted for.

Budget

- The dollars for the 2002 Planning Team are distributed and tracked through the Wasatch Cache National Forest budget shop. As of May 2002, the Forest showed a deficit of approximately \$30,000 in the Teams FY01 accounts. There appears to be a problem in the data with unliquidated obligations once this has been corrected it is projected the deficit will disappear.
- It is projected the Team will not be deficit for FY02.



Travel Vouchers

- A 100 percent audit was conducted for every Team member for the period of June 2000 to April 2002.
- With the exception of two minor errors the Team followed the Federal Travel Regulations.

Micro Purchases and Contracts Under \$100,000

- A credit card and check writing report was established using the Discovery system. A 100 percent audit of 1500 credit card and check writing transactions was completed on all cardholders and check writers that were involved in the procurement of supplies and materials.
- A 100 percent review was also completed on 11 contracts and purchase orders valued between \$2500 and \$100,000.
- The auditors concluded the manner in which the procurements were made was appropriate and within legal constraints.

Kathy Stacy was also commended for the excellent manner in which she documented and tracked purchases she made using her purchase card.

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