If there must be one purpose for why I play let it be that I am given the chance to be part of a concept that is bigger than myself, something that works according to the trust each human element has in the other, an idea that is going after what will make of the whole bigger parts . . .
Official Report of the Games of the XXIIIrd Olympiad
Los Angeles, 1984

Volume 1
Organization and Planning
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Preface

The compilation, design and publication of this "Official Report of the Games of the XXIIIrd Olympiad" has been a labor of love for the small corps of designers, editors, writers and others who worked to produce it. In view of the short time in which it was compiled, written, designed and printed, the "Official Report" is only a mere summary of the organizing, planning and staging done between 1979 and 1984 for the second Olympic Games held in Los Angeles.

Readers looking for interesting anecdotes, colorful stories and wistful recollections will probably be disappointed. We have tried to recreate the story of the LAOOC and the organizing effort in a concise but instructive manner, concentrating on the actions and decisions rather than on the interplay of organizations and personalities. The goal was to summarize the LAOOC's procedures in determining which facilities to use and services to provide, and to describe the actual delivery of those services during the time of the Games.

Our approach was similar to that of an historian or textbook writer, rather than a novelist. Inevitably, individual credit was overshadowed in the historical process of describing what happened and why. This was consistent with the underlying assumption that those who organized the Games did so for the collective good of the event rather than for individual attention and glory. Interested parties will find the names of the LAOOC staff members as at the end of the planning period listed in Chapter 39.

In our quest for details to recount the complexity and enormity of the Olympic Games as an international event, we have made liberal use of photographs, specially-commissioned drawings and waves of statistics and summary tables. Most important among these are the venue architectural drawings and accompanying tables. They present in precise detail the physical elements provided for the operation of each major competition and support site. By reviewing the physical provisions required to stage our Games, future Olympic organizers and other interested parties may be able to better determine the scope of their own endeavors. Because the detailed architectural review extends to all competition venues, organizers of major single-sport events, such as world or regional championships, may also find the data useful.

Attention has also been paid to the organizational structure during the time of the Games. Those interested in the management structure of the LAOOC and its program to control the development process are encouraged to review Chapter 3 in its entirety, those sections of Chapter 30 dealing with the commissioner program and the sections of Chapter 37 dealing with the venue development process. The difficult shift from organization by central departments to a venue-specific structure was made possible by the strong commissioner program and the clear delegation of authority to the commissioners through "Commissioner’s Mandate for the Preparatory Phase" and "Commissioner’s Authority Memorandum."

Each chapter of the "Official Report" reviews the work of the central departments and their functions. To create this report, raw data was gathered from each department, more than 20,000 pages of internal action reports were reviewed and finally the material was condensed into the final manuscript. Our staff of editors and writers worked diligently to produce the manuscript in a remarkably short four months. Drawings, photography and special art were produced and selected over the same period. Design and printing took roughly seven months. We hope the result will be judged worthy of the Games that preceded it.

We owe thanks to many people who gave their time long after their responsibilities to the Organizing Committee had ended. Those who have contributed most directly are listed on the staff page at the back of both volumes. But the greatest thanks must be given to those who came to compete and, most of all, to those who came to work in support of the Games of the XXIIIrd Olympiad. Again, we must recognize the unfailing support of the people of Southern California, who willingly gave of themselves to volunteer for thousands of positions which helped to make the Games successful.

We have written of the agony of the organizational process and the rejoicing in the success of the final product. Our report recounts an extraordinary period of achievement and intensity culminated by the great quadrennial festival of sport which is the Olympic Games. The organizing effort was difficult but manageable, required both tenacity and vision and was, in the end, frugal, but hardly "spartan." In the following pages, you will find our story.

Richard B. Perelman
Editor-in-Chief
Los Angeles, California
June 1985
Reflections

There was so much that was so good. None of us who organized the Games of the XXIIIrd Olympiad can forget the moments of power and wonder compacted into those 16 days of ceremonies and competition that went by so swiftly. The brilliance of the athletes combined with a great outpouring of support from tens of thousands of volunteers and paid staff who came from all over the city of Los Angeles, the state of California, across the USA and even from foreign nations to assist in a great undertaking, made the Games a greater success than anybody could have imagined.

Who did not feel a shiver of excitement when the trumpeters began the fanfare to signal the beginning of Opening Ceremonies? Who didn't share the smile of the effervescent Mary Lou Retton as she jumped, tumbled and vaulted her way through the individual all-around competition? How many felt the pain of Gabriela Andersen-Schiess when the marathon race?

All of this and much more was the fruition of an idea spawned by a small group of dreamers who began to imagine the return of the Games to Los Angeles back in 1939. Then, the memory of the Games of the Xth Olympiad in 1932 was fresh, as was the astonishing news that in the middle of a worldwide depression, the Games had been concluded with a surplus of more than $1 million. But it was 52 years between Olympic Games in Los Angeles and the dreamers suffered many disappointments before an agreement to again host the Games was signed in the Roosevelt Room of the White House on 20 October 1978. The task undertaken then was almost as unbelievable as an Olympic Games with a financial surplus in the middle of the Depression; the Games of the XXIIIrd Olympiad would be organized entirely by a private corporation, separate and apart from local or federal government.

The skeptics were many and they would have laughed had they been present when, on the first day of the lease, the LAOOC's office was closed and locked because the Organizing Committee had no credit rating. Yet six months from that date, a $325 million agreement for U.S. television rights was signed with the American Broadcasting Companies (ABC), ensuring a firm financial base for the Games and a windfall for the Olympic Family which realized more than $33 million from that agreement alone. The small group called the LAOOC began to grow slowly and as it did, preparations for the Games progressed. The triumphs and failures of past organizers were examined and it was clear that most had operating surpluses which turned into deficits because of overwhelming construction costs. So the LAOOC set out to contract for the use of existing sports arenas and stadiums all across Southern California. Already rich in sports facilities, the Los Angeles area proved capable of providing suitable venues for the Games' 21 competition sports and two demonstration sports. Two stadiums were available to seat 90,000 or more spectators. Five major sports halls—two in Los Angeles and one each in Arvaheld, Inglewood and Long Beach—joined the LAOOC to stage a special Olympic event. One by one, homes were bought in which the competitions could be carried out.

Funding for the Games also required new thinking. The primary sources of revenue—government funding and lotteries—were either unavailable or, in the case of the lottery, illegal in the state of California. Commemorative coin programs had provided large sums to prior organizers, but the possibilities of introducing a successful program appeared remote in a country that had not minted a commemorative coin since 1954. Thus, the previously trivial revenue sources of television rights, ticket sales, sponsorships and supplierships had to be investigated. The success of the agreement with ABC paved the way for increased television revenue far beyond the projections of most observers; development of the sponsorship program was not far behind.

Rather than allow a wide variety of sponsors, suppliers and licensees with the attendant confusion and over-commercialization, the LAOOC strictly limited the number of corporations and firms which were granted "official" sponsor or supplier status. Sponsors were required to make much larger contributions to the Games—in money and material—than in previous years and, in return, their exclusivity and prestige in association with the Olympic movement was guaranteed. Although 50 sponsors had been planned for, the actual number totaled just 29. The total number of sponsors, suppliers and licensees combined had exceeded 150 at both Montreal and Moscow, with more than 300 at Lake Placid for the Olympic Winter Games in 1980. The LAOOC had less than one hundred.

The planning period in 1981 and 1982 was difficult. With little contact between the LAOOC and its predecessors for the Games of the XXIIIrd Olympiad, the organizers were on their own. Staff was added to do concentrated work in a specific area, then asked to perform completely unrelated tasks in another area because additional development was needed. This flexibility in assignment proved to be a hallmark of the LAOOC's management strategy over the next two years.

The most memorable feature of the planning period was the completion of major tasks. The first world-class velodrome in the western United States was completed on time and under budget in 1982, as a gift of one of the sponsors who wanted to leave a lasting legacy to the Southern California area. The swimming pool at the University of Southern California was another sponsor gift. It, too, became part of the legacy of facilities left to Los Angeles by those who wanted the Games to be more than a two-week sporting event. Each facility was conceived and constructed for permanent use. The velodrome is used for training by cyclists from all over the country and competitive cycling is being introduced to an entire generation of Los Angeles residents. The swimming facility, while not an architectural monument, is an excellent outdoor facility which can be used year-round, thanks to the temperate Southern California climate.

As the construction projects were completed for those few facilities for which existing arenas or stadiums were not available, the planning progressed to the testing stage. The LAOOC assumed that volunteers would be effective in the management and operation of the Games, but this was not a certainty. The LAOOC further assumed that the temporary nature of many of the support facilities would not detract from the dignity and stature of the Games, but few were really sure. The Games needed a shakedown; an opportunity to check the reality of the planning which had transpired so far.

The first trial came at the January 1983 meeting of the IOC Executive Board and the NOCs, at which representatives of 141 nations gathered to discuss the Games and see what the LAOOC had planned. Volunteer drivers, hosts and hostesses performed admirably and experimental design concepts were well received; the meeting was a success. The next step was to test sports events. Perhaps the most over-managed sporting event in history began on 7 May 1983. The III FINA World Water Polo Cup was held at Pepperdine University before some modest audiences and almost all of the LAOOC's department managers, each of whom had hands-on roles in areas they would manage 18 months later. Senior managers planned months for an operation that would cover a one week period. Although the LAOOC discovered how much there was to learn, the competition went relatively smoothly and the volunteers worked well; another success.
Imbued with confidence from the water polo event, LAOOC next tested new facilities that had been built specifically for the Games. The 1983 events in Los Angeles, swimming, diving and synchronized swimming were both exhilarating and frustrating. Exhilaration came from the flawless performance of the physical facilities and a world record in the 800-meter freestyle by Soviet Olympic champion Vladimir Salnikov on the first day of swimming competition. Frustration came from the lessons which were learned through hard experience: underestimation concessions on some days, problems with parking on other days and equipment and supplies that didn’t always arrive as planned. LAOOC staff members learned while they worked. All through these events, however, the volunteers proved their worth again and again and began to assume management roles at some of the events.

With the experience already gained and a growing desire to test new ideas, the LAOOC planned a 1983 event in gymnastics—the most complex of the sports to be staged at indoor arenas. The vibrant Look which had developed slowly through the cycling and swimming events blossomed inside Pauley Pavilion in an explosion of color which lent a festive atmosphere to the competitions. Two more events were held and by the end of the year, the organizers were sufficiently confident that their major assumptions were correct and that the final stage of planning could proceed. Since the next six months were spent in the revision and finalization of detailed plans for each site, the time passed quickly. After the Olympic Winter Games in February 1984, at Lake Placid, New York, the planning was complete and the preparations to open the Olympic Games had begun 52 years earlier. Print journalists poured into Los Angeles and found a home at the Main Press Center, a huge complex which spanned across an entire city block. Those who wore LAOOC’s staff uniforms looked at each other with considerable amazement: the time had actually come!

The pace quickened daily in the Olympic city and people turned out by the thousands to sign up for Games positions from management to food service worker. Each had his or her own reason to want to play a part in history, but each recognized the special nature of the event: it happened in their city only once in the lives of their grandparents and parents; it might not happen in Los Angeles again, ever. It was a chance to be part of something that was bigger than themselves, bigger than the athletes and venues and villages put together and more than all the words that were written about the Games. It was going to be special and they wanted to make it that way.

The theme changed from playing a part in history to making history. The visible signs of the Games increased and with it the excitement within the city. The colors of flags and banners that decorated the streets of Los Angeles and many surrounding communities were Olympic. No one had to say so; no symbols were needed on the decorations to signify the importance of what they represented. The vibrancy of the colors flying freely in the breeze epitomized the strength and vigor with which the host city had prepared itself for the visitors from foreign lands. Welcome! Everyone was smiling on 14 July when the villages at UCLA, USC and UQ Santa Barbara opened. The first athlete to register at the UCLA Village was Zou Zhenxuan, a triple jumper from the People’s Republic of China. His presence marked a return to the city where Chinese participation in the Olympic Games had begun 52 years earlier. Print journalists poured into Los Angeles and found a home at the Main Press Center, a huge complex which spanned across an entire city block. Those who wore LAOOC’s staff uniforms looked at each other with considerable amazement: the time had actually come!

The pace was frantic at all of the sites as the preparations concluded and the competition management began. Final training was underway and the Open- ing Ceremonies loomed just ahead. It was a bright, warm day on 28 July 1984. The anticipation and excitement was almost unbearable. For Los Angeles, it was a day unlike any other before it. For the spectators, it was an opportunity to attend the hottest show in town—even though it hadn’t opened yet and was for one performance only. For the athletes, it was their moment to shine—they were all winners on this day. For the organizers, it was the realization of a dream which few had believed just five years before and which now seemed impossible ready to come true. Then, it began. The chill of emotion still overtakes those who remember the church bell which signaled the start, the Rocket Man who welcomed the world from the skies and the beginning of the “Fantasy Olympique.” In a wonderfully stunning moment, 88,000 spectators welcomed the athletes, guests and officials of 140 nations with a card stunt that transformed the Coliseum into a collage of national flags united under the Olympic rings. Welcome to the athletes! Welcome to our city! Welcome to America! So much happened and so little can be described in words. How many cheered themselves hoarse as the athletes marched into the stadium, from Greece and China and Romania and from the United States? How many gasped in disbelief as Rafer Johnson climbed a staircase that escalated with him to light the Olympic flame? Who was not moved to tears when Vicki McClure and 11,000 athletes, performers and spectators held hands, swayed and sang “Reach Out and Touch.”

For the thousands of athletes, officials and spectators—joined by 2.5 billion television viewers around the world—the Games could not have opened more brilliantly. Then, the competitions began. Basketball, boxing, cycling, equestrian and eight more sports began on 29 July and continued non-stop through the gathering darkness on the 12th of August when a weary Carlos Lopes crossed the finish line of the men’s marathon in an Olympic record 2:09:21. There is so much we want to remember.

The grace and power of Romania’s Ecaterina Szabo. The powerful exhilaration of the USA’s Jeffrey Blatnick, who overcame Hodgkins disease, then burst into tears after winning a gold medal in Greco-Roman wrestling. The victory of shooter Xu Haifeng, whose gold medal in the free pistol competition was China’s first-ever Olympic medal and the first medal awarded at the Games. The glowing smile of FRG high jumper Unrike Meyfarth, who won a gold medal in the same event a dozen years before in Munich as a girl of 16 and repeated her victory as a woman in Los Angeles at the age of 28.
Reflections

Who can forget the brilliance of Carl Lewis, who stormed to four gold medals like his predecessor, Jesse Owens, some 48 years earlier? Or the grace of diver Greg Louganis off both the springboard and platform? Or the emotional victory of marathoner Joan Benoit, who overcame not only her competition, but the many who said women could not or should not compete in the event.

For the LAOOC, it was a time of tension. The planning was over and although the Games ran smoothly, day after day, it was the waiting that was difficult. What might go wrong? What else can be done to make things better? As it turned out, the efforts were more than good enough.

People wanted to be part of the event. Even if they had no tickets, they came for an afternoon of sun and pin-trading in Exposition Park. Those who wore the colorful uniforms of the LAOOC, by and large, were volunteers taking vacations or just quitting their jobs to work tirelessly to stage the Games. The competition took place over an area of thousands of square miles—in small high schools used for training sites and in giant stadiums like the Rose Bowl, where more than 100,000 people gathered to watch France and Brazil duel for the football gold medal.

There was an intensity, a strength of will, an esprit de corps, which ensured the successful outcome of the Games.

It was a dream and, like all dreams, it had to end. The Games drew to a close with Lopes and his fellow competitors. The Closing Ceremonies flickered brilliantly, then concluded, as did the Olympic flame. On the morning after, construction crews began dismantling the physical elements of the Games to return Los Angeles to its pre-Games appearance. Soon gone were the athletes, the banners, the massive magenta gateways and the light traffic. The Olympic holiday was over.

But the dreamers had their day, and, best of all, they were able to share it with so many of us. We laughed and cried and screamed for our favorites for more than two weeks and never felt sorry. We were part of something so much bigger than ourselves and were so much better for it. We played our part in history. The dreamers, the organizers, Los Angeles, the United States and 146 nations proved the relevance of the Olympic movement in today’s world and validated the difficult work of the International Olympic Committee, the International Federations and the National Olympic Committees.

Good luck to our brothers in Seoul and Calgary, where the next Games will be staged. Good luck to the IOC and its partners in the Olympic movement. Congratulations to the athletes who came, the staff who endured and the volunteers who gave so joyously of themselves to make so many proud of Los Angeles. Only a few can understand the true depth of your gift to a city, a country and a movement which means so much to our troubled world today.

Thanks.

Pam Griffin
Peter Ueberroth
Henry L. Wilson
Prior to 1984, only two cities had ever hosted the Olympic Games twice—Paris in 1904 and 1924 and London in 1908 and 1948. Los Angeles thus became the third city to enjoy this honor. That the Games returned to Los Angeles was not an accident nor was it the result of a sudden inspiration on the part of civic and sports leaders in Los Angeles. Instead, the return of the Games was the result of a half century of planning, hard work and continuous effort by a large number of determined individuals and organizations in the city. Civic, business, labor and sports leaders all contributed to the return of the Games to Los Angeles in 1984.

2.01 Impact of the Games of the Xth Olympiad

The most amazing fact about the 1932 Olympic Games was that they were extremely successful despite the worldwide economic depression. Thirty-seven nations sent a total of 1,408 athletes to compete in the Games. The competitors competed in 135 events in 14 sports, two demonstration sports and cultural and arts competitions at nine different venues. A total of 1,247,580 spectators bought $1,246,580 worth of tickets, which ensured that the Games would raise enough money to pay back the state of California for the one million dollar bond issue approved in 1928 to finance the Games. The Games of the Xth Olympiad continue to be remembered for its innovations. The Organizing Committee of the Xth Olympiad (known as the XOC) constructed the first Olympic village in Baldwin Hills at a cost of $500,000. The women had their own village nearby in the Chapman Park Hotel. The Organizing Committee also introduced simplified entry forms and instantaneous transmission of results over telex lines to radio stations and newswire services.

The economic impact of the Games of the Xth Olympiad was considerable, particularly in light of the economic problems of the era. With the monies raised through the sale of tickets and the salvage of the Olympic village and sale of its bungalows, the XOC retired the California State Bond and distributed the remaining surplus to the city and county of Los Angeles. The Games resulted in a tremendous rise in prestige for the city of Los Angeles as the city successfully hosted its first major international activity. The city did acquire a number of international-quality sports facilities, including the refurbished Coliseum, the Los Angeles Swim Stadium, Long Beach Marine Stadium and a renovated Olympic Auditorium. The Games of the Xth Olympiad most importantly, inspired many youngsters to become involved in sports competition and large numbers later competed in the Olympic Games themselves. Finally, the Games of the Xth Olympiad inspired many business, civic and sports leaders to dream of bringing the Olympic Games back to Los Angeles. Thus 1932 was both a beginning and an end of an era, one upon which Angelenos built their Olympic dreams and plans.

2.02 Formation of the Southern California Committee for the Olympic Games

With the dissolution of the XOC in 1933, a six year period passed before Angelenos seriously thought about bringing the Olympic Games back to Los Angeles. Then in 1939, Angelenos created a new organization, the Southern California Committee for the Olympic Games (SCCOG). In the following decades, the leaders of the SCCOG continually campaigned for a return of the Olympic Games to Los Angeles. Despite a long series of setbacks, the SCCOG leadership maintained its ardor and eventually achieved the original goal of hosting a second Olympic Games in Los Angeles. The original proposal to organize a group to bid for the Olympic Games in Los Angeles a second time was the indirect result of correspondence dispatched by Avery Brundage, at the time president of the American Olympic Association and a member of the IOC. In his letter, which he wrote 20 November 1938, Brundage suggested that the Southern Pacific Association of the Amateur Athletic Union might be of assistance to the Olympic movement. In the final paragraph, he recommended the formation of a Southern California Committee for the Olympic Games. The initial organizational meeting was held late in 1939. As incorporated, the SCCOG had three purposes—to sponsor athletic events in Los Angeles area in order to raise funds for amateur athletics; to contribute to the United States Olympic Fund; and to maintain contacts with the IOC for the purpose of soliciting the IOC’s approval of holding the Olympic Games in Los Angeles again.

<sup>1 Opening Ceremonies of the 1932 Olympic Games were held in the newly built Los Angeles Memorial Coliseum.</sup>
In September 1939, this new committee wired Avery Brundage and proposed that Los Angeles be considered as the site for the 1940 Games. Following the cancellation of the 1940 Olympic Games by the IOC, the SCCOG turned its attention to promoting sports events and raising funds for its campaign to return the Games to Los Angeles. The SCCOG staged the highly successful Los Angeles Coliseum Relays in track and field from 1940–1968, which included the Compton Relays from 1969–1972. At its peak, the meet drew 61,762 spectators and helped maintain local interest in a major Olympic sport.

2.03 Candidature as the United States City to bid for the Games in the 1940s

The Southern California Committee for the Olympic Games continued to work to bring the Olympic Games back to Los Angeles throughout the late 1940s, the 1950s and the 1960s. In 1947, the SCCOG organized a delegation led by Mayor Fletcher Bowron as chief spokesperson. This group traveled to Stockholm for the 1947 IOC Session and presented a proposal to host the 1952 Games. However, the IOC awarded the 1952 Games to Helsinki. The SCCOG sent a delegation to London for the 1948 Olympic Games and campaigned hard for the right to organize the 1956 Olympic Games, but the IOC chose Melbourne. Since several U.S. cities had bid for the 1956 Games, the United States Olympic Committee (USOC) passed legislation which established a screening process and gave the USOC the right to designate one city to make the final bid attempt. For the next four Olympiads, the USOC chose Detroit over Los Angeles and other cities as the official U.S. representative. Yet these bids by the Southern California Committee for the Olympic Games campaign were not totally in vain, for they kept alive the idea of bringing the Olympic Games back to Los Angeles. The constant bids allowed proponents of the Games in Los Angeles to continually update plans and budgets in case the USOC and the IOC accepted a proposal from the SCCOG. Internationally, these efforts did not go unrecognized. The IOC awarded the distinguished Olympic Cup Award to the SCCOG in 1965, in recognition of its contributions to Olympism.

While active in pursuing the Olympic Games, the SCCOG also worked to bring the Olympic Winter Games to California. The SCCOG helped to organize the California Olympic Commission, which successfully sought and acquired the 1960 Olympic Winter Games for Squaw Valley.

2.04 Bid for the Games of the XIXth Olympiad

In late 1967, Los Angeles Mayor Sam Yorty asked noted industrialist (and yachtman) John Kilroy to chair a committee which would bid for the 1976 Olympic Games. The mayor’s committee promptly began the most serious attempt yet to win the Games for Los Angeles. Known as the Los Angeles 1976 Olympic Committee (LA76), the group had a mixed public-private composition.

One important contribution of the 1970 bid was that it introduced two novel ideas to the international sports community. The proponents of the Los Angeles bid floated the idea of private financing for the Games. While relying on public funds in the official proposal, Kilroy was willing to resort to private funding if government monies proved to be unavailable. This idea represented a revolutionary departure from traditional Olympic practice, whereby government subsidies formed most, and sometimes all, of the funding for both Games preparations and operations.

Negotiations by the LA76 Committee also led to the establishment of an IOC television policy for the first time. The ability of local sports organizers to sign a three million dollar television contract for the Rose Bowl American football game on New Year’s Day convinced committee members that a contract well in excess of ten million dollars was realistic.

In addition to its forecast of greater television revenues, the LA76 Committee built its carefully budgeted proposal around the concept of using television revenues to finance the Games—a rather radical approach at that time. The LA76 Committee also forecast a profit of 12 million dollars. For the first time, Los Angeles was able to defeat Detroit in balloting by the USOC to select the U.S. representative. At the USOC meeting at Chicago, San Francisco actually turned out to be the closest domestic competitor, as Detroit lost its iron grip on the USOC nomination.

A large group of individuals headed by Kilroy and Mayor Yorty visited Dubrovnic, Yugoslavia, in October 1969 to make the official presentation. Surveys at the time indicated that Los Angeles was the probable, even inevitable, winner. Other cities bidding for the Games included Montreal and Moscow.

In the voting, however, Los Angeles was eliminated on the first ballot. The results of the second ballot awarded the Games to Montreal, although Moscow had received the most votes on the first ballot. While the Los Angeles delegation was very disappointed, the efforts of the LA76 Committee did contribute to keeping alive another Olympic Games alive in Los Angeles. Valuable work had been done, both in developing a proposal and in soliciting international support.

2.05 Bid for the Games of the XXIIIrd Olympiad

The importance of the 1974 bid lay in the fact that it kept the Los Angeles option before the IOC. The LA76 Committee had demonstrated that Los Angeles continued to be interested in hosting the Games. Attorney John Argue stepped forward in 1972 to become president of the SCCOG and along with the new mayor of Los Angeles, Tom Bradley, organized a new attempt to win the Games. When the United States Olympic Committee (USOC) sent its routine letter to many U.S. mayors asking them if their city would be interested in hosting the Games, only Los Angeles responded favorably. Argue and Mayor Bradley traveled to Vienna in 1974 with a delegation of Los Angeles political and business leaders to again present a proposal to the IOC at its annual session. However, the IOC passed over Los Angeles in favor of Moscow. Argue was not deterred, for he believed that a strong bid attempt in 1974 would strengthen the SCCOG’s bid for the 1984 Olympic Games even if Los Angeles did not win the rights to host the 1980 Olympic Games. The final vote was extremely close, despite the fact that the IOC had never assigned consecutive Olympic Games to the North American continent.

The failure to win approval in 1974 ended an intermittent period of Olympic history for Los Angeles. Leaders from Los Angeles had not only hosted but also had aggressively pursued the Games and had spent time and energy on their crusade. They believed that they were closer to their goal than ever before and redoubled their efforts. Their bid attempt in 1978 might have been routine, except for some major changes in the environment which radically altered several factors in the Olympic bidding formula.

2.06 Bid for the Games of the XXIVth Olympiad

Success once again crowned the efforts of Los Angeles in this third period, but not before a great number of major and potentially far-reaching changes had been made by both the leaders of Los Angeles and the IOC. The bid for the 1984 Games was a complicated affair, with many different groups and factions contending for influence in determining the exact nature and financial responsibilities of the 1984 Games. The taxpayers and voters of Los Angeles expressed a great interest in the Games and their input helped Olympic organizers focus on a new, previously untried direction. The IOC, under great pressure, agreed to take on the risks of organizing the Olympic Games in an entirely new fashion.

The core of the Los Angeles proposals always had been to use existing sports facilities in order to minimize capital construction costs. This idea remained the central point in the 1978 Los Angeles bid. Given the runaway costs which plagued the organizing committee in Montreal, this position became even more important as it became clear that those cities which needed to build extensive new sports facilities could not hope to balance their budgets without extensive governmental funding. Taxpayer resistance to increased governmental expenditures at every level—local, state and national—reinforced this position.

The basic Los Angeles Olympic proposal had developed over a number of years. It had slowly come to include the idea that the Olympic Games should not cost the taxpayers any money. Voters wanted absolute, binding legal safeguards which would ensure that they and their children would not be taxed to hold the Games. In 1970, such an idea may have been too revolutionary, but by 1978, following the fiscal problems of Montreal, the idea could no longer be easily dismissed. The bid for the 1984 Olympic Games began as a joint civic-private endeavor, as had been the case with the previous bids. The political structure of Los Angeles city government dictated that any city endeavor would involve strong City Council and City Administrative Officer (CAO) backing. This meant that the Council exercised a very important role in the outcome of the Olympic bid. The IOC Charter required that a contract to host the Games be signed with a city government, so Council support was crucial to the bid process.

On 24 October 1975, the Los Angeles City Council moved that the City Administrative Officer (CAO) be instructed to update the 1980 Olympic Games cost-revenue study in anticipation that Los Angeles would seek the 1984 Olympic Games. The LA74 Olympic bid campaign for the 1984 Games officially started on 14 April 1977. On that date, John Argue, President of the SCCOG, sent a letter to Mayor Bradley requesting his support of the SCCOG application to the IOC to host the 1984 Games in Los Angeles. Argue’s letter advocated that a “spartan” Olympic Games be staged. While the early emphasis of Olympic supporters was on the term “spartan,” it required time and the emergence
of other interest groups to define "spartan" as a no-cost-to-taxpayers approach. Bradley relayed Argue's letter to the City Council along with an additional note of his own personal support. In his note, Bradley stressed that he hoped that a way could be found for the Olympic Games to pay for themselves. On 2 May 1977, the City Administrative Office released the long-awaited cost-revenue study in response to the City Council request. The report pointed out the various difficulties which potentially threatened to plague an Olympic Games in Los Angeles. The CAO, after a series of meetings with the Montreal Olympic Organizing Committee, estimated that Los Angeles would face a deficit of between $200.5 and $336.5 million should the city attempt to organize the Games. The CAO assumed that no federal or state subsidies, lottery funds or funds from the sale of commemorative coins would be forthcoming. The report pointed out the various difficulties which potentially threatened to plague an Olympic Games in Los Angeles. The CAO, after a series of meetings with the Montreal Olympic Organizing Committee, estimated that Los Angeles would face a deficit of between $200.5 and $336.5 million should the city attempt to organize the Games. The CAO assumed that no federal or state subsidies, lottery funds or funds from the sale of commemorative coins would be forthcoming. The CAO's figures differed substantially from the budget which the SCCOG had presented and which had forecast a surplus of $750,000.

Nevertheless, on 6 May 1977, two committees of the City Council, heard an official Olympic proposal by the SCCOG, and testimony from city officials including Anton Calleia, chief administrative assistant to the mayor. Both committees recommended that the Council authorize the mayor to pursue the Olympic bid. On 12 May 1977 the Council voted 12-2 to accept these recommendations. Mayor Bradley formally petitioned the USOC on May 18 to designate Los Angeles as the U.S. candidate city for the 1984 Olympic Games. This procedure had become more complicated since 1974. The rejection by voters in Colorado of the U.S. candidate city for the 1984 Olympic Games had been an embarrassment to the USOC, since the IOC had already voted to award the Games to Denver. The resultant loss of prestige by the USOC in the international sports community led the USOC to tighten its application requirements for host cities. As a result, the USOC now wanted firm proof that the residents in any area of the United States that was bidding to host the Games actually favored holding the Olympic Games in their area.

Mayor Bradley received the USOC request in a letter, and promptly recommended on 31 May 1977 that a public opinion poll be conducted by an independent public opinion survey firm. While the USOC would have preferred a referendum, it was decided that a poll would be just as accurate and much more cost-effective from the taxpayers' point of view. At the time, six U.S. cities had indicated to the USOC that they were interested in holding the Olympic Games: Atlanta, Boston, Chicago, New Orleans and New York as well as Los Angeles. New York City was the only candidate to ultimately mount a serious challenge to Los Angeles. The answer which the USOC expected about public opinion in Los Angeles was soon forthcoming. The Fast Research Corporation (FRC) conducted its survey 2-10 August and polled 1200 city and county adult residents (18 or older).

Field designed the questionnaire to simulate a referendum on the Olympic Games issue. Interviewers first asked respondents whether they had read, heard or seen anything recently on Los Angeles and the 1984 Olympic Games, and that the purpose of the survey was to determine whether people in Los Angeles favored or opposed hosting the Games. Respondents then answered a question on whether they favored or opposed holding the Games. In order to ensure that the survey respondents would have equal opportunities to be informed about the issue, a set of arguments for and against the city's sponsorship of the Games was prepared from available sources, including newspaper accounts and city materials.

Interviewers handed the respondents these arguments on a printed card and asked the recipient to read the arguments. In order to control for sequence bias, the FRC rotated the order of presentation for the pro and con arguments. After exposure to both arguments, respondents again were asked the same favor or oppose question. The intention was to discover to what extent, and in what direction, opinion had shifted.

Following this question, interviewers asked a number of short questions in order to determine why a respondent opposed or favored the Games. A series of questions on financial options for the Games followed and the session ended with questions which focused on whether or not the respondent would attend any of the events. The FRC survey released on 31 August 1977, indicated that 70 percent of the 1,200 people surveyed in Los Angeles supported the bid for the 1984 Olympic Games, however, only 35 percent were supportive if city or county tax funds would be required. The results also indicated that 44.6 percent favored the Games if state tax funds were used and 69.5 percent favored them if federal funds were needed. Without considering the financial issues, 30.4 percent of the respondents were very strongly in favor of the Games. 19.4 percent were strongly in favor and 20.2 percent were moderately in favor for a total of 70 percent. The poll reinforced the opinion that no public funds should be used to finance the Games.

2 On 25 September 1977, the “Los Angeles Times” reports the USOC’s choice for the 1984 Olympic bid.
3 After returning from the USOC’s home in Colorado Springs, Colorado, with news of the Olympic bid, members of the Southern California Committee for the Olympic Games (SCCOG) celebrate at the Los Angeles International Airport. They are (from left) Anton Calleia, John Argue, Robert Selleck, Larry Houston, Dr. Ernest Vandekamp, Kenneth Hahn, Ramona Hahn, John Ferraro, Peggy Stevenson, James Hardy, Hermita Hardy and Michael Portanova.
4 A record $225 million television rights agreement is signed by ABC representatives (from left) Charles Stanford and John Ferraro, ABC President Peter V. Ueberroth, then President of the IOC Lord Killanin and ABC Director Monique Berhens in Nagoya, Japan, 26 September 1979.
5 Members of the USOC, LAOOC and Los Angeles city officials met with IOC officials in June 1979 and included (from left) F. Don Miller, Robert Kane, Los Angeles Mayor Tom Bradley, then IOC President Lord Killanin, John Argue, Anton Calleia and John Ferraro.

Award of the Games of the XXIIIrd Olympiad
The USOC sent a nine-member delegation to Los Angeles to inspect the proposed Olympic facilities in mid-September. It toured the various proposed Olympic venues, concentrating on the proposed Olympic village sites at USC and UCLA. The tour convinced the USOC delegation that the two Olympic village options indeed were a viable concept. Los Angeles won official USOC approval at Colorado Springs on 25 September 1977 by a vote of 55–39. Atlanta, Chicago, Boston and New Orleans had dropped out of the bidding following their initial expressions of interest in June 1977, leaving New York as Los Angeles’ only rival. The Los Angeles delegation stressed the need for a “spartan” Olympic Games conducted on a financially-sound basis. In the end, Los Angeles became the official U.S. candidate city for the third straight time.

The SCCOG had focused its resources on gaining the approval of the U.S. Congress and the California State Legislature. Federal support was forthcoming through House Concurrent Resolution 368, which unanimously passed the House of Representatives on 6 October 1977 and the Senate on 7 October 1977. In California, an amendment to an existing bill was introduced which exempted the Olympic bidding procedures from the environmental impact reports required by the California Environmental Quality Act. The original bill failed, but the amendment was passed by a vote of 75–0 in the Assembly and 33–0 in the State Senate. It became law on 16 September 1977. Also introduced was Senate Concurrent Resolution 48, a resolution in support of the Games in Los Angeles. Introduced 21 June 1977, the Assembly adopted it the next day as did the State Senate. While the state of California remained hesitant about committing funds, it did provide the necessary political support at a time when positive signs of support were necessary to keep the bid preparations moving forward.

Meanwhile, the IOC, in light of the financial problems suffered at Montreal and the resulting judicial inquiry into the financial affairs of the Montreal Olympic Organizing Committee by provincial and federal Canadian officials, voted at its 1977 session meeting in Prague to require that future city and federal governments both contractually commit themselves to assume all financial liability arising out of their organization of an Olympic Games so that the IOC would not be responsible for any potential cost overruns. However, the IOC found itself in a difficult position that limited its ability to maneuver. The IOC had become accustomed to choosing one city from among a group of applicants, each of which tried to outdo the others in offering facilities and services.

However, when Tehran dropped its bid in 1977, the field of cities seriously interested in hosting the Games shrank to only one. On 1 October 1977, IOC President Lord Killanin announced that Los Angeles was the only candidate for the 1984 Olympic Games. The IOC Session scheduled for May 1978, would consider the Los Angeles proposal, which gave Los Angeles several months to refine its plans. Killanin visited Los Angeles early in November and held two days of talks 5–6 November 1977 with Los Angeles Olympic leaders. He also met individually with members of the City Council.

On 13 January 1978, the SCCOG and the mayor’s office jointly presented to the City Council a 149-page official reply to the IOC questionnaire. This proposal was spartan, both by name and in comparison to the bids of other cities in the past. It pledged that the city of Los Angeles would run the Games in a “prudent, businesslike fashion.” The proposal also set the Athens IOC meeting as a deadline, after which the city’s interest in the Games would lapse should the IOC fail to reach an agreement acceptable to Los Angeles. The city then submitted responses to the official IOC and International Sports Federations questionnaires in February 1978 under a cover letter from Mayor Bradley dated 25 January 1978.

The reaction by the IOC and President Killanin was not encouraging to Los Angeles Olympic supporters. On 10 March 1978, Killanin wrote a letter that emphasized that the IOC would be the final authority on all questions concerning the Games, and that the IOC would insist that Los Angeles assume total financial responsibility for hosting the Games. 

As the months rolled by and the IOC continued to hold fast to its position that Los Angeles would be financially responsible for the Games, opposition within the City Council continued to stiffen.

The public debate in Southern California over the funding options and potential cost of the Olympic Games prompted the Los Angeles City Council to vote 11–1 on 6 April 1978 to place an Olympics cost-control measure on the November 1978 ballot. The passage of this amendment to the city charter was extremely important for the future direction and structure of the Olympic organizational efforts since it prohibited the expenditure of city funds without a legally-binding guarantee of reimbursement.

The voters in Los Angeles overwhelmingly approved the Olympics cost-control charter measure in November 1978–74 percent voted yes. After 7 November 1978, other sources of financing had to be sought, since it was obvious that the city would not spend any of its tax revenues to organize the Olympic Games. The approval of Charter Amendment ‘N’ served to officially guarantee that the Olympic Games would not be financed...
Award of the Games of the XXIIIrd Olympiad

by government funds. Neither the state nor the federal governments had responded to a variety of overtures from Mayor Bradley regarding possible use of state and federal funds. By November, it was also quite clear that under the existing state and federal leadership, no funds would be forthcoming from state sources and probably not from federal sources for support of the Olympic Games. The only available option was private financing, although the IOC had to be convinced that this solution was both possible and necessary. The passage of the cost-control charter amendment by the voters strengthened the hands of negotiators from Los Angeles in the discussions over financial responsibility by giving them a legal basis from which to resist the IOC’s demands.

The SCCOG continued to play a leading role but the honor also brought additional burdens. It became evident that additional funds would be required in order to finance the bid by Los Angeles and make a formal presentation to the IOC and avoid relying on public tax revenues. A fund-raising luncheon was held that netted $40,000 and a follow-up letter brought in another $160,000. These funds allowed the bid to proceed without public expense. These funds helped pay the fares of those city officials who traveled to meetings with the IOC or the USOC, in consultation with the SCCOG. The USOC was not expected to finance the costs of the IOC’s meetings with Los Angeles officials. The IOC was to receive all revenue generated by the Games, except for one-third of the television rights fees. In addition, the future Organizing Committee was given the right to conduct its own contractual negotiations with the U.S. television networks. The IOC could observe the negotiations at any time and had the right of final approval. The Los Angeles delegation was able to convince the IOC that because of the television expertise available in Los Angeles it should handle the television negotiations.

The IOC also agreed to waive Rule 21, which assigned all proceeds from the Games to the IOC. However, the IOC did not agree to alter its stance on Rule 4—that the Games were to be awarded to a city and that the city would be financially responsible for the organization of the Games. Nonetheless, significant progress had been made in the Mexico City meeting and the parties involved signed a protocol which listed the decisions which had been reached. The lack of any explicit IOC commitment to surrender control over the cost issue by renouncing Rule 4 fueled the public and City Council debate in Los Angeles.

Athens, Greece, was the next stop in the negotiation circuit. The IOC had scheduled its annual session for November, it was also quite clear that resistance to the expenditure of any public funds on the Olympic effort. Without the efforts of the SCCOG, the bid might well have evaporated at this point, given increasing public resistance to the expenditure of any public funds on the Olympic effort. The period from April to August 1978 was one of constant negotiation to amend the bid. Mayor Bradley had indicated in his 25 January letter that Los Angeles would be glad to meet with the IOC in order to clarify any questions the IOC might have regarding the Games. The first session between the IOC and Los Angeles delegations following the submission of the IOC questionnaire by Los Angeles officials took place at the Fiesta Palace Hotel in Mexico City from 9–11 April.

For the first time, it began to appear as if the IOC and Los Angeles might be able to agree on some major points. It was agreed that the Organizing Committee would be selected by Los Angeles, in consultation with the USOC. The USOC would be entitled to place two IOC members in the United States, its president and its secretary-general on the Organizing Committee. The Organizing Committee would receive all revenue generated by the Games, except for one-third of the television rights fees. In addition, the future Organizing Committee was given the right to conduct its own contractual negotiations with the U.S. television networks. The IOC could observe the negotiations at any time and had the right of final approval. The Los Angeles delegation was able to convince the IOC that because of the television expertise available in Los Angeles, it should handle the television negotiations.

By 18 May 1978, an agreement still had not been reached. Therefore, the IOC voted to conditionally award the Games to Los Angeles. The IOC added a provision that the city had until 31 July 1978 to sign a final agreement and abide by IOC terms or else the IOC would withdraw its provisional award and seek new bids. Progress, however slight, had been made and for that reason Athens was a milestone. Los Angeles had at least had the Games. The IOC could still take them away and many items still needed to be worked out, but Los Angeles had a provisional franchise.

2.07 Agreement of the IOC with the city of Los Angeles, the Los Angeles Olympic Organizing Committee and the United States Olympic Committee

The IOC’s continued insistence on Rule 4 unnerved city councilmen, many local media representatives and much of the general public in Los Angeles. This ongoing controversy in Los Angeles over the bid led bid supporter and local public relations executive Hank Rieger to enlist support. After a telephone conversation with John Argue, who was still in Europe following the conclusion of the Athens meeting, Rieger coauthored a letter with David Webber, a television and movie producer, and Rodney Rood, vice president of the SCCOG, and sent it to Mayor Bradley and the media. The letter of 25 May 1978, proposed the idea of a private negotiating committee. With the IOC deadline drawing near, Bradley named an elite, seven-man private blue-ribbon
the Committee of Seven concluded the new group declared that if a problem posed by Rule 4. offered a feasible alternative to the insurance committee of Los Angeles. On 15 June the insurance committee of the Games not be held in Los Angeles. liability, then it would recommend that the contract with the IOC. Unanimously, the mayor gave a fresh start to the negotiations while at the same time stressing that Los Angeles was committed to a private sector Olympic Games which would not use taxpayer dollars. The new diplomatic team consisted of John Argue, Rodney Rood, David Wolper, Howard Allen, Justin Dart, William Robertson and Paul Ziffern. The Committee of Seven quickly convened on 5 June and again on 12 June to develop an acceptable contract with the IOC. Unanimously, the new group declared that if a contract could not be obtained which guaranteed that the city would have no liability, then it would recommend that the Games not be held in Los Angeles. On 15 June the insurance committee of the Committee of Seven concluded that neither insurance nor surety guaranteed that the city would have no liability for the Olympic Games. This city of Los Angeles assume financial organization and operation of the 1984 Games. The LAOOC and USOC representatives presented the IOC the memorandum of agreement which had been agreed upon in New York. The LAOOC delegation informed the IOC that the city of Los Angeles would not be a party to the contract and that the LAOOC would have full responsibility and financial liability for the organization and operation of the 1984 Games. Unconvinced of the abilities of the private sector, the IOC’s leaders still continued to insist in early July that the city of Los Angeles assume financial liability for the Olympic Games. This position finally led Mayor Bradley to decide that unless the city had no financial responsibility, the effort to bring the Olympic Games to Los Angeles would have to be abandoned. Lord Killanin’s cable to Bradley which rejected the proposed changes to Rule 4 increased opposition within the Council, caused continued public debate and finally led Bradley to deliver a letter withdrawing the city from the bid process to the City Council. White Council President John Ferraro deferred the withdrawal to the Council’s Ad Hoc Committee on the Olympic Games, Bradley advised the IOC that the bid could not be continued unless the IOC changed its direction. Within one day, Lord Killanin offered to reopen negotiations and proposed that the deadline for signing a final agreement be extended past the rapidly approaching end of July. Those few hours in mid-July 1978 were as close to a turning point in the campaign as there ever was, since it briefly appeared that the bid by Los Angeles was finally dead. The mayor’s Blue-Ribbon Committee, meanwhile, continued to search for a partner which would guarantee to cover any potential deficit. The USOC was an attractive partner, since its long-standing relationship would tend to boost the IOC’s confidence in its negotiating partners. A final agreement with the USOC required a series of meetings, but ultimately the USOC agreed to guarantee the Los Angeles position. Without that guarantee by the USOC, the Games might well never have come to Los Angeles.

Reaching an agreement with the IOC depended on the resolution of these financial issues, but there were also a number of other issues. The financial issue was actually a double one of fiscal control and liability—who would be in charge and who would be responsible in the case that a deficit resulted. Two secondary issues were those of the selection of an Olympic village or villages and the choice of the individual sports venues. In the aftermath of Mayor Bradley’s withdrawal letter, the IOC extended the deadline for agreement from 31 July to 21 August 1978. A meeting of the LAOOC with Bradley on 24 July 1978, reaffirmed the position that the bid effort would continue on the basis that the city taxpayers would not be financially liable. By late August, the IOC was slowly coming to the conclusion that a private committee could and would organize a successful Olympic Games in Los Angeles. That new position was reflected in the IOC Executive Board vote on 31 August 1978 in Lausanne when it agreed to recognize the Los Angeles team and accept the terms offered by Los Angeles, subject to a postal vote of the IOC members. The IOC agreed to drop its insistence on Rule 4. Finally, on 8 October 1978, the IOC announced that its membership had approved the position of the Executive Board by a vote of 75–3 with seven abstentions. Four days later, on 12 October 1978, the Los Angeles City Council ratified the pact by a vote of 8–4. Three members of the City Council were
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Once the IOC membership and the Los Angeles City Council had approved the contract, the parties arranged a formal ceremony in Washington, D.C., IOC President Lord Killarney and Los Angeles Mayor Bradley officially signed the contract on 20 October 1978, in the Roosevelt Room of the White House. In Los Angeles, members of the LAOOC and Los Angeles civic officials gathered at 1000 at the Los Angeles Memorial Coliseum to light the stadium’s torch.

The decision by the Blue Ribbon Committee to bring the USOC into the negotiations as a full partner was made in June 1978. However, a basic agreement was not consummated until 10 December 1978 at Colorado Springs. The parties agreed that 75 percent of the Organizing Committee and its Executive Board would be nominated by the original committee members and 25 percent by the USOC. Along with procedural safeguards for the financial protection of both parties, an agreement on the division of any surplus was concluded with 40 percent to go to the USOC, 20 percent to U.S. national governing bodies and 40 percent to the LAOOC for the development of youth sports programs in the Southern California area. Soon after, the seven members of the LAOOC named 52 additional individuals to the Board of Directors of the Organizing Committee after consulting with Mayor Bradley and others. This group met for the first time on 15 February 1979 and the 61 members elected John Argue as initial chairman and Paul Ziffren as initial secretary.

The parties signed the final contract on 1 March 1979. Signatories included Comte de Beaumont of France, head of the IOC’s Finance Commission, and IOC Director Monique Berlioux for the IOC, USOC President Robert Kane and Executive Director F. Don Miller for the USOC and Rodney Rood for the city of Los Angeles. Argue, while not present in Lausanne for the ceremony, later added his signature as required.

The LAOOC retained an executive search firm in November 1978 to find qualified candidates to be the executive director of the 1984 Olympic effort. The nationwide talent search for a chief executive produced a number of candidates and at a breakfast meeting at the Hyatt Airport Hotel on 26 March the Committee of Seven debated the choices. Ultimately, it was felt that what was needed was an entrepreneur—a person who had experience in starting with very little and building a major organization. That afternoon, the Executive Board of the LAOOC met at the offices of the Citizens Savings and Loan Association near the Los Angeles International Airport, where the Board voted to select Peter V. Ueberroth as the chief executive of the LAOOC.

After considering a number of candidates, the Executive Board, which included representatives of the USOC, elected Paul Ziffren as chairman of the LAOOC. He thus succeeded Argue, who returned on a full-time basis to his law practice. The organizing effort officially began on 26 March 1979. This was exactly 1,951 days prior to the opening of the Games of the XXIIIrd Olympiad on 28 July 1984.

2.08 Reflections on the award to Los Angeles

The process which resulted in the award of the Olympic Games for Los Angeles for the second time was a long, complicated and difficult one. The dynamics involved in obtaining the bid, the environment in Los Angeles, changes in the Olympic movement, the impact of the Montreal Games and a changing international situation all created a scenario whereby traditional sources of funding were not available. As a consequence, when the bid was finally ratified and accepted by the parties involved—the IOC and the city of Los Angeles, it was clear that Olympic history would be made—that the Olympic Games would be entirely financed by private sources and would be totally organized by a private, non-governmental committee. The leadership of the Southern California Committee for the Olympic Games played a key role in bringing the Games to Los Angeles, as did the seven members of the Blue-Ribbon Committee—John Argue, Howard Allen, Justin Dart, William Robertson, Rodney Rood, David Wolper and Paul Ziffren. Mayor Bradley and his administrative assistant Anton Carleia, members of the City Council, the United States Olympic Committee and the voters of Los Angeles all contributed to the final shape of the contract which enabled the Games to return to Los Angeles.

The specific peculiarities of the political and socio-economic structures of Los Angeles and the United States may well mean that many of the lessons of Los Angeles are not applicable to other societies and cities. However, Los Angeles can serve as an example of how creative thinking and flexibility by Olympic officials and potential organizers offer the best way to meet the complex challenges posed by an ever-changing world environment and thus to preserve the Olympic movement.

9 Newly appointed LAOOC President Peter V. Ueberroth (left) discusses some initial plans at a May 1979 breakfast with SCCOG President John Argue (center) and Gwynn Wilson, assistant manager of the 1932 Los Angeles Olympic Committee.
3.01 Nature and status of the LAOOC

The LAOOC was created on 15 June 1978 as a non-profit, private corpo-
ration under the laws of the state of California. The LAOOC was the formal,
corporate version of the "Committee of Seven" appointed by Los Angeles
Mayor Tom Bradley, which helped to negotiate the city's successful bid with
the International Olympic Committee. The LAOOC was unique among organ-
izing committees in two fundamental areas. First, the LAOOC was entirely
independent of all governmental agen-
cies and, second, there were no
appointed officials on LAOOC's Board of
Directors. This allowed the LAOOC the indepen-
dence it needed to address its second
major difference: no governmental
funding. On 7 November 1978, the
voters of the city of Los Angeles
passed a charter amendment which
provided any capital expenditures
of the city of Los Angeles on the Games
that would not, by binding legal
commitment, be paid back. This
charter amendment was passed 18
days after the signing of the contract
between the IOC and the city of Los
Angeles. As a consequence of this
voter-approved amendment, the
LAOOC had to be self-financing and
could not rely upon local government
for grants or loans. For the first time in
Olympic history, an Olympic Games
organizing committee resembled a
private corporation rather than a public
agency.

The United States Olympic Committee (USOC)—in the absence of financial
guarantees by the city of Los Angeles—pledged to cover the
LAOOC's deficits, if any. Any surplus was to be allocated as follows: 40
percent to the United States Olympic Committee, 20 percent to the National
Governing Bodies of sports within the United States and 40 percent for
amateur youth sports in Southern California.

The Articles of Incorporation stated clearly that the "specific and primary
purposes of the corporation are charitable and educational purposes to
promote international goodwill through the sponsorship of the XXlllrd
Olympiad and other amateur sports and cultural activities." "By-laws to the
Articles of Incorporation defined the details of the organization.

The format of the membership of the board of directors included member-
ship by both national members nominated by the United States Olympic Committee and local
members nominated by the original
members of the corporation. The
stated responsibility of the board was
to set broad policy and to assist in
securing widespread cooperation and support necessary to achieve the
goals. An executive committee of not more than 20 members was formed with
specific responsibility to "administer, organize and conduct the XXlllrd
Olympiad under the broad policies established by the board of directors."

The by-laws further noted the structure of the LAOOC staff, including a
president, executive vice president, general counsel, executive directors, and a chief financial officer.

3.02 Board of Directors

The LAOOC Board of Directors was announced on 26 January 1979. This
group represented the guiding force
behind the LAOOC. The board consisted of a number of Olympic
medalists, the two IOC members in the United States, leaders of the United States Olympic Committee, and a
broad representation of civic lead-
ership from almost every field of endeavor within Southern California.

3.02.7 Members of the Board and their selection

The board of directors was the highest
authority of the LAOOC. Its members
met four times each year and were
responsible for approving the annual
budget, accepting recommendations of the executive committee and
reviewing progress in the various facets of organizing the Games. The
enthusiasm of the board members, their strong support of the manage-
ment of the LAOOC, and their efforts toward resolving difficulties for the
LAOOC were essential to the success of the Games. The LAOOC Board of
Directors consisted of the following:

- Howard P. Allen
- John C. Argue
- Roy L. Ash
- Alex Baum
- Samuel S. Brestitz
- Hannah Carter
- Justin Dart
- Walter H. Edelstein
- Dr. Evie G. Dennis
- Gene Edwards
- Leonard Firestone
- J. Robert Flur
- M. J. "Mike" Frankovich
- Camilla Frost
- Walter B. Gerken
- Monsignor Louis Gutierrez
- Frank G. Hathaway
- Philip M. Hawley
- Robert H. Helmick
- Harold W. Henning
- Bob Hope
- Lawrence Hough
- Reaf Johnson
- John B. Kelly, Jr.
- Maureen Kindel
- Christopher Kriepp
- John R. MacFadden
- David Maggad
- Patricio McCormick
- Charles D. Miller
- Col. F. Don Miller
- Jerry Moss
- R. J. Munzer
- John Naber
- William H. Nicholas
- Paddy O'Brien
- Peter O'Malley
- Wilbur Peck
- Stephen R. Reinhardt
- Robert O. Reynolds
- William R. Robertson
- Danis F. Roberts
- J. J. Rodriguez
- Rodney W. Rood
- Julian K. Roosevelt
- Peter Schnugg
- Robert D. Salleck
- William E. Simon
- Willie Stennis
- Peter V. Uieberrott
- Harry L. Usher
- Gilbert R. Vasquez
- Fred Isamu Wada
- Jeffy S. Wales
- E. Cardon Walker
- Lew Wasserman
- Barbi Weinberg
- David L. Wolper
- Dr. Charles E. Young
- Richard D. Zaruck
- Paul Ziffren
- Dr. James Zumbringer

*Member of the Executive Committee
†Charter Member of LAOOC and member of "Committee of Seven"

The LAOOC had a total of 30 meetings of its board of directors between
November 1978 and December 1984. Decisions of the board were taken by a
simple majority. Reflecting the spirit of volunteerism within the LAOOC, the
members served without compensa-
tion. In general, the meetings of the board of directors were open to the
public and members of the press.

3.02.2 The Executive Committee

The board of directors appointed the executive committee from its member-
ship, with a mandate to review policies and issues in depth, and to make
recommendations to the full board. It was composed of 22 members. Their
names are indicated by an asterisk on the board of directors list above.
The LAOOC Executive Committee met 30 times between 26 January 1979
and 31 December 1984. Its meetings were generally held immediately prior
to those of the full board of directors.

Upon his retirement as executive
director of the United States Olympic Committee, Robert Kane resigned
from the LAOOC Board of Directors and Executive Committee to become a
vice president of the LAOOC. He was
replaced by William Simon, the new
Executive Director of the USOC. Upon
the deaths of Justin Dart and John
MacFadden, LAOOC President Peter
Uieberrott and Executive Vice Pres-
ident Harry Usher were elected to the
executive committee and board of
directors respectively.

3.02.3 LAOOC Chairman, Paul Ziffren

Appointed 26 March 1979 as chairman of the LAOOC, Paul Ziffren brought
a long record of success and civic leadership to his position. A senior partner in
the prestigious Los Angeles firm of Gib-
on, Dunn & Crutcher, Ziffren is one of the
area's most prominent attorneys.
He graduated from Northwestern
University in 1935 and from the
Northwestern University School of
Law in 1938. He was later special
assistant to the chief counsel of the

Bureau of Internal Revenue in Chicago,
and became U.S. Attorney in charge of
the tax division. Upon moving to Cali-
ifornia, Ziffren resided deeply involved in
electing the Democratic National Committee,
serving as a member from 1953–1960
and on the executive committee from
1956–1960. From 1957–1960, he was
a member of the Democratic National
Advisory Committee.

A dedicated civic leader, Ziffren is a
trustee of Brandeis University, Wal-
tham, Massachusetts, and is a member
of the board of directors of Community
Television of Southern California
(KCET), the Music Center Foundation,
Pacific Mutual Life Insurance Co.,
Pacific Bell and Pacific Telesis Group.
He was recently named to the IOC's
International Court of Arbitration.

3.03 Citizens Advisory Commission

In early 1979, it became obvious that
citizen support and involvement would be
needed to facilitate staging of the
XXlllrd Olympiad. It was for this reason
that the Los Angeles Olympic Citizens
Advisory Commission was established by
Chairman Ziffren. The LAOOC could
take advantage of the knowledge and
skills of the numerous and varied cul-
tural, ethnic and other diversities of the Los
Angeles area.

Initially, recommendations for
membership were sought from the
LAOOC Board of Directors and the
mayor of Los Angeles' office. Even-
tually people from all over Southern
California, of all age groups and of all
backgrounds were represented. The
support was tremendous and member-
ship was halted at a workable 3,000.

3.03.1 The subcommittees

Most of the members of the Citizens
Advisory Commission chose to serve
on one of 25 subcommittees, which
were created to focus on the many
aspects of the Games, as follows:

- Awards
  Bill Schroeder, chairman
  Beverly Hills
  George Fenimore, chairman

- Business
  Edward Carter, chairman
  Ceremonies
  Jeremy Weintraub, chairman
  Sidney Polier, vice chairman
- City and County Government
  Yvonne Brathwaite Burke, chairwoman
  Siun Park, co-vice chairman
- Cultural and Fine Arts
  Dorothy Chandler, honorary
  chairwoman
  Maureen Kindel, chairwoman
  Olive Behrendt, vice chairwoman
  for performing arts
  Camilla Frost, co-vice chairwoman for visual arts
  Richard Sherwood, co-vice chairman for visual arts

- Paralympics
  Dorothy Chandler, honorary
  chairwoman
  Maureen Kindel, chairwoman
  Olive Behrendt, vice chairwoman
- Pediatrics
  Donald N. Dugas, director
  Richard A. Zanuck, chairman
- Public Relations
  John Lovell, chairman
  Dr. Charles E. Young, chairwoman
- Telecommunications
  Paul Ziffren, chairman
  Jerry Weintraub, vice chairman
- Transportation
  John Naber, chairman
  Hazel E. McMichael, vice chairman
- Water Resources
  Dr. Charles E. Young, chairman
  Richard A. Zanuck, vice chairman
- Women's Concerns
  Alice J. Wood, chairwoman
  Helen Diller, co-chairwoman

- Environmental
  Dr. Charles E. Young, chairman
  William P. Seid, vice chairman
- Legal
  Robert O. Reynolds, chairman
  Paul J. McCue, vice chairman
- Media
  Stephen R. Reinhardt, chairman
  John S. Zuckman, vice chairman
- Medical
  Dr. Charles E. Young, chairman
  Richard A. Zanuck, vice chairman
- Operations
  Robert O. Reynolds, chairman
  Charles D. Miller, vice chairman
- Theater
  Howard P. Allen, chairwoman
  John Naber, co-chairman
- Transportation
  Robert O. Reynolds, chairman
  Donald E. Ford, vice chairman

- Volunteerism
  John Naber, chairman
  Dr. William E. Simon, vice chairman

- Water Resources
  Dr. Charles E. Young, chairman
  Richard A. Zanuck, vice chairman
Demonstration Sports
John R. Hubbard, chairman

Disabled Persons
Max Strauss, chairman
Victoria Richart, co-vice chairwoman
Sam Overton, co-vice chairman

Finance
Roy L. Ash, chairman

Governmental Liaison
Lew Wasserman, chairman
William Edwards, co-chairman
Joseph Woodard, co-chairman

Hotels and Housing
Warren Christopher, chairman

International Relations
Lew Wasserman, chairman

Labor
Roy L. Ash, chairman

Licensing and Merchandising
Card Walker, chairman

Medical
Anthony F. Daly, Jr., M.D., chairman

Olympians
Ralph Johnson, chairman
Pat McCormick, co-chairwoman
Wally Wolf, co-vice chairman

Physical Facilities
John C. Argue, chairman

Publicity, Public Relations and Publications
Barry Diller, co-chairman
Walter Gerken, co-chairman

Religious Activities
Monsignor Louis Gutierrez, chairman

Santa Barbara/Ventura County
Barry Berkus, vice chairman
Ron Hertel, vice chairman
Tom Horton, vice chairman

Sports Federations
Elvin “Ducky” Drake, honorary chairman
Richard D. Zanuck, chairman
M. J. Frankovich, co-vice chairman
Phil Gersh, co-vice chairman

Television
David L. Wolper, chairman

Visitor Relations
Esther Wachtell, co-chairwoman
Dr. Charles E. Young, co-chairman

Youth Activities
Phil Bardos, co-chairman
Charles Ducommun, co-chairman

The caliber of the people involved in the Advisory Commissions was extremely high. It seemed everyone wanted to become involved, including physicians, attorneys, teachers, housewives, entertainers and political leaders. The enthusiasm and support from commission members was overwhelming.

3.03.2 Typical activities of the advisory commissions
By becoming involved in an area of their choosing, the LAOOC Advisory Commission members provided organizing committee staff with invaluable advice and resources. For example, the Business Advisory Commission and the Labor Advisory Commission provided LAOOC with the resources of top caliber business and community leaders and experienced representatives from the many labor unions which could in some way impact the Games.

The Finance Advisory Commission was subdivided into three areas—audit, investment and planning—all of which members assisted on a regular basis in lending support and suggestions to the LAOOC Finance Department and advising the board of directors of the LAOOC’s financial condition including projections of income and expenses.

Two Government Advisory Commissions were established, one dealing with federal and state agencies, the other with city and county government. Both these commissions utilized the members as liaisons to all levels of government.

Many of the members of the Medical Advisory Commission later volunteered their professional services in the areas of personnel, emergency medical services, polyclinics, doping control, equipment and supplies. As many as 300 Los Angeles area physicians were responsible for overseeing medical needs at each of the competition and training sites and participated in the selection of additional medical volunteers at each of those facilities. Early on, subcommissions were set up representing several medical areas: dental, eye care, orthopedics, athletic training, physical therapy, and so on.

The members of the Liaison Advisory Commission for Disabled Persons assisted the LAOOC by identifying three major areas of concern where they felt the LAOOC could benefit the handicapped: accessibility, employment/job opportunities and transportation. With regard to transportation and employment/job opportunities, members of the commission identified potential resources from within the disabled community.

With regard to accessibility, a group was formed by the Liaison Advisory Commission for Disabled Persons that kept the LAOOC advised on projects under construction. The commission toured many of the venue facilities to make sure all venues and training sites were accessible to the handicapped.

1 After a nationwide search, Peter V. Ueberroth (left) is named President of the LAOOC on 26 March 1979. The dual announcement includes the naming of Paul Ziffren (center) as LAOOC chairman. On 1 February 1980, Harry L. Usher (right) is hired as executive vice president/general manager.
Formation and Management of the LAOOC

Assistance was received from Daniel Freeman Hospital as putting together a brochure to be distributed to all disabled persons who purchased tickets to the Games. This guide provided the disabled community with information on transportation, parking, toilets, seating, etc.

LAOOC took special pride in its Olympians Advisory Commission because Olympic athletes were able to become involved again in the Games in a variety of ways. They participated in the Spirit Team program, and at the Olympic orientation workshop related their special feelings about being Olympians. They participated in the speakers bureau and selflessly and enthusiastically escorted disadvantaged youth, senior citizens and disabled to Olympic events during the Games.

The members of the Sports Federation Advisory Commission were divided into 20 groups. Each subgroup functioned directly under its respective sports commissioner and provided the basis for the volunteer support at each of the venues.

The members of the Youth Advisory Commission were asked to assist the LAOOC staff in working with over one million children involved in the many youth sports programs, which began in 1985. Not only were thousands of young people involved and participated in all of the Olympic sports, but they also became involved in the cultural and academic aspects of the Games. Also, approximately 100,000 cipate in all of the Olympic sports, but

The objects of the workshop were to provide knowledge of the Olympic Games on 1 February 1980. Usher himself tried out for the U.S. Olympic water polo team in 1956. He still enjoys golf, tennis and body building, but he identified a new concept in sports management, which was introduced. Ueberroth himself tried out for the U.S. Olympic water polo team in 1956. He still enjoys golf, tennis and body building, but he

V.

Peter Ueberroth was charged with overall sponsorship and licensing agreements were negotiated and signed during his tenure. Ueberroth's quiet efficiency and drive for success stamped the LAOOC as an organization bound for success. His background would suggest nothing less; he founded a small travel concern 20 years ago and turned it into a 1,500-employee giant, the second largest travel company in the nation. Olympic innovation became an LAOOC trademark under Peter Ueberroth's administration. He, John Argue and television producer David Wolper played a primary role in negotiating the largest television rights contract in Olympic history, a $225 million dollar deal with the American Broadcasting Companies.

Organizational structure

The LAOOC found that because of the changing nature of tasks required during its years of preparation for the Games, its organizational structure needed to evolve. Accordingly, the management ethics of the LAOOC stressed flexibility and continual change. The staff understood the need for shifting and narrowing of responsibilities as the organizing committee grew.

To reinforce this flexibility, the LAOOC never published an organization chart after early 1981. By not drawing boxes around structures, people were not organizationally limited in what they could do and were more open to change. The key managers and their areas of responsibility are shown in Chapter 39. As they existed in the months immediately preceding the Games.

Department managers and staff were encouraged to recruit people they were familiar with to work for the Organizing Committee. The challenge and prestige of the Games helped to attract staff members, even though the employment term was limited. As the LAOOC grew, the sharing of relevant information became a problem. Departments which could combine with others on common activities, sometimes regarding the same site, had no information about the work of other groups. A series of weekly status reports was begun in November 1982 and continued through late June 1984. These reports summarized the activities of each department within the previous week and the projected activities for the coming week. Reports were due each Friday by noon and were distributed to each department head approximately four hours later. In November 1983, a once-per-month "projected activities report" summarized the accomplishments of the past month and the projected areas of endeavor in the next year.
one to three months. This report was substituted for one of the weekly status reports and helped to focus the long-range activities and goals of each department as well as point out obvious omissions and areas which were not being addressed. Status and projected activity reports were also a leading contributor of agenda items for the executive operations committee, as senior management was made aware of individual department activities through these reports.

Less frequent but equally important were meetings of the department heads which were held on a regular basis in 1982 and early 1983, then cancelled until late in 1983. These meetings continued until mid-June 1984 and served as a clearing point for information which affected all departments and an opportunity to ask questions of senior management regarding various issues. These sessions were very worthwhile and proved to be a good forum for discussion of issues among the entire management staff. It was also a secure way to disseminate confidential or sensitive information without the production of a written memorandum. Commissioners held weekly meetings with the senior management to discuss mutual issues and items of interest during the period when they were part-time employees. Commissioners were included in the all-management staff meetings as they joined the LAOOC on a full-time basis.

3.05 Management in the pre-Games period: 1979-1980

3.05.1 Early development and planning

In 1979, LAOOC President Peter V. Ueberroth developed a broad strategy for approaching the preparations for the Games of the XXlllrd Olympiad. The key strategies were those involving the financial sources, the public image approach, and the timing of the LAOOC’s growth.

In developing these strategies, Ueberroth was guided by the thoughts of LAOOC Chairman Paul Ziffren and John Argue, one of the chief negotiators in the acquisition of the Games from the IOC. Ziffren was experienced in the public image area from a long career as a political adviser, and Argue had had dealings with the chief organizers of several prior Olympic Games.

Among the guiding principles they established were:

- Based upon the Montreal experience of significant construction cost overruns, the LAOOC would try to avoid building any sports facilities. Those that were absolutely necessary would be built early and with someone other than the LAOOC responsible for cost overruns.
- Also based upon the experience of prior organizers, the LAOOC would not get into the “host broadcaster” business with its attendant considerable expense ($50 million in Montreal). Rather, the successful bidder for the United States television rights would be required to serve as host broadcaster and provide appropriate facilities at its expense.
- The LAOOC would focus on arranging for the competition portion of the events and, where possible, contract to appropriate on-going businesses the support functions, such as food service or transportation.
- All members of the Olympic Family would pay their own way to the Games in every regard, unless later financial income allowed the LAOOC to subsidize some of these costs.
- Financial and security matters would be kept private to the LAOOC to the extent possible. The public’s right to know about the LAOOC’s internal operation and problems would be considered similar to that of any private, not-for-profit agency. Thus the public right to information was significantly less than that of a public agency or prior organizing LAOOC; but not as limited as that of a private company within the United States.
- Spending and staff size should be as constrained as possible for as long as practical during the early years of the LAOOC activity. This principle allowed the LAOOC to understand both its fiscal resources and the job to be accomplished prior to committing funds to any non-essential items.

- A small number of sponsors pledging significant revenue would be better than a lot of companies each giving a much smaller amount. This principle was in direct contrast to the philosophies at prior games and was therefore considered a risky concept.
- A new management concept was necessary to operate the venues. Prior games had shown that sport experts were not always good site managers, and had shown that shifting from centralized planning to decentralized operations was very difficult. Therefore, LAOOC decided to utilize a long-term but part-time position called “commissioner” to run each site. Commissioners were successful businessmen, not necessarily sport experts. They were part-time for several years before joining as full-time staff members for the last six months.
- There would be no governmental funding of any type. The LAOOC would pay for everything it ordered but not for items a governmental agency provided as part of its normal responsibilities to the public.
- Generally, the LAOOC would use an entrepreneurial approach, rather than a big business or governmental approach in conducting its affairs and would look for key executives with that background.

Most of the above guidelines were formulated in 1979, although they continued to evolve as the organization experienced success in some of its efforts and frustration in others.

2 Kevin Lewis (left) and Russell Derek discuss plans to aid the physically challenged during the Games’ competitions.

3 Former Olympians employed by the LAOOC include (front row, from left) Andrew Strenk, Hugo Salcedo, Jan Palchikoff, Jan Romary and Ronald Tomsic; (middle) Steve Gay and John Carlos; (back) Anita DeFrantz, Stephen Pickell and Wayne Covert.
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Notable by its absence from this list of operating strategies was a nationalistic or even a local political focus. Although everyone associated with the LAOOC wanted Los Angeles and the United States to look good during the Olympics, the overriding goal in the first three-year period of planning was for the LAOOC to stage a modest but successful Games without losing money or requiring taxpayer funding.

3.05.2 Early financial planning

In June 1979, the LAOOC engaged two major accounting firms, Arthur Young & Co. and Peat, Marwick and Mitchell, to conduct a financial study covering both revenue and expenses for the period June 1978 to September 1984. The firms were to prepare a workable plan based on a spartan service level.

The result of the study was a financial plan that served the LAOOC as a guideline in all of its future planning phases. It concluded that a reasonable although modest Games would generate a surplus of $21 million. The summary of this financial plan was released to the public and media in September 1979. It formed the basis for the public’s image of the LAOOC’s finances for several years.

The plan proved amazingly prophetic despite some noticeable oversights. Perhaps the largest was that no funds were allocated for normal police protection, whereas the various public agencies eventually were paid over $30 million by the LAOOC. A second major item not contemplated at the time was the creation of the Olympic Look, known as “festive federalism.” The Look cost $15 million. It was also true that as revenues exceeded expenditures, the LAOOC allowed expenditures across the board to rise in a similar fashion.

3.05.3 The Games of the XXllnd Olympiad in Moscow—opportunity missed

Though each organizing committee must ultimately prepare its Games consistent with its own goals, objectives and resources, past committees have relied heavily in their formative stages upon the experiences of the organizers of the previous Games. For the LAOOC, this would have been the 1980 Olympic Games in Moscow.

Senior representatives of the LAOOC did attend the 83rd Session of the International Olympic Committee in Moscow in July 1980. However, in conformity with the wishes of United States President Jimmy Carter, the Los Angeles delegation left Moscow before the Games began, thus denying itself the opportunity to see the inner workings of an Olympic Games prior to conducting its own.

3.05.4 Revenue acquisition

A quick review of Moscow, Montreal and Munich Olympic financing revealed that 90 percent of each organizing committee’s revenues was derived from governmental sources. This represented a bleak picture for a committee dedicated to the principle of staging the Games without government funding. Moreover, lotteries were illegal in the state of California and could not even be considered as a revenue source. A program for selling commemorative coins was eventually approved by the United States Government, but the approved program was a watered-down version of the one originally envisioned and promised only a fraction of the revenues.

The LAOOC looked at its available resources and concluded that it must substantially boost the value of non-governmental revenue over all prior Games. The three strongest possibilities were broadcast rights sales, sponsor and supplier payments and ticket revenue. To finance a Games with a $500 million budget would require an eight-fold increase in these revenues from the last three Olympics. Because the IOC prohibited any sponsor contracts from being concluded prior to the conclusion of the 1980 Olympics, the LAOOC spent 1979 and the first half of 1980 laying the groundwork and arranging for interim funding. Television rights sales bidding procedures were used to solve this interim funding problem by the creative approach of requiring a refundable deposit for the right to bid on the United States television rights. These initial activities paid off handsomely as the Organizing Committee was able to announce, right after the conclusion of the Moscow Games, nine sponsorship agreements totaling $30 million in cash, plus millions more in in-kind commitments. Also announced was the sale of U.S. television rights to the American Broadcasting Companies for $225 million. These early agreements provided a revenue to the LAOOC that was six times the amount Montreal had collected from all television and sponsor/supplier contracts. The Los Angeles Olympic Games began to look financially feasible, even to hardened skeptics. The LAOOC decided to postpone exploring the third major revenue source, ticketing, until the Games drew closer. Tickets were made available for sale in June 1983.
The overall result of the approach taken by the LAOCC to secure its financial base was extremely positive. By the end of the Games, the Los Angeles organizers had raised almost $628 million from non-governmental sources compared with $72 million raised by the Montreal organizers in 1976.

3.05.5 Site acquisition

The third major activity for the LAOCC during the early years, after the development of the strategic plan and the revenue acquisition, was securing sites and facilities to be used during the Games. These included not only major sporting facilities throughout Southern California, but also the villages, a main press center facility, office space and other ancillary buildings.

The Organizing Committee found itself in two distinctly different situations, depending upon how the city had listed a particular facility in its proposal to the IOC. A few facilities were named in the proposal as certain to be used, These included UCLA and USC as the two villages and the Coliseum for the main stadium. Fortunately, most facilities were named in the proposal as possibilities, with no commitment on the part of the organizers, thereby reserving the right to change a facility should it be necessary.

Where the facility was promised in the initial proposal, a monopolistic position was created where the facility owner or operator had considerable leverage over the Organizing Committee. After a few discussions with each of these agencies, the LAOCC elected to contract first with the other facility owners.

Consequently, the first facility agreements announced were those for basketball and yachting. As an example of how this process worked, Los Angeles has two very successful basketball teams, each with its own major indoor arena. Both sites wanted Olympic basketball played in their facility. The LAOCC used the competition between the two sites to obtain a contract for the use of The Forum that featured reasonable terms. The Organizing Committee intended to use this contract to set the general pattern for such items as the facilities’ share of concessions, parking, and novelties for all future Olympic bids.

While the LAOCC was negotiating to acquire its early facilities, it also focused on those facilities that would require construction. These were archery, canoeing/rowing, cycling, hockey, shooting, swimming and the endurance portion of the equestrian competition. Of these, canoeing/rowing, cycling and swimming were expected to be the most expensive.

The LAOCC actively pursued its planned program of identifying sponsors to fund the construction of the major facilities and was shortly able to announce the sponsors for cycling and swimming.

Following these actions, the LAOCC was able to announce nine venue contracts completed in 1980, four years before the Games; ten contracts for venues in 1981; three in 1982; and five in 1983.

3.06 Management of the planning period 1981–1982

With its strategic goals established, its revenue base secured through the initial sponsorships and the ABC television agreement and a site acquisition process under way, the LAOCC began to focus on the hiring of key staff and the development of its departmental structure. Mandates, budgets, time lines and basic policies for each department involved in organizing the Games then developed.

3.06.1 Commissioner program

An innovation in Olympic management was introduced on 25 November 1980 when the LAOCC announced that the management of individual sports at the Games would be handled by sports commissioners. One of the major problems experienced by organizers at past Games and by the International Sports Federations which are responsible for the conduct of the sports competitions was the continuous shift in personnel working with each IF. As past organizing committees grew, different people were placed into a liaison role with the IF’s until the Games—time manager for that sport was named, usually about one year prior to the Games. Each new person who dealt with an IF had to spend a lengthy period to indoctrinate himself with the nuances of the sport(s) concerned and with the appropriate IF officials. The LAOCC determined that it would be more efficient to establish a permanent point of contact with each IF early and continue with that person as the responsible manager for each sport throughout the planning period and, ultimately, through the Games. During the early years, the commissioners were paid a small retainer each year. Then, six months prior to the Games, each took a leave of absence from other employment to take active control of a sport. Between their appointment dates and their times of assumption of full-time staff positions, the commissioners traveled widely to familiarize themselves with the International Sport Federations and officials and to become true experts in their respective sports. Commis-

sioners attended world championships or world cups and regularly reported to their respective federations during congresses or other meetings.

Commissioners also used these opportunities to distribute technical literature and to answer general questions about the organization of the Games, in addition to observing the conduct of the event at which they were present.

During the early period of planning, the LAOCC worked to identify these commissioners and to provide them basic orientation. Thus when the time approached for the Games and the commissioners became full-time managers, they were already intima-

tely familiar with the various details of organizing their sport and in many cases had their sport management team already assembled.

3.06.2 Development of a master plan

In June 1981, a planning department was created and given a mandate to develop a master operating plan for each department, specifying the tasks that were to be undertaken, the personnel required, key milestone deadlines and a rough budget. Planners worked with each existing department to identify the major responsibilities and tasks that lay ahead and noted areas which were not covered or were felt to be outside the scope. These areas were interviewed. For areas in which no staff had yet been assigned, the planning group reviewed reports from past organizers and spoke with knowledgeable people in the local area about the specific tasks.

This master plan was developed by a small group of planners over a ten-month period. At the conclusion of their efforts, the plan became the basic mandate for the departments as each was created.

3.06.3 Integrated scheduling based on the master plan

One outcome of the master plan was a computer-generated task network (or Program Evaluation and Review Technique, PERT) involving 20,000 items, carefully sequenced in time sequence. As was the experience with prior organizing committees, the first complete run of the PERT network showed the Games being ready several years after the announced time for opening ceremonies. By juggling and realigning the plan, everything was scheduled to be ready by 28 July 1984.

After working with this schedule for several months, the LAOCC discovered that it was not a useful management tool. It required many different ways for a department to execute its mandate. The approach selected would depend upon the style of the department manager and upon the circumstances presented as various alternatives were tried. To develop the PERT network, a specific approach had been selected; when this was rejected by the department, the usefulness of the network was diminished.

However, the PERT exercise had identified many of the key tasks and helped to acquaint each department with its own responsibilities and how they affected other departments or groups. This interrelationship of the tasks defined by the PERT exercise helped to impress upon each depart-

ment manager the need for inter-

departmental communication and information; these needs were eventually met by the period staff meetings and weekly status report summaries.

By January 1983, the LAOCC had dropped the massive PERT network and switched to a simpler master schedule that consisted of only 600 key dates for all departments and sports combined. This master sched-

ule did not attempt to interrelate the key dates in the PERT network; rather, it was small enough for each department to famil-

iarize itself with the key dates of other departments with which it was involved. In addition to the master schedule, many departments had their own detailed schedules to track internal progress.

This master schedule approach was used by all departments through the end of 1983 and as a senior manage-

ment aid until May 1984.

3.06.4 Management planning sessions and retreats

During 1981, 1982 and early 1983, the basic policies, goals and departmental plans were extensively discussed at a series of management retreats. Through this process, senior manage-

ment defined its plans for the Games and developed an understanding of other departments’ goals and activi-

tes This shared vision was critical as the Games exploded in 1984.

The retreat program was designed to assist senior management define the LAOCC’s direction and views in broad terms by gathering senior managers and planners in a relaxed environment outside of the LAOCC’s offices. Repre-

sentatives of all major departments were present: only a handful in 1981, 13 in 1982 and 19 in 1983.
The general agenda was defined by the executive vice president/general manager during all three sessions, each of which lasted one day for approximately eight hours. Participants were asked to prepare long-range planning papers for review by other participants, usually defining the six-month and one-year goals for their respective departments. For the 1983 meeting, each department manager, whether or not asked to participate, prepared a vision paper of up to 10 pages which defined the goals, operating assumptions, service levels, workplan and unresolved issues facing that department. This forced each department to present its scope as it understood it and to forecast the major remaining tasks in its area. These papers helped other departments understand the areas of activity for each department and emphasized those activities that were not being undertaken by any department and required attention.

**3.06.5 Operating plans**

Beginning in fall 1982, each commissioner prepared an operating plan for his particular sport. The first drafts of these plans focused on the competition aspects of the sport. These plans usually contained detailed information on the architectural and construction requirements for the field of play, the needs for competition staffing, scheduling and training facilities and special items expected to be provided by support departments. Drafts were circulated to all affected operating departments. These led to meetings between commissioners and in-house sports staff to resolve numerous issues. This effort was very beneficial as sports-specific support services management reviewed a common plan for the first time at many sites. The support departments prepared brief, generic operating plans that outlined the service programs for all sites in early 1983 which were then presented to the commissioners. These documents were integrated into what became the preliminary operating manuals for each site.

**3.07 Period of testing and refining**

In 1983 and early 1984, LAOOC’s plans coalesced. This period saw rapid staff growth coupled with staging of a series of events that provided the new staff with direct experience and built confidence. At the end of this period, the LAOOC understood it wanted to stage the Games and had the key players in place to achieve that objective.

**3.07.1 Explosive growth in the staff**

Few organizations grow with the vigor of an Olympic Games organizing committee. Between January 1983 and April 1984, the LAOOC grew sevenfold, from 200 to 1,400 staff members. In summer 1983, to accommodate this growth, the Organizing Committee moved into an 180,000 square foot former helicopter design and engineering facility to allow all its staff to be under one roof.

This tremendous growth in staff occurred just as the organization had mapped its overall strategy, giving each new staff member a relatively specific set of responsibilities to execute.

**3.07.2 Meetings of the IOC Executive Board and the NOCs in Los Angeles**

The LAOOC departments had their first opportunity to test their plans at the IOC Executive Board meeting attended by over 140 NOCs in January 1983 at the Biltmore Hotel. More countries were represented at this meeting than at any prior event in the history of Los Angeles.

The LAOOC departments turned out in force, arranging such diverse areas as accreditation, government relations, material supply, medical services, press operations and travel. The meetings also provided an opportunity to evaluate staff members on their planning ability, operational flexibility and resiliency under pressure. Each department that participated in the preparations for and operations of the meeting were required to file detailed operating plans and budgets and were to train volunteer staff members.

One of the most notable outcomes of the meeting was the success enjoyed by the many volunteers who assisted the permanent staff in various duties. Many of the volunteers who participated in the meeting became group leaders for other 1983 events as well as for the Games.

Having so many NOCs represented in Los Angeles also provided the LAOOC with a unique opportunity to survey each NOC’s plans and needs for the Games. The resulting information then presented the LAOOC with a valuable base of information which was extensively used in determining the Games needs of the delegations.

Through extensive discussions with key IOC and NOC representatives, many LAOOC policies were refined during the meetings.

**3.07.3 Revised budgets**

In spring 1983, the LAOOC completed a major and last revision of its Games operating budgets. By this time, most of the key management staff was hired, operating plans were drafted and initial tests had been completed at the IOC/NOC meeting in January. Finally, the basic policies had been set and operating plans determined so that the LAOOC was able to make an accurate estimate of its Games expenditures.
In the following months, there was a continual refining of the budget as new needs surfaced. However, no new major budget cycles were instituted. Each department was required to present carefully compiled sets of service-level assumptions, a summary of staffing and equipment line items, a list of equipment and services which would be provided at no cost by sponsors or suppliers and a list of potential cuts which could be made from the list of line items.

Based on this budget review, the actual Games budgets were drawn up and a reporting system against the budgeted amounts was begun.

3.07.4 Sporting events in 1983
The LAOOC hosted a series of international sporting events during summer and fall of 1983. Where the January IOC/NOC meeting provided the initial opportunity for the LAOOC to test its management plans, the summer sporting events provided a strenuous, in-depth sports-specific rehearsal.

It was felt that the use of individual events would be more appropriate for testing purposes than a single, large-scale event which would simulate the Games’ environment. By focusing on a single sport and venue, each could be tested thoroughly on a department-by-department basis, and any problems or questions could be solved quickly within the context of a one-venue location or an event of short duration.

Although major systems such as venue communications and transport could not be tested, any shortcomings exhibited by individual departments were apparent.

The program of events included archery, canoeing, cycling, gymnastics, rowing and swimming (including separate events for all four disciplines). This program was devised so that each of the sites built specifically for the Olympic Games—the new swimming pool and velodrome—were included. Intensive testing of new venues under rigorous standards of international competition was considered essential by LAOOC to certify that the sites would work properly for the Games. Gymnastics was included in the program so the LAOOC could test its procedures for an indoor event and because gymnastics, with its specialized apparatus, was the most complicated.

An international-class shooting competition was held at the Prado Recreational area following the completion of the ranges in the spring of 1983. In addition to these LAOOC-managed and sponsored events, there were additional competitions during 1983 at Olympic sites in athletics, equestrian, hockey, judo, modern pentathlon, volleyball, wrestling and yachting. LAOOC commissioners and staff from other departments participated in most of these events and gained additional experience in the operation of their sport.

In addition to validating the LAOOC-constructed facilities, the LAOOC benefited from its 1983 events in several areas. The summer competitions provided the first comprehensive test of the LAOOC’s plan to extensively recruit, train and employ volunteers in venue positions. The LAOOC was generally pleased with the results. Additionally, various LAOOC departments experimented with different approaches to providing services at the 1983 competitions. Through this testing, departments refined their plans for the Olympic Games. The 1983 sporting competitions forced the organization to select an approach, and to become operational. As a result of the test events, the LAOOC developed confidence at all levels of planning, and gained valuable operational experience. In fact, the LAOOC gained so much from the events that future organizers may wish to explore the possibility of conducting one or two events two years prior to the Games, rather than just one year.

3.07.5 The venue development process
The final months of the testing and refining period were devoted to the venue development process. After the 1983 events, departments understood how they wished to conduct their affairs during the Games. There were, however, conflicts between departments and conflicts between departments and site managers. There also was a series of alternative approaches to various sites which required resolution.

To resolve these issues and to generate solid site plans, including architectural requirements and staffing levels, teams composed of staff from all departments of the Organizing Committee were created.

Each venue development team created a definitive report, setting forth the responsibilities of each department at that site, the site manpower plans, space needs and space program and blueprints describing how space would be used. Through an extensive process of consulting and cajoling, resolution was achieved on all but a few issues which were then referred to senior management. At the conclusion of this intensive six-month practice, LAOOC senior management, including the executive vice president/general manager, approved the plans for each venue, village and each of the other key sites.

In the approved venue development plans, changes were made only through a formalized review process. With the completion of these detailed reports, the fabrication and procurement of needed items and the recruitment of staff could begin in earnest, since a detailed plan of the requirements for both people and things was in existence.

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3.08 "Venuization" and implementation

Initially, all past Olympic organizing committees began with a few staff members organized along departmental lines. As these committees grew, additional staff were added to the departments. These new members developed new departments, such as food service, human resources, health services, technology, and so on.

During past Games, each venue became a self-contained unit with its own technology, human resources, health services, and support staff. To switch to departmental organization of the early days to the venue organization at the time of the Games required a major adjustment which each organizing committee had to accomplish between March and June prior to their Games. The LAOOC called this tumultuous process "venuization.

During this period, as venuization developed, the commissioners focused on putting together management teams, acquiring a Games staff and training it properly.

3.08.1 Explosive growth in site management

In early 1984, the sports commissioners became full-time. Among their initial activities, the commissioners assembled key management teams and brought key staff into the organization. With the senior management of each site in place, the Organizing Committee began its growth from 800 staff members in January 1984 to almost 70,000 in July.

As the site management staffs were identified, group meetings and seminars were held to bring an even finer level of operating detail to the plans compiled during the venue development process. More importantly, each of the staff members and site functionaries were trained to working together and within the LAOOC’s overall structure, so that the staff was in place and immediately able to take on "going operational" at the venue.

Also, training programs regarding specific responsibilities for site managers of central service functions were held for groups such as venue press chief, venue technology managers and so on. Weekly meetings of the venue directors were held, even though many of these directors were not members of the full-time LAOOC staff, much as the commissioners had not been in the years (rather than months) prior to the Games. These meetings provided a forum to discuss and disseminate policies and regulations relevant to all LAOOC departments. Central operating departments were asked to make presentations summarizing their areas of responsibility and to highlight specific areas of concern for the venue directors to deal with during the Games period.

3.08.2 Mandate of the commissioners

The LAOOC’s executive operations committee met several weeks in December 1983 defining the authority to be delegated to the commissioners during the coming six-month period, the roles of the various operating departments and how the reorganization to venuization should occur. The result of these deliberations was the "Commissioners’ Mandate for the Preparatory Phase" at the site, which was widely distributed among the management staff. It served to guide major transition in the delegation of authority to the operating site managers.

This document was distributed on 16 January 1984 and defined clearly the place of each sport within the integrated whole of the Games.

Summary (Overview)

- The commissioner has overall responsibility for the operation of the venue prior to, during, and after the Games.
- In some specific areas, the commissioner has direct responsibility for providing services at the venue.
- In other areas, the commissioner coordinates services provided by support departments.
- The commissioner will have a variety of responsibilities available to assist in preparing and operating the venue. Primary among these are:
  - The existing LAOOC support departments will assign managers, with the commissioner’s concurrence, to the venue team. These support departments generally bring extensive knowledge regarding their specialty area which should be built upon in planning the venue.
  - The commissioner should assemble the key management team. If these members, such as a venue director, have not yet been assigned to the venue, the commissioner should recruit them. Candidates must be approved by the commissioner’s VP and Harry Usher.

Resources

- The commissioner’s second goal is to attract other individuals among their staff, much as the commissioners had not been in the years (rather than months) prior to the Games. These meetings provided a forum to discuss and disseminate policies and regulations relevant to all LAOOC departments. Central operating departments were asked to make presentations summarizing their areas of responsibility and to highlight specific areas of concern for the venue directors to deal with during the Games period.

- The approved venue development plan provides a group of constraints which are similar to a budget in a regulatory phase.
- The commissioner may not exceed the staffing numbers in the approved venue development plan without approval of Games staffing control.
- The commissioner may not change the physical layout of the venue as reflected in the venue schematic drawing without the approval of venue review committee and the departments affected by the change.
- Some matters are simply not available at the last minute. These will probably include uniforms and shoes and will clearly include new accreditations.
- Changes in the level of service or scope of services provided by the support departments should be jointly negotiated by the commissioner and the support department. Services at the venue should be consistent with the plans at other sites and LAOOC overall policies.
- The commissioner must manage the venue within LAOOC policies. Existing policies are attached; others are in the process of being developed.
- One of the commissioner’s early tasks will be to develop a budget for the areas directly under her/his control. The assumptions for such preparation will be made in concert with the commissioner shortly together with a statement of the commissioner’s budgetary authority.

Constraints

- There are several constraints within which the commissioner must manage:
  - Preparatory—the activities between now and move-in to the venue. The preparation and approval of operating plans are among the major tasks during this phase. The commissioner should force the development of plans for each of the groups providing services at the venue and integrate these plans together.
  - Operation—The activities from move-in through the actual competition.
  - Post-competition—Managing the take-down of the venue, the safe removal of all goods and equipment to LAOOC guidelines and the rehabilitation of the site.

Key tasks

- The commissioner is responsible for ensuring that all necessary preparations are made during the preparatory period by each department to ensure the smooth functioning of the venues. A list of generic tasks which each venue team should address during its preparatory days will be distributed later. The key activities are:
  - Building a management team
  - Becoming intimately familiar with the venue and its operations
  - Understanding what role is to be played by the venue owner/operator and incorporating them in to the management team.

- Integrating the services delivered by each of the functional areas

- Preparing an operating manual including a detailed schedule of activities from move-in through close-out, and detailed job duties for each venue staff position

- Close-out—Managing the take-down of the venue and preparing the management and Games’ staff payroll

Following this general overview, specific guidelines were issued to 31 separate departments and their authorities and responsibilities were attached.

3.08.3 Recruitment of Games staff

With the management team in place for each venue, including representatives of each of the key departments providing services at that site, the process of Games staffing began in earnest. This involved identifying, processing and training the thousands of volunteers and paid staff who would assist during the Olympics.

The LAOOC staff would become responsible for its own staffing, a central department (Games Staff) assisted in processing nearly 1,000,000 names received by LAOOC prior to 1984. This central group then monitored the progress made by each of the areas. Each commissioner and his management team worked to attract other individuals among their acquaintances, associates and friends. The interest shown by these groups was dramatic, and some sites were able to attract almost all of their staff by word-of-mouth advertising. In addition to staffing assistance lent by the Games Staffing Department and the recruitment by the commissioners and other site managers, some centralized departmental operations took responsibility for recruitment of staff for their roles in each venue. An example of this was in Press Operations, which procured all of its staff members independently of the Games Staffing Department or the site manager.
In May, three months prior to the Games, each venue and other sites conducted a simulation of the site’s operation. The site management team, generally about 20 members, simulated the rapid growth of people flows within the sites by utilizing architectural drawings and blueprints. They examined every aspect of the operation of the site, from the arrival of the first security guards until the completion of the close-out. During these discussions, the site management team searched for overlooked items, identified conflicting areas and verified that the people flows within the sites were satisfactory. Also included was a vast series of “what if” questions designed to probe and test the site’s contingency plans.

Although the exercise was only with blueprints and drawings, the questions and possible solutions had real meaning. Each commissioner or site manager probed the knowledge of the participants and forced responsible parties to think about situations they could encounter during the Games. Further, key service managers began to associate names and faces with actual authority and responsibility for key areas which they would have to rely on during the Games. It became clear that interaction among venue department managers increased substantially after the “top” meetings, and that the simulation process was boosted considerably.

3.08.5 The Soviet withdrawal and Eastern Bloc boycott
As the time of the Games rapidly approached, new situations arose which the LAOOC had prepared occurred. On May 8, the Soviet Union announced it would not participate in the Games of the XXIIIrd Olympic Games. Over the next two weeks, they were joined by 14 other countries. The LAOOC’s response to this situation was swift and immediate. The LAOOC quietly but thoroughly contacted each of the NOCs to urge them to participate in the Games. Valuable support in making these calls was received from several members of the Olympic movement.

Simultaneously, the LAOOC began implementing its contingency plans to cut back services where appropriate, reflecting the potential reduction in the number of competitors. The required adjustments to the fields in appropriate sports were made in concert with the International Federations concerned and with the IOC at the meeting of the IOC with the IFs in Lausanne in late May. The LAOOC was pleased to note that a full schedule of competitions was planned and that NOCs had asked permission to bring additional athletes from which the LAOOC had prepared occurred. On May 8, the Soviet Union announced it would not participate in the Games of the XXIIIrd Olympic Games. Over the next two weeks, they were joined by 14 other countries.

3.08.6 Torchlight III
A day-long exercise involving the top six managers at each site and the LAOOC Operations Center was conducted one month before the opening of the Olympic villages. “Torchlight I” was a law enforcement command post exercise conducted in late 1983 and involved the senior operating officers from each of the law enforcement agencies in Games law enforcement activities. Typical problems were posed and the agencies were responsible for stating the resources they would use and notifying other offices of their standard procedures. The LAOOC participated in this exercise as observers and as occasion—al responders to direct questions from law enforcement. “Torchlight III” was a similar though substantially larger exercise conducted on 15 June 1984 and the LAOOC was a full participant. For the “Torchlight III” simulation conducted on 15 June 1984, the LAOOC was a full participant. The “Torchlight III” simulation provided a comprehensive test of each of the site management teams and the systems connecting the sites. Most of the exercise was carried out via telephone at a central site commissioned and managers responded to serious and non-serious incidents involving their site. Some uses of EMS, paging and radio communications were carried out as well. The exercise required some quick judgments and serious consideration of worst-case possibilities involving architectural disasters (collapse of a grandstand), competition problems (a team walks off the field in protest), security concerns (terrorist attack) and venue service problems (food; distribution of such food to the movement to the venues occurs, the final construction details are completed and the bulk of the staff commences work and training. For the LAOOC, this period was no exception. In fact, for the Games of the XIXth Olympiad, the last months were particularly hectic. Under its contracts with the venues, the LAOOC generally did not take exclusive possession of a site until on average—two weeks before the commencement of competition. This meant that in large part the LAOOC had to concentrate all the modifications required to bring a venue up to Olympic standards into that two-week window. Obviously, wherever possible, the LAOOC negotiated earlier access.

This also meant that whereas other organizing committees had moved their key management staff to the sites six or seven months prior to opening ceremonies, in general the LAOOC staff did not move until less than a month before the Games.

3.09 The Games
As always in the organization of Olympic Games, the last months before opening ceremonies are the most hectic. It is during this time that the movement to the venues occurs, the final construction details are completed and the bulk of the staff commences work and training. For the LAOOC, this period was no exception. In fact, for the Games of the XIXth Olympiad, the last months were particularly hectic. Under its contracts with the venues, the LAOOC generally did not take exclusive possession of a site until on average—two weeks before the commencement of competition. This meant that in large part the LAOOC had to concentrate all the modifications required to bring a venue up to Olympic standards into that two-week window. Obviously, wherever possible, the LAOOC negotiated earlier access.

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3.09.1 Commissioner’s Authority Memo
As a follow-up to the widely distributed “Commissioner’s Mandate for the Preparatory Phase,” a final “Commissioner’s Authority Memo” was distributed on 17 June 1984, one month prior to the opening of six major sites: the IOC headquarters at the Biltmore Hotel, the Main Press Center, the Olympic Arrival Center at the Los Angeles International Airport and the three villages at UCLA, USCSC and USC. This document defined formally the extent of the commissioner’s authority at his site over various areas which had been touched on previously in the January 1984 directive. The general mandate remained exactly the same. The “show” had to go on and it had to be a good one, within the framework of an overall event, the Olympic Games. Now into the actual operational phase, however, the commissioner was able to (and required to) utilize new powers and responsibilities:

- the language commissioner had a budget against which expenditures could be authorized. All commission- ers had an upper spending limit of $20,000 per transaction with an aggregate limit equal to their remaining budget. Central depart- ments retained control of their own budgets including those portions of that prior to the opening of six major sites: the IOC headquarters at the Biltmore Hotel, the Main Press Center, the Olympic Arrival Center at the Los Angeles International Airport and the three villages at UCLA, USCSC and USC. This document defined formally the extent of the commissioner’s authority at his site over various areas which had been touched on previously in the January 1984 directive.

- Food services: the commissioner was responsible for all food services, including the disposal of unused food, the distribution of such food to charitable or other such concerns was encouraged. The commissioner also had complete authority over all venue-related hospitality and party services.

- Housing: commissioners could authorize rooms at the LAOOC’s expense for venue staff members as long as charged to the venue budget.

- Language services: the commis- sioner had the complete authority to determine the priorities for the use of the language services staff assigned to the venue.

- Material supply: the commissioner was able to order all supply needs for his venue and could procure supplies from any source, if the material supply group was unable to deliver them. Commissioners could also reallocate supplies from one depart- mental function to another on the site, at his discretion.

- Fiscal: had a change of payable cause, a commissioner could suspend or have terminated any LAOOC Games staff member at the venue. The Games staff member, whether paid or volunteer, should have explained to him the reason for the disciplinary action and have a chance to respond. While the commissioner had com- plete authority to authorize overtime for any staff, as long as he stays within the budget, only the Operations Center could authorize changes in a staff member’s rate of pay.
Press operations; commissioners had the right to admit non-accredited written press and photographers into public areas only if their limited number of venue passes.

These persons were not allowed to go into zones open only to accredited members of the media.

Venue access privileges; commissioners had the power to change the access privileges of any venue staff member by increasing or decreasing the zones which that staff member was allowed to enter. Decreases, however, should also have involved consultation with the venue manager for the functional department in which the staff member worked.

Commissioners were not authorized to issue new Olympic Family accredi-
tations (A’, B’, C’, D’, E’, F’, G’, J’, O’), or to make major changes in the architecture or con-
trol which moved to the venues during June 1984. It consisted of five desk officers, each of whom was either a group vice president or vice president. Each individual’s duty shift was four hours per day with the remaining time spent admin-
istering their on-going operations. On each shift was also an information officer who was a middle manager in the LAOOC and was rela-
tively familiar with all operations. Departments and sites were distri-
buted among five desks, based on logical groupings of the departments and regional groupings of the sites. Each desk had its own telephone number and was staffed by one or two desk officers per shift, depending on the time of day.

The Operations Center also included several administrative and support personnel who assisted in the mainten-
ance of the running logs and reference manuals. Adjacent desks in the same physical area were available for staff from the news, security and transpor-
tation departments. A special office was established for the LAOOC’s executive vice president/general manager in the middle of the Operations Center area located in a section of the LAOOC’s administrative headquarters.

Selection and training was especially important. Operations Center staff had to have extensive knowledge and experience within the LAOOC in order to be effective in working with all departments and sites. Since most of the LAOOC’s staff had been assigned to sites already, the Operations Center staff was assem-
bled by reassigning key staff which, in some cases, was to the detriment of the site managers. But, it was necessary.

All Operations Center staff underwent a two-week training program including 20 hours of classroom training that consisted of a departmental review of general plans and staffing for the Games period, and the types of problems that could involve the Operations Center. The second section of training required desk officers to take tours of the venues, villages and other sites. By actually seeing the sites involved, the desk personnel had a better idea of the physical nature of the problems reported. The final phase of training required the desk teams to assemble reference notebooks for each of the departments and sites for which the desk was responsible. The most important ingredients of these materials were the names, telephone numbers (home, site and mobile, if available) and organizational structure of key staff at each of the departments or sites involved.

The Commissioners’ Authority Memo-
randum listed the services to be provid-
ed by the Operations Center that were of key interest to the site managers.

- Approval to spend over $20,000 for any single transaction
- A contingency budget which could be used if the commissioner’s budget was exhausted
- Resolution of disputes between a commissioner and a central department
- Reallocation of scarce resources between sites
- Collection of issues, problems and for ‘your information’ notices
- For communication to senior management and the dissemination of senior management decisions to the departments and sites as necessary
- A clearinghouse for problems of various types, especially those requiring communications through the Operations Center with a responsible department or agency and follow-up
- 12 August at 1500

One of the most important activities was the continual updating of the lists of telephone numbers. One person was assigned to this project on a full-time basis. The need for accurate telephone numbers was important, and the lists proved to be of extreme value. More routine was the use of a three-part “incident form,” which was used to record any significant incidents or problems reported to the Operations Center. Once a specific incident was resolved, the form was recorded in the daily logsbook and then filed chronologically, by department and by the Operations Center desk. Approximately 1,000 incidents were recorded in this matter.

Typical incidents which were handled included:
- Access problems due to non-
- completion of clearing processes at sites when the requirement for accreditation badges was activated (the Operations Center helped to develop procedures to allow the admittance of necessary construc-
tion personnel)
structure and reporting requirements of the center. Finally, the knowledge gained by the duty officers in the field was extremely valuable and a program of roving scouts to report independently on overall operations at the sites might be valuable for operations as widely spread as in Los Angeles.

3.09.3 Senior management during the Games
To effectively govern this far-flung network of sites, the executive operations committee met daily, reviewing problems identified in the prior day and anticipating events and difficulties forthcoming. Represented at these meetings were the LAOOC president and executive vice president, the group vice presidents responsible for each of the departments and venue management and key managers for selected departments, such as security, transportation, news and the Operations Center.

The management of the games was greatly enhanced by the sophisticated technology employed in the communications network. Several thousand pagers were distributed among key managers and staff, most with digital displays. Messages could be sent to these displays from any of the 1,700 Electronic Messaging System (EMS) terminals, conveniently located at every Olympic site, including hotels. Longer messages could also be sent via the EMS terminals to any accredited person, who would then recover the message from any other electronic mail terminal. Finally, an extensive telephone network was established connecting each of the sites, key executive cars with mobile phones and a selected number of executives with hand-held portable phones which allowed them to be reached wherever they might be.

This extensive communication network meant that senior management was never out of touch. Thus, all critical problems could immediately be communicated to the appropriate managers via paging, telephone, or radio for appropriate action as they developed.

This allowed the management of the LAOOC to be relatively mobile and spend the bulk of their time observing and correcting operations in the field, rather than requiring them to be glued to the telephone in an office. Management was thus constantly involved in comparing what was actually occurring to what had been planned and making adjustments where necessary.

Because the commissioner program placed talented entrepreneurial managers in charge of each venue, the Games ran very smoothly. Though there were a myriad of small problems, few major problems were encountered; these were easily handled. From the public’s perception, the Olympics flowed very smoothly.

3.09.4 Site management
Site management was entrusted to the commissioners, village mayors and to department managers who had their own sites, such as the Biltmore Hotel for Protocol and the Main Press Center for Press Operations. Frequent visits were made to many of the sites by senior management and by roving duty officers from the Operations Center.

It wasn’t until after the Games that the significance of the “vernacular” process and the clear definitions of policies and procedures that it generated was realized and appreciated. The tumultuous reorganization of the Organizing Committee’s structure and reassembly into venue teams while continuing to operate out of the Marina Center was well worth the effort and allowed the teams the ability to begin functioning immediately upon opening operations at the sites. This was greatly aided by the new communications devices, especially the EMS network and the handheld radios used by many venue management staff.

Long-standing policies regarding area access by accreditation only and authorization of expenditures were closely followed. Late-arriving instructions such as reporting responsibilities to the Operations Center, close-out procedures and distribution of gifts were either lightly regarded or ignored because of the crush of last-moment preparations.

In general, policies and procedures were complied with that were distributed by the end of May, while many of the directives issued after the middle of June (when the “Commissioner’s Authority Memorandum” was distributed) got lost in the tumult and excitement of the Games.

3.10 Post-Games close-out
With the conclusion of the first sport, modern pentathlon, eleven days prior to closing ceremonies, the LAOOC began a new phase: close-out. Securing the site after the conclusion of competition, returning materials to the warehouse and returning the facility to its original state was the beginning of the end.

The post-Games period, as would be expected, had an entirely different emphasis from the preparations. The focus was on demobilizing the venues, disposing of assets, discharging of staff, reconciling financial accounts and beginning the official report.
**Formation and Management of the LAOOC**

Within a week after closing ceremonies, the LAOOC had returned most of the sites to the venue owners. Within two weeks, all of the venues and villages had been returned to facilitate this process, a special close-out team supervised operations as the sites, one by one, completed competitions, were sealed and then deactivated.

The physical assets of the LAOOC were consolidated at the Main Distribution Center, a large warehouse. The items collected there represented the complexity of the Games: beds, refrigerators, televisions and video recorders, flashlights, computer tapes, desks, uniforms and a potpourri of other items. The bulk of these items were sold back to the original manufacturers or given to governmental and other agencies. Those items of considerable monetary value, such as posters, uniforms and festive federalism Look items were sold to the public at a retail sale and then an auction.

The drop in staffing was perhaps the most dramatic. One week after the Games, the LAOOC staff had dropped from almost 70,000 to 2,000 people. Three weeks later, there were 450 people on staff. Two months after the Games, there were 150 people engaged in purging files, paying bills and closing accounting records and drafting the official report. By the end of 1984, the LAOOC staff totaled 75 people.

### The LAOOC legacy

The Los Angeles Olympic Games were financially successful beyond the dreams of its original advocates. A $215 million surplus was realized by the LAOOC—greater than that of all prior Olympic organizing committees combined. The LAOOC also had a vast impact on the community must; it rallied the local communities in Southern California and Americans all across the nation and generated a great outpouring of support which completed the ingredients for the success of the Games of the XXIIIrd Olympiad.

The LAOOC also had a vast impact on the Olympic movement. In the late 1970s, when Los Angeles made its successful bid, it accepted a challenge to prove in an Olympic world rocked by terrorism, enormous cost overruns and resulting debt and an about-to-occur boycott of the 1980 Games. With these burdens, Los Angeles faced enormous challenges; the future of the Olympic movement was at stake. And Los Angeles succeeded in every area. The Games of the XXIIIrd Olympiad had more National teams than had ever before, were completely self-funded and were incident-free.

The LAOOC had taken to heart Pierre de Coubertin's 1908 dictate that "the games must be kept more purely athletic; they must be more dignified; more discreet; more in accord with classic and artistic requirements; more intimate, and, above all, less expensive" and demonstrated that the Olympic movement was still valid in this modern world.
Growth of the LAOOC and the Organization of the Games: A Chronology

25 September 1977 Approval is given by the USOC for Los Angeles to be the candidate city from the United States to host the Games of the XXIIIrd Olympiad. The Southern California Committee for the Olympic Games (SCOCOG) wins the USOC vote in a meeting at Colorado Springs, Colorado.

31 October 1977 IOC President Lord Killanin announces the closure of the application period to host the Games, with Los Angeles the sole bidder.

18 May 1978 During the 60th Session of the IOC in Athens, Greece, a provisional award of the Games is made to Los Angeles, conditioned on the signing of a contract between the IOC and the city of Los Angeles.

31 August 1978 The IOC Executive Board approves a contract between the IOC and Los Angeles, subject to approval by the IOC membership.

7 October 1978 Overwhelming approval of the IOC-Los Angeles contract is made by the IOC members: 75 in favor, three against, six abstentions and one null vote.

12 October 1978 Los Angeles City Council approval is given to the IOC-approved contract.

20 October 1978 Signing of the contract between the LAOOC and Los Angeles takes place, allowing Los Angeles to host the Games of the XXIIIrd Olympiad from 28 July to 12 August 1984. The signing is held at the White House in Washington, D.C.

7 November 1978 Los Angeles City Charter Amendment No. 1 is passed by voters, prohibiting any capital expenditures by the city on the Olympics that would not, by binding legal commitment, be paid back.

26 January 1979 The LAOOC Board of Directors, consisting of 59 community leaders and activists, is named.

1 March 1979 A contract among the IOC, USOC and the LAOOC is signed at IOC Headquarters in Lausanne, Switzerland.

26 March 1979 Paul Ziffren is selected as chairman and Peter V. Ueberroth as president of the LAOOC.

26 September 1979 A record $225-million television rights agreement is signed by the American Broadcasting Company and the LAOOC in Nagoya, Japan.

1 February 1980 Harry L. Usher is named executive vice president/general manager, assuming overall operating responsibilities for the Games.

24 March 1980 An agreement is signed by the LAOOC, city of Long Beach and the Southern California Yachting Association for use of the Long Beach Marina as the yachting venue in 1984.

30 April 1980 An agreement is signed with California Sports, Inc. for use of The Forum as the basketball site.

29 May 1980 An agreement is signed with the city of Long Beach securing El Dorado Park as the site of archery in 1984.

11 June 1980 An agreement is signed with the Los Angeles Coliseum Commission for use of the Los Angeles Memorial Sports Arena as the boxing venue in 1984.

10 July 1980 An award is made of agreements between the LAOOC and the city of Long Beach for use of the Long Beach Arena for Olympic volleyball and the Long Beach Convention Center Exhibition Hall for fencing.

15 July 1980 A license agreement is signed by the LAOOC with the city of Pasadena for use of the Rose Bowl for Olympic football in 1984.

16 July 1980 The First Official Report of the LAOOC is presented to the International Olympic Committee at the 83rd Olympic Session in Moscow, USSR.

4 August 1980 The official opening of the four-year quadrennial for the XXIIIrd Olympiad takes place. Ceremonies in Los Angeles and New York highlight the event, along with the introduction of the official Olympic symbol, the Star Mascot and the Olympic mascot, Sam the Olympic Eagle.

The Organizing Committee’s first nine sponsors are announced, ushering in a new era in Olympic financing. Named are: Coca-Cola Co., Arneusche-Busch, Inc., McDonald’s Corp., Arrowhead Puritas Waters, Inc., Caron USA, Inc., Southland Airlines, Comair, First Interstate Bank and Dentsu, Inc.

The LAOOC licensees, Cervantes Nightwear, Inc., is also named.

7 August 1980 A new world-class swimming and diving stadium at the University of Southern California is announced as the site of Olympic swimming in 1984. The facility will be underwritten by the McDonald’s Corp.

28 August 1980 The building of a new world-class velodrome to serve as the site of Olympic cycling is announced. The velodrome will be underwritten by the Southland Corp.

19 November 1980 The LAOOC and Los Angeles Coliseum Commission announce that the Los Angeles Memorial Coliseum, site of the 1932 Games, will again host the Opening and Closing Ceremonies in 1984, as well as the athletics competition.

25 November 1980 A new management concept for Olympic sports is announced: the commissioner system. In each sport, experienced business managers will be invited to manage Olympic events, working part-time into 1983, then joining the Organizing Committee full-time 6–12 months prior to the Games.

4 December 1980 The Atlantic-Richfield Company becomes the newest LAOOC sponsor. ARCO will finance seven international-class tracks in the Los Angeles area and help with refurbishment of the Los Angeles Memorial Coliseum.

6–12 December 1980 IOC President Juan Antonio Samaranch and Director Monique Berlioux tour Los Angeles sports facilities and meet with local leaders and Olympic officials.

19 December 1980 Cohl La La, Inc., a manufacturer of cloisonne jewelry, is named as the third LAOOC licensee.

1 January 1981 Announcement of agreements for three more competition venues is made: judo at California State University at Los Angeles; weightlifting at Loyola Marymount University’s new Albert Gersten Pavilion; and wrestling at the Anaheim Convention Center.

Sponsorships are announced with Sports Illustrated and the American Express Co.

19 January 1981 The LAOOC names its first official supplier, the Ductor Industries, Ltd., which will supply the LAOOC with equipment for the Games.

5 February 1981 California State University at Dominguez Hills is selected as the site for the to-be-constructed Olympic velodrome.

20–25 February 1981 A meeting of the IOC Executive Board is held in Los Angeles.

25 February 1981 An agreement on basic terms is signed by the LAOOC and the University of California, Los Angeles. UCLA’s Pauley Pavilion is named as the site of Olympic gymnastics.

12 March 1981 A sponsorship agreement is announced with the Coca-Cola Company/Feodis, Inc., makers of Mountain Maid Orange Juice and other products.

26 March 1981 An agreement is signed by the LAOOC and California State University at Fullerton for use of Titan Gymnasium as a site for Olympic handball.

30 March 1981 The LAOOC offices will move onto the campus of UCLA in the summer of 1981. A new, three-story office building was constructed on the campus and will house the LAOOC from mid-I-82 through the Olympic Games.

9 April 1981 A report is made by the LAOOC to the IOC Executive Board. An LAOOC recommendation to include tennis and baseball as demonstration sports is accepted.

23 April 1981 Santa Anita Park is announced as the site for Olympic equestrian events.

30 April 1981 The LAOOC and USOC join to seek legislation in the United States Congress to authorize minting of Olympic commemorative coins.

1 May 1981 The LAOOC and COPAN-83, the organizing committee of the 1983 Pan American Games, sign an agreement of mutual support.

24 June 1981 Bright and Associates is selected to design pigtographs for the Olympic Games.

29 June 1981 An agreement is reached to use Lake Casitas as the site of Olympic rowing and canoeing.


13 July 1981 LAOOC officials Peter Ueberroth, Harry Usher and Glenn Wilson meet with President Ronald Reagan at the White House in Washington, D.C.

Deputy Chief of Staff Michael Deaver is appointed White House Liaison to the 1984 Olympic Games.

14 July 1981 Peter Ueberroth, Harry Usher and IOC President William Simon testify before a hearing of the Senate Banking Committee on the proposed Olympic commemorative coins.

30 July 1981 Moccie’s Team Outfitting Co. of Los Angeles is announced as the LAOOC’s fourth licensee. The company will manufacture stadium seat cushions.

10 August 1981 An agreement is announced between the LAOOC and the city of Los Angeles for use of the Los Angeles Convention Center as the Main Press Center during the Games.

16 August 1981 The LAOOC and General Motors announce a new sponsorship agreement with the Buck Motorsports team, which will supply the “Official Automobile” of the Games.

2 September 1981 Levi Strauss joins the LAOOC’s sponsorship family as the “Official Outfitter” of the Games.

15 September 1981 An agreement is announced with the Los Angeles Dodgers, Inc. and the LAOOC, placing the 1984 Olympic baseball tournament in Dodger Stadium.

16 September 1981 The LAOOC announces that the Converse Rubber Co./Mitsubishi of Japan will be the new sponsor of the 1984 Games and will provide the “Official Athletic Shoe.”

23 September–1 October 1981 The 11th Olympic Congress and 84th IOC Session are held at Baden-Baden, Federal Republic of Germany. The LAOOC presents its Second Official Report to the IOC on 1 October.

13 October 1981 ABC Publishing is granted rights to publish the “Official Olympic Guide to Los Angeles.”

1 November 1981 LAOOC marks 1,000 days to go before Opening Ceremonies.

9 November 1981 An agreement is announced with the California Museum of Science and Industry, providing the LAOOC with additional parking spaces in the Coliseum and Exposition Park area. The Organizing Committee also announced it will spend $800,000 to repair and renovate existing areas in Exposition Park.

18 November 1981 An announcement is made of a sponsorship agreement with the Westinghouse Electric Corp. Westinghouse will provide the “Official Office Furniture” of the Games, while affiliated companies Longines-Wittnauer/Swiss Timing will be the “Official Watches and Clocks” and “Official Timekeepers”; and Perrier will be the “Official Mineral Water” of the 1984 Games.
At a 28 August 1980 news conference, it is announced that an Olympic velodrome is to be built at California State University at Dominguez Hills.

The LAOCOC symbol, the Star in Motion and mascot Sam the Olympic Eagle are introduced on 4 August 1980.

The announcement of the construction of a new world-class swimming and diving stadium at USC is made on 17 August 1980. Funding was provided by the McDonald’s Corporation.

LAOCOC President Peter V. Ueberroth (center), IOC Director Monique Berlioux (right) and IOC President Juan Antonio Samaranch take a venue tour in December 1980, including this stop at the Coliseum.

6. Ground breaking ceremonies for Coliseum improvements are held on the 59th birthday of the stadium on 17 April 1982.

7. Representatives of the International Federations meet with the IOC Executive Board on 17 February 1982 in Pasadena, California.

8. Ronald Reagan, president of the United States (left), accepts IOC President Juan Antonio Samaranch's invitation to open the Games in 1984. With them in the 29 January 1982 meeting is LAOOC President Peter V. Ueberroth (right).

9. Olympian John Naber (right); McDonald's mascot Ronald McDonald and LAOOC mascot Sam the Olympic Eagle help break ground for the new Olympic Swim Stadium on the campus of USC on 30 December 1987.
1 December 1981 First-time radio rights are granted for the Olympic Games. BBC Radio acquires exclusive U.S. rights (excepting Spanish language rights) and will serve as host broadcasting coordinator for worldwide radio.

3 December 1981 An announcement is made of the sale of television rights to the 32-nation European Broadcasting Union for approximately $19.8 million.

8 December 1981 An announcement of official Olympic hotels, with more than 15,000 rooms committed for LAOC use in 1984 to house Olympic Family members (IOC, NOCs, IFs, press, sponsor representatives) is made.

9 December 1981 The United States Senate approves the Olympic Coin Program by voice vote. The bill had previously been voted out of the Senate Banking Committee by a 14-0 vote on 15 October.

11 December 1981 Fuji Photo Film Co., Ltd. becomes the LAOCO’s sponsor for “Official Photographic Products.” Fuji will also service credentialed photographers in regard to development of film in 1984.

20 December 1981 Ground-breaking ceremonies for the Olympic Swim Stadium are held at the University of Southern California, site of the new facility.

2 January 1982 Molten Rubber Industry Co., Ltd. is announced as the supplier of the “Official Basketball” of the Games.

6 January 1982 A sponsorship agreement with the Sanyo Electric Corporation is announced at Caesar’s Palace Hotel in Las Vegas, Nevada. Sanyo will manufacture the “Official Video Products of the Games.”

8 January 1982, Dedication ceremonies are held for the newly-completed Albert Gersten Pavilion on the campus of Loyola Marymount University, site of weightlifting in 1984.

22 January 1982 Easton Aluminum, a world leader in the manufacture of arrow shafts for competitive archery, is announced as an LAOCO licensee. Easton’s commitment includes funding for youth archery ranges and development programs in excess of $325,000. The site for the first range will be the Cheviot Hills Recreation Center.

29 January 1982 A White House meeting among U.S. President Ronald Reagan, IOC President Juan Antonio Samaranch and LAOCO President Peter V. Ueberroth is held. Reagan accepts Samaranch’s invitation to open the Games in 1984. Groundbreaking ceremonies are held at California State University at Los Angeles for the first of six Olympic training tracks to be installed prior to the 1984 Games. Present was IAFF President Primo Nebbiolo. A “Rectaflex-S” surface will be installed for the Rekont Sports Corporation.

1 February 1982 A joint announcement by the IOC, LAOCO and Network Ten Australia details a television rights agreement of $10.6 million for exclusive TV rights to the Games for Australia.

1-7 February 1982 Week-long meetings of the IOC Executive Board, IOC commissions and International Federations are held in Los Angeles at Pasadena’s Huntington-Sheraton Hotel. At the final news conference, IOC President Juan Antonio Samaranch shared that he is “for mad that the Games will be ‘impeccably organized.’ Included in the program are meetings between the IOC Executive Board and the International Federations.

2 February 1982 Pepperdine’s Raleigh Runnels Memorial Pool is announced as the site for water polo for the 1984 Games. The announcement, made at Pepperdine, is attended by FINA President Ante Lambasa.

2 March 1982 Olympic venues for modern pentathlon and shooting are announced at Cito de Caza and Coal Canyon, respectively. Shooting events will be held on a to-be-constructed $18-million facility to be financed privately.

9 March 1982 Analytical drug testing facilities will be installed at the University of California, Los Angeles. The complete analytical laboratory needs of the Games will be handled there under the provision of the UCLA Medical School and Department of Pharmacology. The main lab facilities will be located in the Louis Factor Health Sciences Building in the UCLA Center for the Health Sciences Board.

5 April 1982 Campagnolo-USA, Inc. is named “Official Supplier of Technical Assurances” for the 1984 cycling events. The Houston-based company and Italian parent will supply equipment, parts, tools and technicians to assist competitors in 1984.

7 April 1982 A combination groundbreaking and 59th birthday party are held at and for the Los Angeles Memorial Coliseum. LAOCO improvement programs, funded by ARCO, including public address, dressing room, electrical and sewer improvements are also detailed. The LAOCO will install a new Hi-Play systems grass field as well as a new world-class running track.

14 April 1982 An announcement is made that names East Los Angeles College Community Center as the site of hockey in 1984. The announcement includes a demonstration of the sport.

24 April 1982 The first of two new junior archery ranges, at the Cheviot Hills Recreation Center, is dedicated.

30 April 1982 Edgar N. Best is appointed LAOCO’s Director of Security.

14 May 1982 A working group from the Association of National Olympic Committees (ANOC) visits the LAOCO to examine preparations. An announcement of the first nine Olympic attaches is also made.

20 May 1982 The U.S. House of Representatives passes a commemorative coin program for the 1984 Games by a 302-44 margin. The program calls for three coins to be issued, one in 1983 and two in 1984.

21-23 May 1982 The inaugural Olympic Youth Sports Festival is held at California State University at Los Angeles (CSULA). Competition for youth takes place in archery, athletics, gymnastics and synchronized swimming.

The athletics competition is held on the new training track installed at CSULA. Dedication ceremonies are held immediately prior to the competition, a regional championship of the ARCO Jesse Owens Gymnasium.

26 May 1982 It is announced that the University of California, Santa Barbara will serve as satellite housing during the Games for the expected 1,200 rowing and canoeing competitors.

27 May 1982 The LAOCO gives its Third Official Report to the International Olympic Committee at the 65th IOC Session in Rome, Italy. The LAOCO announces that it would accept inclusion of the K-4 canoeing event for women in 1984, as well as an agreement with FIFA to play preliminary football competitions on four separate fields. In Rome, the LAOCO also reports to the Medical and Press Commissions.

23 June 1982 The Times Mirror Company becomes the sponsor of the 1984 Olympic Arts Festival, the cultural component of the Games of the XXIIIrd Olympiad.

1 July 1982 The U.S. Senate approves the Coin Program Bill passed by the House of Representatives.

8 July 1982 The newly-completed Olympic velodrome at California State University at Dominguez Hills is dedicated. USA Olympic gold medalists Eric Heiden and Sheila Young Owczak take the first official lap in the new facility.

9-10 July 1982 The first event in the velodrome, the 7-Eleven/Bicycling Magazine Grand Prix, takes place before overflow crowds of 3,000 and 4,000.

12 July 1982 Television rights sales are announced to TV New Zealand ($500,000) and to the Kanonian Broadcasting System for the Philippines ($400,000).

22-24 July 1982 U.S. President Ronald Reagan signs into law the congressional-approved Olympic Commemorative Coin Program. Public Law No. 97-220 authorized the minting of up to 52 million coins: 50 million in silver dollars and two million 10-dollar gold pieces.

9 August 1982 The LAOCO moves into its new offices at 10945 LaCorte Avenue on the southern edge of the UCLA campus. The three-story building was completed on time as a joint effort of the University and the Organizing Committee.


8 September 1982 The LAOCO’s Envy Program, modeled after the Sports Commissioner Program, is announced. Envoys will be selected by the LAOCO from qualified U.S. citizens in the Southern California area to serve as liaisons with Olympic attaches and National Olympic Committees around the world.

13 September 1982 Joint announcement is made that the internationally-known film exhibition FILMEX will present a special sports film festival in 1984, just prior to the beginning of the Games. The festival will feature a 50-hour marathon of features and shorts using sport as a metaphor for the human condition and a complete retrospective on past official Olympic films.

15 September 1982 The LAOCO exercises its option and terminates its agreement with Coal Canyon and begins examination of possible sites for the shooting competition in 1984. An LAOCO team attends a meeting of secretaries-general from European National Olympic Committees in Moscow, USSR, and comments upon the Association of National Olympic Committees’ working group report completed in May.

22-25 September 1982 The Federation Equestrian International (FEI) Bureau meets in Los Angeles and tours the sites for equestrian competition during the Games. Led by its president, H.R.H. Prince Philip, Duke of Edinburgh, the bureau examines Santa Anita Park and Fairbanks Ranch (a possible site for the speed and endurance competition of the three-day event). During the bureau meeting, it is agreed that the final day of jumping will be held at Santa Anita Park, where a stadium will be constructed.

29 September 1982 ARA Services, Inc., one of the world’s largest service management companies, is announced as an LAOCO sponsor. ARA will plan and implement the massive food service program required for Olympic athletes and team officials in 1984, as well as carry out all facets of athlete and team official transportation.

The American Telephone & Telegraph Company and Pacific Telephone & Telegraph are announced as LAOCO sponsors and “Official Sponsor of the 1984 Olympic Torch Relay.” Included
Games will pump more than $3.3 billion in economic benefits to the Southern California area, the most comprehensive arts festival ever staged in the United States, numerous public and private facilities and improvements and a strong youth program.

4-5 March 1983 Eighty-four members of the LAOOC's Olympic Spirit Team gather for initial meetings in Los Angeles. Ranging in age from 23 to 91, the group attends orientation meetings, tours venue sites and is involved in community youth events.

15 March 1983 The Olympic Torch is lit at the Los Angeles Memorial Coliseum in tribute to the late Hungarian sports leader Dr. Arpad Csanadi's 16 March funeral in Budapest. Csanadi was the Secretary General of the Hungarian NOC, the IOC member in Hungary and the Honorary President of the IOC. The LAOOC is represented at Csanadi's 16 March funeral in Budapest by Vice President/Sports Peter V. Ueberroth. Ueberroth noted the positive aspects of the Games, which include

16 March 1983 It is announced that the LAOOC will stage seven 1983 Olympic events. Events will include the III FINA World Water Polo Cup in May, an international cycling invitational in July, an international swimming competition in July, the II American Cup of Synchronized Swimming in August and regattas for rowing and canoeing at Lake Casitas in September.

21-26 March 1983 The 86th session of the International Olympic Committee is held in New Delhi, India. The LAOOC makes its Fourth Official Report to the IOC on 26 March. During the session, it is agreed that boardcasting will be included in the Games, staff six teams to participate in the demonstration sport of baseball and that the demonstration tennis events would consist of 32-player singles competitions for men and women in the category of junior and younger, regardless of status. IOC President Juan Antonio Samaranch agrees to exhibit his collection of Olympic philately as a part of the Olympic Arts Festival.

Additionally, there will be a Special Olympic Games Committee on 23 March at the LAOOC's headquarters.

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On 21 January 1983, 560 delegates from 141 nations gather in Los Angeles for the 22nd meeting between the IOC Executive Board and the National Olympic Committees.

A highlight of the meetings between the IOC Executive Board and the NOCs in January 1983 is the return of Olympic medals to the family of Jim Thorpe, 1912 Olympic pentathlon and decathlon winner.

NOC delegates tour the UCLA village on 21 January 1983.

Los Angeles Mayor Tom Bradley helps launch the LACOCO Youth Beautification Program at Roosevelt High School on 12 March 1983.
14 A ceremonial lighting of a beme starts the Olympic Torch Relay in New York.

15 A five-kilometer run begins the ceremonies for dedication of a new track, funded by ARC0, at Birmingham High School.

16 It is announced on 25 November 1983 that for the first time in Olympic history, the organizing committees for the 1984 Winter and Summer Olympic Games will join forces and resources to produce a medal commemorating both Games and the friendship between the people of the host cities.

17 A limited, signed edition of Olympic fine arts posters are presented to U.S. President Ronald Reagan and First Lady Nancy Reagan (left) on 14 May 1983 by LAOOC Olympic Arts Festival Director Robert J. Flaherty (right) and Vice President of Communications Michael O'Hara (right).
tournament brings the world's top eight teams to the site of the 1984 Olympic water polo competition. A new training track, funded by ARCO, is dedicated at Birmingham High School. Ceremonies include a five-kilometer run and the renaming of the school's athletic facility as Tom Bradley Stadium. The dedication also culminates Birmingham High School's "Olympic Awareness Week."

The "Olympic Neighbor" community of Long Beach holds a membership kickoff meeting, with Olympic gold medalists Pat McCormick (diving, 1952 and 1956) and Tommie Smith (athletics, 1968) participating. Long Beach is the first community to officially join the LAOOC's new Olympic Neighbor Program.

18 May 1983 Exclusive television broadcasting agreements are signed between the LAOOC and the Canadian Broadcasting Corporation (CBC) and the Latin American Broadcasting Organization (OTI). The agreements provide that the CBC and OTI will purchase the exclusive over-the-air rights to the Games for $3 million and $2.15 million, respectively, one third of which will be paid to the IOC.

20 May 1983 An agreement in principle is reached between the LAOOC and Orange County for reimbursement for all Orange County costs, including security.

Windsurfing International, Inc. and the LAOOC announce the signing of a license agreement between Windsurfing International and Windgilder, guaranteeing inclusion of two board-sailing events in the Games.

31 May 1983 At a meeting of the IOC Executive Board and the General Assembly of International Sport Federations in Lausanne, Switzerland, the LAOOC reports on preparations for congresses, accommodations and transportation of the International Federations.

2 June 1983 IBM is announced as the official personal computer and office systems sponsor for the Games. The company is providing IBM personal computers, IBM multi-function word processor DisplayWrite systems, an IBM System/38 general purpose computer and other equipment.

4 June 1983 The second Olympic Youth Sports Festival is held at California State University of Los Angeles, with more than 7,000 California boys and girls in attendance. Sports include archery, judo, synchronized swimming and athletics.

8 June 1983 The LAOOC, Los Angeles Turf Club, Inc., and Watt Industries/San Diego Inc. announce the Fairbanks Ranch Country Club in San Diego County will host the middle day of the three-day endurance event in the Games.

14 June 1983 More than 5.5 million tickets to the 1984 Olympic Games go on sale throughout the United States. Ticket mail order forms are available at Sears, Roebuck and Co. stores nation-ally. First Interstate Bank branches in Southern California and Manufacturers Hanover Trust branches in the greater New York metropolitan area.

20 June 1983 Initial processing of the 1984 Olympic ticket orders begins at a First Interstate Bank facility. This day, the LAOOC had received approximately 100,000 orders and 40,000 telephone calls to the information number listed in the ticket brochure. Between 1.2 million and 1.5 million of the seven million brochures available in the United States had been distributed.

21 June 1983 The Prado Recreation Area in San Bernadino County is named shooting site for the Games. The 50-acre site near Chino is chosen because of its location, about an hour’s drive east of Los Angeles, and on the prospect of a permanent shooting facility for Southern California.

30 June 1983 It is announced that the LAOOC will move its operations headquarters to a 180,000-square-foot facility in Culver City by late summer.

1 July 1983 Invitations from the LAOOC to the recognized National Olympic Committees in 151 countries are hand-canceled and mailed at the Worldwide Postal Center in Los Angeles. U.S. Olympic medalists Anita DeFrantz and Bob Seagren join U.S. Postal Service officials for the mailing.

8 July 1983 Cyclists from around the world participate in the Murray-Dillon International Cycling Invitational at the Olympic velodrome. The event, on 8-9 July, is the second of the LA83 events.

14 July 1983 Some of the world’s top swimmers match skills at the LA83 McDonald’s International Swimming Meet. The four-day event includes swimmers from 20 countries and is the first competitive use of the new Olympic Swimming Pool at USC.

15 July 1983 Announcement is made that the Chongqing Acrobatic and Mapo Troupe, from the People’s Republic of China will travel to the United States to perform for the first time in the 1984 Olympic Arts Festival. The troupe, based in Sichuan Province, features acrobats, magicians and clowns.

19 July 1983 Olympic Arts Festival officials announced that up to eight Los Angeles theater productions will be presented during the summer of 1984 as a central part of the Festival. The Olympic Arts Festival will provide $100,000 that will be divided among the theaters selected by recommenda-tion of a panel.

21 July 1983 More than 60 Olympians gather at a press reception at LAOOC Headquarters in Westwood to officially introduce the Olympic Spirit Team to members of the media.

28 July 1983 LAOOC marks one year to go before Opening Ceremonies. Details of the 1984 Olympic Torch Relay are revealed in simultaneous press conferences in New York and Los Angeles. The journey will last approximately 80 days, covering thousands of kilometers between New York City and Los Angeles, and is expected to raise millions of dollars for youth sports in America.

5-7 August 1983 The LA83 Sunkist American Cup II Synchronized Swimming Championship begins at the Olympic Swim Stadium.

16 August 1983 Groundbreaking ceremonies for the 1984 Olympic shooting site at the Prado Recreational Area are held.

18 August 1983 David L. Wopar, an internationally renowned filmmaker who brought Roots to television screens throughout the world and pro-duced the 1972 documentary Visions of Eight, is named commissioner and executive producer of ceremonies for the Games.

27 August 1983 Action begins in the 1983 McDonald’s International Gymnastics Championships at Paulay Pavilion, as gymnasts from 15 coun-tries, including the top U.S. Olympic hopefuls, start competition.

12 September 1983 The Southern California Rapid Transit District (RTD) and the LAOOC announce that sales of bus tokens bearing the Olympic sym-bols will enable the RTD to fully fund special bus lines for spectators attend-ing the Games. Sales are expected to generate at least $3 million, allowing the addition of 475 buses.

An agreement is reached between the LAOOC and the city of Monterey Park on payment for Olympic-related school costs.

22-25 September 1983 Lake Castas in Ventura County is the site of the Foster Farms Lake Castas Interna-tional Regatta. More than 400 rowers and canoeists participate in the event.

27 September 1983 After meetings in Washington, D.C., with congressional leaders and Assistant to the President Michael K. Deaver on preparations for the upcoming Games, LAOOC President Peter V. Ueberroth states: "The excitement and interest of the American people in the Games are demonstrated by the fact that more than 250,000 tickets have been sold to the Games so far. It is important to remember that the Games do not belong to the United States just because they are taking place on our soil. The Games belong to the world."

2 October 1983 Dedication cere-monies for the new world-class track in the Los Angeles Memorial Coliseum are held with LAOOC and ARC0 officials presiding. The ceremonies are preceded by the completion of the Coliseum Invitational 10-kilometer run.

19-22 October 1983 The best archers in the world converge on El Dorado Park in Long Beach for the 1983 World Archery World Champion-ships. The event is the last of the LAOOC-hosted LA83 competition.

24 October 1983 The LAOOC hosts its Olympic sponsors at the Sheraton Granada Hotel in downtown Los Angeles. The three-day meeting, with more than 300 representatives of 30 Olympic sponsors and 59 licensees in attendance, focuses on the solidi-fication of Olympic corporate sponsors plans for 1984.

It is announced that a federal court judge has entered a stipulated final judgment that prevents Mervyn’s, a Northern California-based department store chain, from selling its recently developed line of Olympic-themed merchandise.

5 November 1983 The Los Angeles Rams of the new American Football League announce that they are postponing construction of luxury boxes on the Coliseum rim until after the Olympics. As reasons, team officials cite court delays in ruling on appeals of the legal decisions allowing the teams’ move to Los Angeles and uncertainties as to whether they can secure construction in time for the Games.

10 November 1983 The U.S. House of Representatives unanimously ap-proves a resolution recognizing “the right of every individual eligible under the rules of the International Olympic Committee to participate in the Los Angeles Games.”

18 November 1983 LAOOC President Peter V. Ueberroth announces that Soviet sports leaders are planning to visit Los Angeles during the first week of December to make final preparations for the Soviet team to compete.

25 November 1983 An announce-ment is made that for the first time in Olympic history the organizing committees for the 1984 Winter and Summer Olympic Games will join forces and resources to produce a medallion commemorating both Games and the friendship between the people of the host cities.

28 November 1983 The LAOOC’s request to include two events for wheelchair-bound competitors in the 1984 Games wins preliminary approval from the IOC and the International Amateur Athletic Federation (IAAF).

29 November 1983 LAOOC Chairman of the Board Paul Ziffren is appointed to the Court of Arbitration for Sport by IOC President Juan Antonio Samaranch.

1 December 1983 The Los Angeles Olympic Committee-UCLA Analytical Laboratory becomes only the eighth laboratory accredited by the United States to receive accreditation from the IOC. The laboratory will be used for doping control tests at the Games.
24 January 1984 The unique Look of the 1984 Olympic Games was unveiled as an alliance of designers, artists and architects presented a festive montage of vibrant colors and bold forms which will reflect the cultural diversity of Los Angeles as well as the international spirit of the Games. Fabric structures and scaffoldings will be combined with painted cylindrical columns, miles of fence fabric and ceremonial backdrops in hot colors such as magenta, vermillion and chocolate yellow in a playful pattern to inspire a look called “festival federalism.”

1 March 1984 The LAOOC received notification from the United States Department of State of the denial of the visa application of Oleg Yermishkin, nominated by the USSR NOC to serve as Olympic attaché. LAOOC President Peter Ueberroth communicated the visa denial to Yermishkin and expressed his hope that another person would be nominated as soon as possible.

6 March 1984 The official sports artist of the 1984 Olympic Games, Ernie Barnes, previewed five sports posters commissioned by the LAOOC and the Los Angeles Area Chamber of Commerces. Posters depicting athletes in athletics, basketball, boxing, gymnastics and “The Neighborhood Game” were shown and will be distributed through retail outlets in signed and unsigned editions. Barnes’ association with the Games will include a series of talks with students at local schools.

10 March 1984 The Angelita, a gold-medal winning yacht from the 1932 Olympic Games will lead all boats into the Olympic harbor as flagship for the 1984 Olympic yachting competition.

14 March 1984 Accord on the transfer of the Olympic Flame from the National Olympic Committee of Greece to the LAOOC was announced. The LAOOC agreed to end the acceptance of contributions for participation in the Youth Legacy Kilometer program on 10 April and the Hellenic Olympic Committee will transfer the flame to the LAOOC in early May at Olympia, Greece.

28 March 1984 The final route of the Olympic flame was unveiled, including passage through 33 states and the District of Columbia. The 15,000 kilometer route (9,000 miles) will pass through all of the USA’s largest cities and more than 1,000 smaller communities. Contributors to the Youth Legacy Kilometer program will run or designate the runner for nearly 4,000 kilometers with cadre runners selected by Olympic Torch Relay Sponsor AT&T carrying it the rest of the way.

2 April 1984 The LAOOC opens its community relations office in Exposition Park, serving the south-central Los Angeles area. Designed to serve as a center for Olympic-related information and coordination of programs, the Exposition Park office will serve to enhance community involvement in the Games.

4 April 1984 A supplemental security agreement for $1.825 million with the Los Angeles County Sheriff’s office was announced by the LAOOC. The sheriff’s office will coordinate security aspects of athlete transportation during the Games.

10 April 1984 The 1984 Olympic Games begins in the newly-constructed Prado Recreational Area Shooting Range near Chino, California. More than 100 athletes from 50 countries registered for competition on five new ranges in 11 Olympic events. The range worked well throughout the seven-day event and proved itself ready for Olympic shooting competitions in the summer.

13 April 1984 The Los Angeles Mayor Bradley dedicated the Olympic Village at the Olympic Plaza in recognition of their support of the Olympic movement and their promotion of Olympic ideals among youth.

19 April 1984 Additional sales of exclusive television rights to nations in Asia and the Caribbean brought the record total of nations with viewing rights to 146. Included in the latest round of rights sales were the People’s Republic of China, Malaysia, South Korea, Chinese Taipei and nations represented by the Asian Broadcasting Union and the Caribbean Broadcasting Union.

24 April 1984 A special LAOOC delegation led by President Peter V. Ueberroth met with the leadership of the IOC and of the NOC of the USSR to resolve remaining difficulties which might prevent the attendance of the USSR at the Games. The parties agreed on a resolution which should measure to be taken to satisfy the Soviet requests.

2 May 1984 The draw for team pairings in the Olympic football tournament took place at the Huntington-Sheraton Hotel in Pasadena under the auspices of the Federation International de Football Association (FIFA). FIFA Secretary-General Steff Blatter supervised the draw in the presence of LAOOC Football Commissioner Alan Rothenberg and Vice President/Sports Chuck Cale.

4 May 1984 LAOOC Senior Vice President/Committee Alan Rothenberg and Vice President/Sports Chuck Cale.

5 May 1984 The longest Olympic Torch Relay in history began in New York City at the United Nations Plaza with the granddaughter of Jesse Owens, Gina Hemphill, and the grandson of Paulette Blankenship carrying the torch together for the first kilometer. The second kilometer was run by 91-year-old Abel Kiviat, roommate of Jim Thorpe at the 1912 Olympic Games in Stockholm. The brief opening program featured 1960 Olympic decathlon champion Ralph Johnson, IOC President Juan Antonio Samaranch, LAOOC President Peter V. Ueberroth, Los Angeles Mayor Tom Bradley and New Mayor Ed Koch.

The National Olympic Committee of the USSR announced that it will decline the invitation of the LAOOC to participate in the Games of the XXIIIrd Olympiad. The announcement was made public in a statement released by Tass, the official Soviet news agency.

10 May 1984 Hundreds of hotels, restaurants, transport services and other businesses joined the Olympic Hospitality Program and pledged to maintain price levels charged to the public during the first six months of 1984. The program was presented by the Greater Los Angeles Visitors and Convention Bureau in cooperation with the LAOOC.
The UCLA Olympic Village is opened 14 July 1984. Present at the ribbon cutting ceremony are (from left) UCLA Chancellor Charles Young, LAOC President Peter V. Ueberroth, UCLA Village Mayor Jim Eason, Los Angeles Mayor Tom Bradley and Los Angeles City Councilman Zev Yaroslavsky.

Symbolic torch run kicks off Youth Jamboree at Manual Arts High School in Los Angeles.

The Robert Graham sculpture at the Coliseum unveiled on 1 June 1984 to begin the Olympic Arts Festival.
12 May 1984 The People's Republic of China formally accepted the invitation to attend the Games of the XXlllrd Olympiad. Formal acceptance was communicated to LAOCO envoy Charles Lee, in Beijing with an LAOCO delegation meeting with the Chinese NOC.

16 May 1984 A special LAOCO delegation led by vice chairman Peter V. Ueberroth traveled to Lausanne, Switzerland to meet with international sports officials including representatives of the NOC of the USSR. The Soviets continued to decline the invitation to attend the Games, but the LAOCO left the possibility of acceptance open until 2 June in accordance with the Olympic Charter.

23 May 1984 Highly successful ticket sales for both the Olympic Games and Olympic Arts Festival were announced. More than a third of the Olympic Arts Festival's $422 performances sold out with the opening events still nine days away. Of the 368 event sessions for the Games, 186 are sell-outs with tickets remaining to 182. Nearly 3.4 million tickets have been purchased through the 17 different sales system with almost 1.4 million tickets available to the U.S. general public in 17 different categories.

28-30 May 1984 LAOCO officials met with representatives of the International Federations and the IOC Executive Board in Lausanne, Switzerland. Plans were made for the replacement of teams not participating in Los Angeles and the sole event in synchronized swimming was added, bringing the total number of events in Los Angeles to 221.

1 June 1984 The Olympic Arts Festival opened with a program of performances and exhibitions with the unveiling of the monumental archway in front of the perspex entrance to the Los Angeles Memorial Coliseum. The work of Robert Graham was highlighted by the two headless, nude sculptures-male and female-which adorn the top of the gateway. The Festival's initial presentation, Pina Bausch's Wuppertaler Tanztheater's performance of "Cafe Muller" and Bausch's Wuppertaler Tanztheater's performance of "Cafe Muller" and "Rite of Spring," took place at the Pasadena Civic Auditorium.

2 June 1984 As the deadline for acceptance of the invitation to participate in the Games passed, 141 National Olympic Committees signaled their acceptance. The total sets an all-time record for participation. The Games, well ahead of the previous high of 122 set in Munich in 1972. Two days later, the NOC of Africa overcame communications difficulties and accepted the invitation, upping the total to 142.

An exercise to test the traffic management plan for the Exposition Park area was successfully carried out by the LAOCO and five state and local public agencies. The Southern Californian Rapid Transit District utilized 170 buses and the LAOCO employed 200 additional school buses to simulate public ingress to the area and athlete, employee and media shuttle systems.

The California Department of Transportation, Los Angeles Department of Transportation, Los Angeles Police Department and California Highway Patrol all participated in the exercise.

7 June 1984 Nine Olympic Ticket and Athlete Centers open for sale of Games tickets and to provide Olympic information for residents and visitors. Approximately one million Games tickets in 16 sports were available for sale at the seven Los Angeles County Ticket Centers and at single locations in Orange and Ventura counties.

11 June 1984 The LAOCO Community Relations office in East Los Angeles opened at East Los Angeles Community College in Monterey Park. The LAOCO center and operation of four LAOCO-sponsored community projects in the area, including two arts beautyafficiations projects, an exhibit honoring Latino Olympians and the installation of a sculpture in front of the Monterey Park Civic Center.

12 June 1984 The LAOCO announced that Ulrike von Blomberg of Germany was high-jump world record holder, and that of Portugal's Carlos Lopes in the men's 400m hurdles.

11 July 1984 After a rousing tour across the United States in which millions of Americans turned out for a glimpse of the Olympic flame, the torch relay entered the state of California, host state for the Games of the XXlllrd Olympiad. The flame was carried to the Oregon border by 11-year-old Ethel Haapio, a student from Northridge, California, and passed to Betty Bickart, a registered nurse from San Jose, California.

14 July 1984 The three Olympic villages and Main Press Center open for business two weeks prior to the Games. Welcoming ceremonies are held at all three villages and journalists began their Olympic coverage with accreditation procedures at the Main Press Center, located at the Los Angeles Convention Center in downtown Los Angeles.

24 July 1984 The 88th Session of the International Olympic Committee opens in the Dorothy Chandler Pavilion of the Los Angeles Music Center. Governor George Deukmejian of California delivers the keynote address at the session, the first held in Los Angeles since 1932. Addresses were also made by William E. Simon, president of the United States Olympic Committee and by Juan Antonio Samaranch, president of the International Olympic Committee. Sama- ranch presented an Olympic flag to Los Angeles Mayor Tom Bradley, to be placed in the City Hall of Los Angeles "as a mark of recognition to the city and citizens of Los Angeles in thanks for all they have done for the Games and for the Olympic movement."

25 July 1984 The LAOCO makes its Sixth Official Report to the International Olympic Committee and its final pre-Games review of the preparations. The report is presented in the Crystal Ballroom of the Biltmore Hotel, site of the 31st Session of the IOC 52 years prior. The IOC session in 1932 had 18 members present; in 1984, there were 83.

28 July 1984 With 92,655 spectators present in the Los Angeles Memorial Coliseum and a television audience estimated at more than two billion, the Games of the XXlllrd Olympiad opened with a splendid Opening Ceremonies. President Ronald Reagan of the United States declared the Games open. The Olympic flame was carried into the stadium by Gina Hemphill, granddaughter of the great Jesse Owens and, with Bill Thorpe, Jr., the initial torchbearer82 days previous. Hemphill passed the flame to 1960 Olympic decathlon champion and LAOCO board of directors member Rater Johnson, who lit the Coliseum torch, signifying the return of the Games to Los Angeles 52 years after the close of the Games of the Xth Olympiad. The oath for the athletes was taken by 17-year-old Gretchen Garren, UCSC women's hurdles champion Edwin Moses of the USA and the judges' oath was recited by Sharon Weber, a gymnastics official from the USA.

4 August 1984 Following completion of the shooting competition, the LAOCO announced the gift of the Prado Recreational Area Shooting Range to the San Bernardino County Department of Parks and Recreation for continuing use as a world-class competition facility.

12 August 1984 Spectacular Closing Ceremonies marked the end of the Games of the XXlllrd Olympiad in Los Angeles. Preceded by the victory of Portugal's Carlos Lopes in the men's marathon in Olympic record time (2:09:21), the ceremonies included the award of the Olympic order in gold to LAOCO President Peter V. Ueberroth and the extinguishing of the Olympic flame.

During the 16 days of the Games, 7,078 athletes from 140 nations took part in competitions in 21 medal sports and two demonstration sports, competing in 221 events. In all, 80 Olympic records were set and another eight equaled: 12 world records were set and one was equaled. A record spectator turnout totaling almost 8.9 million saw the Games in person and a huge television audience in the billions enjoyed the view from Los Angeles.

20 August 1984 Equipment and supplies worth approximately $702,000 were donated to the County of Los Angeles for use in adult and juvenile detention facilities, hospitals and other health care facilities and programs for the homeless.

4 September 1984 The LAOCO announced the distribution of $10.9 million to the beneficiaries of the 1984 Olympic Torch Relay. The YMCA, Special Olympics, the Boys Clubs of America and the Girls Clubs of America were the primary recipients of the 82-day torch run funds raised by the sale of Youth LAOCO Kilometers.

11 September 1984 An estimated surplus of approximately $150 million was announced by the LAOCO, concluding the most financially successful Olympic Games ever. The largest single revenue source was the sale of tickets, which grossed almost $239 million, followed by ticket sales at $151 million and licensing/sponsorship agreements at $91 million. Personnel costs topped the expense list at $99.5 million, followed closely by construction expenses at $91.7 million and security at $42.4 million.

10 October 1984 The LAOCO presented approximately $400,000 in communications and transportation equipment to the Los Angeles Police Department. The equipment included more than 225 pieces of security communications equipment and 162 motorcycle cycles used during the Games.

12 October 1984 The LAOCO donated approximately $400,000 in Olympic surplus equipment, which was donated at Lake Casitas for the canoeing and rowing competitions and the flags and poles representing the nations residing at the UCSC Village to the UCSC Foundation, a non-profit corporation which administers gifts to the university. Distribution or sale of the items will be used to benefit amateur canoeing, kayaking and rowing clubs in Ventura County television broadcast facilities.

15 October 1984 The LAOCO sells its remaining equipment and merchandise at a public retail sale and open auction. Sales of Games uniforms, Look items and office equipment grossed almost $1 million during the five days of retail sales and two days of auction. The proceeds will be used to fund a permanent exhibit in Los Angeles commemorating the Olympic Games.
Accreditation and Access Control
5.01 Accreditation concepts, goals and requirements

5.01.7 Need for accreditation

The sole purpose of accreditation was to provide a system of identification for individuals participating in any aspect of the Games. This system was designed to discern their function and therefore, the privileges to which they were entitled. The accreditation system developed by the LAOOC not only identified each individual by name, country and function but detailed each venue that could be entered and when and where the individual was entitled to be seated in a venue. The system further identified an individual’s access to special transportation, food, hospitality or accommodations services. The Accreditation Department was formed to organize and implement efficient procedures for the identification and registration of all persons involved in the Olympic Games and for controlling the access of these persons to villages, competition and training venues and other controlled areas. To accomplish this, the Accreditation Department determined the access and site privileges for each member of the Olympic Family, including 8,700 press, 11,000 athletes and officials and over 90,000 support personnel. It then produced the identification badges and developed the computer support systems.

The first development and testing of an accreditation system began in late 1982 in preparation for the January 1983 IOC Executive Board meetings in Los Angeles. Design work began on a computer-supported accreditation system that would print badges on demand on various colors of paper stock. Accreditation at the meeting went well, despite frequent malfunctions. It showed at a very early stage that a computer-supported system could work for the Games, but that considerable work in planning and operations would be required.

To begin the planning and testing of the computer system, the Accreditation Department hired a full-time director in March 1983. The director was responsible for the development of the system for the LA83 events held that summer. Because the director was hired late, the systems were developed quickly and were not adequately tested during the LA83 events.

Accreditation badge elements

Several important elements went into the fabrication of every accreditation badge, including:
- Personal Identification (PID) number, badge number and Identity Card (ID) number
- General information (name, function, country and organization)
- Access zone privileges
- Photograph
- Pictogram (sport/ticket requirement)
- Bar code
- Insurance information
- Color stock (color differed for each badge category)
- Preprinted stock with Star in Motion, Games of the XXlllrd Olympiad
- Signature of accredited individuals

The following security features were also incorporated into the fabrication of every accreditation badge:
- Badge serial number
- LAOOC trademark
- Security seal
- Corporate seal

During the pre-Olympic competitions, the Accreditation Department developed operating plans, identified and trained volunteer staff and implemented the actual accreditation and badging process. These LA83 events provided valuable planning and operational experience to the department and formed the basis of the Olympic operation.

1 An athlete and his accreditation badge are rarely parted.
Key elements of accreditation badge

1. Identification (in English and French) of the Games in Los Angeles
2. Star in Omission symbol
3. Photograph of badge holder
4. Letter designating accreditation type
5. Name, function and country of badge holder
6. Access zone privileges
7. Pictogram for site access
8. Bar code of Personal Identification Number (PID) of badge holder
9. Personal Identification Number (PID) of badge holder
10. Signature of badge holder
11. Designation of insurance status of badge holder
12. Badge stock serial number
13. Seal and copyright designation of the LAOOC

Categories of badges

The following accreditation badge categories are mandated by the Olympic Charter (1978 Provisional Edition):

- **A**: IOC members and honorary members, IOC director and one guest each.
- **B**: IOC commissions, IOC secretariat, IF presidents, IF secretaries-general, and 12 transferable badges. IF presidents and secretaries-general allowed one guest each. OCOG presidents and secretaries-general of Sarejevo, Calgary and Seoul.
- **C**: NOC chiefs de mission, assistant chiefs de mission, Olympic attaches, transferable badges given to the chef de mission of each eligible NOC, and to the president of each IF. OCOG delegations (up to six persons) from Calgary, Sarejevo and Seoul reporting to the IOC Session.
- **D**: IF jury members, technical officials (sports-specific referees, judges, umpires, smokesignals).
- **E**: Media (newspaper, radio, TV and support and auxiliary personnel).
- **F**: Athletes, coaches, administrative, technical personnel, or other officials of each NOC ("Fo"), extra team officials ("Fx").
- **G**: Distinguished guests of the LAOOC.

The other side of the badge contained a line for the badge holder’s signature, a line indicating if the individual was an Olympic Family member and staff member. In the case of the Olympic Family member, the PID number matched the Olympic identity card number.

5.01.2 Separation of accreditation and access privileges

In accordance with the Olympic Charter (1978 Provisional Edition), the LAOOC was required to issue accreditation cards to individuals participating in the Games. The charter specified only the categories "A"—"G" and vaguely identified privileges that were to be granted to persons in these categories. At previous Games, the accreditation badge not only provided identification as required by the charter but provided access to seating and other privileges.

The LAOOC decided to separate privileges and access and developed a revolutionary concept that divided the functions of the accreditation badge into two areas: one for identification and one for access. In doing so, the LAOOC fulfilled the charter mandate to provide accreditation, but reserved the right to determine access privileges.

A ticket system was developed in support of the accreditation and access control systems, thereby eligible Olympic Family members had to obtain complimentary tickets for selected high-demand events. This helped to reduce the need for Olympic Family seating at some venues, allowing greater use by the spectating public.

The ticketing system was operated by the LAOOC Ticketing Department. It required all members of the Olympic Family (accredited "A"—"G") to use a ticket to attend the Opening and Closing Ceremonies. For most sports events, tickets were not required for Olympic Family members, except for athletes ("F") and team officials ("Fo") who were required to use tickets when attending events at venues other than their own. For presentation of tickets, tickets were generally required for Olympic Family members, except for category "A" (IOC members and guests).

Categories of badges

The following accreditation badge categories are mandated by the Olympic Charter (1978 Provisional Edition):

- **A**: IOC members and honorary members, IOC director and one guest each.
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- **D**: IF jury members, technical officials (sports-specific referees, judges, umpires, smokesignals).
- **E**: Media (newspaper, radio, TV and support and auxiliary personnel).
- **F**: Athletes, coaches, administrative, technical personnel, or other officials of each NOC ("Fo"), extra team officials ("Fx").
- **G**: Distinguished guests of the LAOOC.

Two additional badge categories were created that were LAOOC in response to specific accreditation needs. They were:

- **G.1**: IF special, sport-specific accreditations for executive board members.
- **G.2**: Observers from cities bidding for future Olympic Games.

5.01.3 System tools: Badges and equipment

Badges for both the Olympic Family and support personnel were used to provide positive identification and indicate the access privileges of the bearer. These criteria influenced the information layout on the badge and ultimately led to the creation of a two-part badge for support personnel.

The badges were large and easy to read with oversized access zone numbers which were generated by computer and individually assigned. There were seven zone numbers at each sport venue (1–6,9) and an eighth zone number (0) that allowed access to all zones. Functions within each zone were grouped according to common activities. The individual’s function determined which zones were assigned.

To maintain system consistency, common areas in the villages were assigned access zone 7, and the athlete living quarters within the villages were defined as access zone 8. The pictogram further defined access and was grouped on the badge with the access zone information. Sport pictograms utilized stick figures to represent access availability to individual sport sites. Other pictograms which used two or three letter codes represented villages, training sites or groups of venues called regions. In all there were 47 different pictograms: 25 sport venues; five regions or groupings of sport venues in close proximity to each other; seven small zones at each of the training sites; seven support sites including the Biltmore Hotel and the Los Angeles International Airport Olympic Arrival Center; three conditional entry pictograms for individuals requiring limited entry; one ticket pictogram and one pictogram-an infinity symbol-which allowed access to all locations.

The letter category ("A"—"G", "J" or "O") was located on the badge adjacent to the name, function and country information.

The other side of the badge contained a line for the badge holder’s signature, a line indicating if the individual was an Olympic Family member and staff member. In the case of the Olympic Family member, the PID number matched the Olympic identity card number.

Several elements of the badge were designed to thwart counterfeiting or duplication. These elements included a background security pattern on the badgelseal, a security seal on one for all photograph portion of the badge, an LAOOC corporate seal, a serial number for control of blank unprinted badges and a bar code. Badges were printed on colored paper stock that varied for each letter category as required in the Olympic Charter: ivy for “A” badges; purple for “B” badges; green for “C” badges; orange for “D” badges; yellow for “E” badges; blue for all “F” badges; pink for “G” badges; magenta for “J” badges; gray for “O” badges.

<table>
<thead>
<tr>
<th>Access zones</th>
<th>Zone number</th>
<th>Name</th>
<th>Area defined</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Field of play</td>
<td>Venue warm-up area, team locker room, feeding area, training rooms, rest areas, passage to field of play.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Team preparation area</td>
<td>Venue operations</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Venue operations</td>
<td>Offices, trailers, work areas, pertaining to the facility.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Press operations</td>
<td>Offices, trailers, work areas for IF and LAOOC competition offices.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Olympic Family lounge</td>
<td>Area for hosting entertainment of VIPs and Olympic Family.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Competition administration</td>
<td>All village areas except the residential halls and suites.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Village common area</td>
<td>All village areas including athlete housing areas.</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Village housing area</td>
<td>All areas coincident with spectator access by ticket.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Public areas</td>
<td>All areas coincident with spectator access by ticket.</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>All venue zones</td>
<td>All of the above non-venue areas.</td>
<td></td>
</tr>
</tbody>
</table>
Accreditation badges

1. "L" accreditation badge generated for LAOC permanent staff and Games staff.
2. "A" accreditation badge generated for IOC directors, members, honorary members and guests.
3. "B" accreditation badge generated for IF presidents, IF secretaries-general, IF technical delegates, IOC commissioners, IOC presidents, NOC presidents, NOC secretaries-general, executive members of OCOGs and guests.
4. "C" accreditation badge generated for NOC chiefs de mission, assistant chiefs, Olympic attaches, OCOG members, special NOC members, guests and transferable passes for multiple individuals' use.
5. "D" accreditation badge generated for IF officials and guests.
8. "G" accreditation badge generated for distinguished guests of the LAOC.
10. "K" accreditation badge generated for contractor personnel functioning within controlled zones at Olympic sites.
11. "Ks" accreditation badge generated for law enforcement personnel functioning within controlled zones at Olympic sites.

Bar code readers detect unauthorized badges at venue entry points.
Bar codes, a series of lines of uniform height and varying width, were printed with particularly dense ink to be read by an electronic scanner or wand. The bar code graphically represented information on the identification of every accredited individual. It provided additional security and discouraged counterfeiting or duplication of badges. It also provided easy visual identification of a badge if necessary. In most cases, badges were revoked because they were lost or stolen or because of the termination of an LAOOC staff member.

A badge presented at a venue or village was electronically scanned or ‘read’ by a bar code reader (BCR). As a lightpen either an authentic or deauthorized badge was scanned, the BCR registered an audible tone and a visual display indicating whether an authentic or deauthorized badge were scanned at venue entry points. Fortunately, there was a significant level of security involved in the Olympic Games. A color-coded badge differentiates staff, athletes, and Olympic Family members at a glance. A background security pattern on the badge stock discourages counterfeiting and duplication.

The computer systems developed for the LAOOC accreditation system, while capable of handling up to 684 invalid six-digit access codes—were required to be on an access list. This applied to the Coliseum press box, certain hosting facilities and finals in high-demand sessions at sports venues.

Once all the elements of the individual’s identity and access were identified, badge production was initiated. The process for badging Olympic Family members and LAOOC support staff differed slightly (see sections 5.02.3 and 5.03.3). The computer systems developed for the LAOOC accreditation system, while capable of handling up to 684 invalid six-digit access codes—were required to be on an access list. This applied to the Coliseum press box, certain hosting facilities and finals in high-demand sessions at sports venues.

The system was operated from the computer time available. As a result, there was a significant level of security involved in the Olympic Games. A color-coded badge differentiates staff, athletes and Olympic Family members at a glance. A background security pattern on the badge stock discourages counterfeiting and duplication.
## Accreditation and Access Control

**Olympic Family accreditation privileges**

<table>
<thead>
<tr>
<th>Category</th>
<th>Who</th>
<th>Pictogram</th>
<th>Entry privileges</th>
<th>Village zones</th>
<th>Venues/seating access</th>
<th>Venue zones</th>
<th>Training sites</th>
<th>Other privileges</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>IOC directors, members and honorary members and one accompanying guest each.</td>
<td>Infinity</td>
<td>With complimentary ticket seating in A stand.</td>
<td>7, 8</td>
<td>Access to all venues and seating in A stand for all events</td>
<td>0</td>
<td>All sites</td>
<td>Food: Privileges in Olympic villages. Transportation: shuttle to Coliseum from Biltmore Hotel. Car and driver for each director, member and honorary member. Access to press bus system. Insurance: provided by the IOC.</td>
</tr>
<tr>
<td>B</td>
<td>IF president and secretary general. Demonstration sport. IF presidents and secretaries-general. IF technical delegates. One accompanying guest for each.</td>
<td>Sport specific</td>
<td>With complimentary ticket seating in B stand.</td>
<td>7</td>
<td>Access to all venues and seating in B stand. In own sport, IF accredited B will not need a ticket. For selected high-demand events, access to the venue and seating require a ticket.</td>
<td>0</td>
<td>Only sites in their own sport.</td>
<td>Food: Privileges in Olympic villages. Transportation: shuttle to Coliseum from Biltmore Hotel. Car and driver for each president and secretary-general. Access to press and public bus system. Insurance: provided by the IOC.</td>
</tr>
<tr>
<td>B</td>
<td>IOC press and athlete commissions.</td>
<td>Infinity</td>
<td>With complimentary ticket seating in B stand.</td>
<td>7</td>
<td>Access to all venues and seating in B stand on 'as available' basis. For selected high-demand events, access to venue and seating require a complimentary ticket.</td>
<td>4, 5</td>
<td>None</td>
<td>Food: Privileges in Olympic villages. Transportation: access to press and public bus system and pool vehicles. Insurance: provided by the IOC.</td>
</tr>
<tr>
<td>B</td>
<td>IOC Medical Commission</td>
<td>Infinity</td>
<td>With complimentary ticket seating in B stand.</td>
<td>7</td>
<td>Access to all venues and seating in B stand on ‘as available’ basis. For selected high-demand events, access to venue and seating require a ticket.</td>
<td>1, 2, 3, 5</td>
<td>All sites</td>
<td>Food: Privileges in Olympic villages. Transportation: access to press bus system and public bus system. Insurance: provided by the IOC.</td>
</tr>
<tr>
<td>B</td>
<td>IOC recognized IF presidents and secretaries-general of sports not on the Olympic program.</td>
<td>Ticket</td>
<td>With complimentary ticket seating in B stand.</td>
<td>7</td>
<td>Access to all venues and seating in B stand on ‘as available’ basis. For selected high-demand events, access to venue and seating require tickets.</td>
<td>5</td>
<td>None</td>
<td>Food: Privileges in Olympic villages. Transportation: access to press bus system. Insurance: provided by the IOC.</td>
</tr>
<tr>
<td>B</td>
<td>IOC secretariat</td>
<td>Ticket</td>
<td>With complimentary ticket seating in B stand.</td>
<td>7, 8</td>
<td>Access to all venues and seating in B stand on ‘as available’ basis. For selected high-demand events, access to venue and seating require a ticket.</td>
<td>0</td>
<td>None</td>
<td>Food: Privileges in Olympic villages. Transportation: access to press and public bus system. Pool of two vehicles. Insurance: provided by the IOC.</td>
</tr>
<tr>
<td>B</td>
<td>LAOC chairman, president, executive vice president and one accompanying guest.</td>
<td>Infinity</td>
<td>With complimentary ticket seating in B stand.</td>
<td>7, 8</td>
<td>Access to all venues and seating in B stand on ‘as available’ basis.</td>
<td>0</td>
<td>All sites</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>NDC president and secretary general and one accompanying guest each.</td>
<td>Ticket</td>
<td>With complimentary ticket seating in B stand.</td>
<td>7, 8</td>
<td>Access to all venues and seating in B stand on ‘as available’ basis. For selected high-demand events, access to venue and seating will require a ticket.</td>
<td>2, 5</td>
<td>All sites</td>
<td>Food: privileges in Olympic villages. Transportation: cars and drivers allocated based on team size for use by all members of the delegations. Access to the athlete, press and public bus system. Insurance: provided by the IOC.</td>
</tr>
<tr>
<td>B</td>
<td>Organizing Committee for cities of Sarajevo, Calgary and Seoul; their president and one accompanying guest each.</td>
<td>Ticket</td>
<td>With complimentary ticket seating in B stand.</td>
<td>Guest pass only</td>
<td>Access to all venues and seating in B stand on ‘as available’ basis. For selected high-demand events, access to venue and seating will require a ticket.</td>
<td>5</td>
<td>None</td>
<td>B accredited persons from NOCs not participating in competition will not have access to zone 2, team preparation areas. Food: privileges at Olympic villages. Transportation: access to press and public bus system. Insurance: provided by the IOC.</td>
</tr>
<tr>
<td>B</td>
<td>Transferable passes, IOC guests.</td>
<td>Ticket</td>
<td>With complimentary ticket seating in B stand.</td>
<td>On guest pass only</td>
<td>Access to all venues and seating in B stand on ‘as available’ basis. For selected high-demand events, access to venue and seating will require a ticket.</td>
<td>5</td>
<td>None</td>
<td>Food: privileges at Olympic villages. Transportation: access to press and public bus system.</td>
</tr>
<tr>
<td>C</td>
<td>Chefs and assistant chefs de mission</td>
<td>Ticket (team)</td>
<td>With complimentary ticket seating in C stand.</td>
<td>7, 8</td>
<td>Access to all venues and seating in C stand on ‘as available’ basis. For selected high-demand events, access to venue and seating will require complimentary ticket. Access: through athlete’s entrance to venue where team is competing and do not require tickets.</td>
<td>2, 3, 5</td>
<td>All sites</td>
<td>Food: privileges at Olympic villages. Transportation: cars and drivers will be allocated based on team size for use by all members of the delegation. Access to athlete, press and public bus system. Insurance: provided by the LADOC.</td>
</tr>
<tr>
<td>Category</td>
<td>Who</td>
<td>Pictogram</td>
<td>Entry privileges</td>
<td>Opening/Closing ceremony</td>
<td>Village zones</td>
<td>Venues/seating access</td>
<td>Venue zones</td>
<td>Training sites</td>
</tr>
<tr>
<td>----------</td>
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</tr>
<tr>
<td>C</td>
<td>Olympic attache</td>
<td>Ticket</td>
<td>With complimentary seating in C stand</td>
<td>7, 8</td>
<td>Access to all venues and seating in C stand on an available basis. For selected high-demand events, access to venue and seating will require a ticket.</td>
<td>3, 5</td>
<td>All sites</td>
<td>Fees privileges at Olympic villages. Transportation: cars and drivers will be allocated based on team size for use by all members of the delegation. Access to athletes, press and public bus system. Insurance: provided by the LAOOC.</td>
</tr>
<tr>
<td>C</td>
<td>COCOAs (6 for each reporting delegation i.e. Sarajevo, Calgary, Seoul)</td>
<td>Ticket</td>
<td>With complimentary ticket seating in C stand</td>
<td>7</td>
<td>Access to all venues and seating in C stand on an available basis. For selected high-demand events, access to venue and seating will require a ticket.</td>
<td>3, 5</td>
<td>Village sites only</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Transferable international passes, federations</td>
<td>Ticket</td>
<td>None</td>
<td>None</td>
<td>Access to all venues and seating in C stand on an available basis except baseball and tennis IF which may only access their respective sport venue. For selected high-demand events, access to venue and seating will require a ticket.</td>
<td>5</td>
<td>None</td>
<td>Transportation: Access to press and public bus system.</td>
</tr>
<tr>
<td>C</td>
<td>NOCs</td>
<td>Ticket</td>
<td>With complimentary ticket seating in C stand</td>
<td>None</td>
<td>Access to all venues and seating in C stand on an available basis. For selected high-demand events, access to venue and seating will require a ticket.</td>
<td>5</td>
<td>None</td>
<td>Transportation: access to press and public bus system.</td>
</tr>
<tr>
<td>D</td>
<td>International federation officials and judges</td>
<td>Sport specific</td>
<td>With complimentary ticket seating in D stand</td>
<td>None</td>
<td>Access to own sport venue only. No ticket required. Not eligible for high-demand tickets.</td>
<td>1, 5, 6 zones varied by venue.</td>
<td>Own sport sites only. No access to press training sites.</td>
<td>Transportation: access to press and public bus system. Access to system transporting from O' living accommodation to respective venue. Insurance: provided by the IOC.</td>
</tr>
<tr>
<td>E</td>
<td>Media</td>
<td>Infinity</td>
<td>With complimentary ticket seating in E stand</td>
<td>Restricted access. With village press pass only.</td>
<td>Access to all venues in E stand and photo positions. For selected high-demand events, access to the venue and seating will require a ticket.</td>
<td>4</td>
<td>All sites</td>
<td>Transportation: access to press and public bus system. Insurance: available for purchase.</td>
</tr>
<tr>
<td>F</td>
<td>Athletes</td>
<td>Sport specific</td>
<td>Closing Ceremony seating in F stand with complimentary ticket, Not entitled to Opening Ceremony ticket.</td>
<td>7, 8</td>
<td>Access to own sport venue. Access to F stand at all other venues only with a ticket.</td>
<td>1, 2</td>
<td>Own sport sites only.</td>
<td>Food privileges at Olympic villages. Transportation: access to athletes, press and public bus system. Cars and drivers will be allocated based on team size for use by all members of the delegation. Insurance: provided by the LAOOC.</td>
</tr>
<tr>
<td>Fe</td>
<td>Team officials</td>
<td>Ticket</td>
<td>T (team) or sport specific</td>
<td>Closing Ceremony seating in F stand with complimentary ticket, Not entitled to Opening Ceremony ticket.</td>
<td>7, 8</td>
<td>Access to own sport venue. Access to F stand at all other venues only with a ticket.</td>
<td>1, 2</td>
<td>Own sport sites only.</td>
</tr>
<tr>
<td>Fs</td>
<td>Extra team officials</td>
<td>Sport specific</td>
<td>None</td>
<td>7</td>
<td>Permitted to access only the venue in their respective sport. No seating provided. Not eligible for high-demand tickets.</td>
<td>2</td>
<td>Own sport sites only.</td>
<td>Transportation: access to athletes, press and public bus system. Cars and drivers will be allocated based on team size for use by all members of the delegation.</td>
</tr>
<tr>
<td>G</td>
<td>Distinguished guests of the LAOOC</td>
<td>Ticket</td>
<td>With complimentary ticket seating in G stand</td>
<td>None</td>
<td>Permitted to access all venues and seating in the G stand. For selected events, access to the venue and seating will require a ticket.</td>
<td>5</td>
<td>None</td>
<td>Transportation: access to press and public bus. Insurance: available for purchase.</td>
</tr>
<tr>
<td>J</td>
<td>International federation, executive board</td>
<td>Sport specific</td>
<td>None</td>
<td>None</td>
<td>Access to B stand in their respective sport only, no ticket required. Not eligible for high-demand tickets.</td>
<td>5 varied to some degree by venue.</td>
<td>Own sport sites only. No access to village training sites.</td>
<td>Transportation: access to press and public bus. Insurance: provided by the IOC.</td>
</tr>
<tr>
<td>G</td>
<td>Observers from organizing committees and bidding cities for 1992.</td>
<td>Infinity</td>
<td>None</td>
<td>7</td>
<td>Permitted access to all venues and seating in C stand, if available.</td>
<td>3, 4, 5</td>
<td>None</td>
<td>Transportation: access to press and public bus. Insurance: available for purchase.</td>
</tr>
</tbody>
</table>
similar to their standard “crew lists.” These lists were required six weeks before arrival of individuals in the U.S. To satisfy this request, an Olympic Family list was designed, sent with the cards, and returned to the State Department with the names of those to whom cards were issued. A copy of the family list was also required to be returned to the LAOOC by 2 June 1984 to be used as a verification of those coming to the Games, and as a means of entering names so that badges could be printed. The IOC also required that an identity card manual be prepared by the LAOOC that would explain the types and use of the identity cards and provide instructions for their preparation. The manual also contained general instructions for obtaining accreditation badges. Approvals were required on all documents related to identity cards, including the cards, lists and manual, not only from LAOOC management, but also from the IOC and the U.S. State Department. The most sensitive point was the requirement to return the lists by 2 June 1984. Most of the NOCs objected to this date on the ground that it was too early to identify their team members. However, the IOC endorsed this date, since a time frame of eight weeks before the start of the Games was established at the 1980 Moscow Games.

In February, 1984, Olympic Family lists and identity cards were mailed to the IOC, International Federations and the more than 150 National Olympic Committees. The number of identity cards sent to the NOCs was based on estimated delegation size as provided by the group concerned. The cards were sent in numerical sequence with specific numbers assigned to each NOC. A total of 22,319 identity cards and the necessary Olympic Family lists were sent with 19,470 cards going to the NOCs, 418 cards to the IOC and 2,431 cards to the International Federations. On 2 June 1984, all completed lists were to be returned to the LAOOC. One copy of the list was to be sent to the U.S. embassy in the respective country of the applicant; for the IF, the respective embassy was in the country of the IF’s headquarters. However, only 57 NOCs returned their lists on time. Therefore, the LAOOC initiated telex and telephone messages to urge NOCs to send them. A complete set of lists did not reach the LAOOC until mid-July.

The data entry process was completed by 6 July. Approximately 45 NOCs were able to review and correct the computerized Olympic Family list prior to their arrivals in Los Angeles. The result for those who properly completed the lists was an accreditation operation that ran more smoothly and minimized delays caused by the need to reprint badge inserts.

The busy Olympic Arrival Center at the Los Angeles International Airport assists Olympic Family members as they clear U.S. Customs. At the OAC, a pre-printed, un laminated badge insert is pulled and compared to an individual’s Olympic identity card. If correct, the insert is signed by the individual before proceeding to the camera operations position.

Nevertheless, the data entry process completed by 6 July. Approximately 45 NOCs were able to review and correct the computerized Olympic Family list prior to their arrivals in Los Angeles. The result for those who properly completed the lists was an accreditation operation that ran more smoothly and minimized delays caused by the need to reprint badge inserts.

5.02.2 Identification of Olympic Family privileges

Certain Olympic Family member privileges are mandated by the Olympic Charter, such as venue access and free seats in the main stadium. In addition to these privileges, the LAOOC offered additional privileges to Olympic Family members to make their stays more comfortable. These privileges ranged from free medical insurance to food and transportation.

The accreditation badge of each individual indicated the privileges available to the badgeholder. These privileges were defined by the letter category, the pictogram which identified the venues that could be entered, and the access zones, identifying the intra-venue zones that could be accessed.

For the 1984 Olympic Games, the IOC requested that privileges be granted to the following additional groups not specified in the 1976 Olympic Charter: team officials in excess of those allowed under Rule 40 of the charter, observers and executive board members of the International Federations.

In the development of its accreditation policies for the Olympic Family, the LAOOC determined that these additional groups would be accredited with the following conditions:

- They would be accredited in finite numbers so that the established systems would not be unduly overloaded.
- Venue access would be limited so as not to interfere with or overload working places for the press, the field of play or Olympic Family hosting areas.
- The accreditation of these additional groups would be on a cost-recovery basis so that the LAOOC would not incur added expense by accrediting them.

In negotiations with the IOC, the following accreditation agreements were reached and then implemented for the Games.

Executive Boards

The LAOOC agreed in May, 1984 to accredit a maximum of 20 additional people from each IF, ostensibly from each IF’s Executive Board. A new letter category (“Y”) was given to this group.

The IF was financially responsible for the accommodations of the individuals. Access was limited to their respective sport site and to one or two zones within the venue.
Observers

The IOC requested that six people be accredited from cities bidding on the 1992 Olympic Games. Organizers of international amateur competitions also fit into this group. The letter category “O” was given to this group. This group was allowed access to all venues and seating in the “C” stand, if available.

Extra officials

The number of team officials allowed for each NOC was specified by Rule 40 of the 1988 Charter. These NOCs debated this point at length with the LAOOC for over three years and ultimately the LAOOC agreed to accept extra team officials, but at the expense of each NOC and under the condition they not be housed in the Olympic villages.

The LAOOC negotiated the number of extra officials with each NOC. The letter “Fx” (subletter “x” for extra) was chosen to identify extra coaches, doctors and support help on the badge. Extra officials were given the same privileges as other team officials (except village residency), including access to team preparation areas and transportation. The NOC bore all food and housing costs for each extra official. The access of “Fx” badge holders to venues was limited to the respective sport in which they participated or coached and only access to the team preparation area (zone 2) within the venue. With this approach, the LAOOC minimized concerns that the extra officials would interfere with venue operations and the desire to significantly improve communications with those client groups.

Transferable “C” badge

By charter rule, one transferable “C” badge is to be allocated to each NOC for every 20 athletes and 12 transferable “C” badges to each International Federation. This badge represents a valuable tool by which venues are accessed and privileges dispensed, and in previous Games the transferable “C” could be indiscriminately distributed and redistributed to any individual whether already accredited or not. The badges bore no names or pictures and the COC had no way of knowing the identity of the person receiving the badge. Therefore, if lost or stolen, the badges presented a potential security risk. To curtail abuse of the transferable “C” badge, restrictions were developed by the LAOOC. Each NOC and IF was encouraged to issue a transferable “C” pass to one individual only whose name and photo would be printed on the badge; in effect, making it an additional full privileges accreditation. Should the NOC or IF be unable to assign the pass to one person, the pass had to be issued to individuals already accredited as an Olympic Family member. The pass then served as an upgrade of an existing accreditation. The pass was made highly visible by the placement of a red dot which was affixed to the badge prior to laminating. With this system, the LAOOC was able to provide the flexibility required of a transferable “C” and did not compromise the security need to clearly establish the identity of the carrier.

“O” and “J” badges

The LAOOC created two other categories of badges. The “O” badge was allocated to individuals affiliated with otherOOGs, bidding cities or similar organizations. The “O” (for observer) accreditation allowed access to all venues via an infinite pictogram. Access zones 3, 4, 5, 6 and 7 on each badge allowed access to venue and press operations and the Olympic Family Lounge and non-residential areas in the village. The “J” badge category was developed to include IF members who served on an executive council or committee but had no official competition responsibilities in the Games. Each IF was allowed twenty “J” badges. The “J” badge-holder had access to B-stand seating in his respective sport, only. All expenses of the “J” card holder were paid by the IF or the individual.

Olympic Family accreditation credentials issued

<table>
<thead>
<tr>
<th>Date</th>
<th>A*</th>
<th>B*</th>
<th>C*</th>
<th>D*</th>
<th>E*</th>
<th>F*</th>
<th>Fx*</th>
<th>G*</th>
<th>J*</th>
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<tr>
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<td>309</td>
<td>246</td>
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With the development of a simple yet flexible accreditation system the LAOOC was able to accommodate the needs of individual NOCs and sport federations, yet not complicate the management or operation of the system or compromise the safety of Games participants.

5.02.3 Procedures for Olympic Family accreditation

Accreditation of Olympic Family members was conducted by two separate LAOOC departments. The Accreditation Department accredited all members except the media. The LAOOC Press Operations Department took operational responsibility for accrediting the media in January 1982. This division reflected the separate clientele of each function and the desire to significantly improve communications with those client groups.

Olympic Family members arriving in Los Angeles went through the credential process at either the Olympic Arrival Center (OAC), at Los Angeles International Airport, the Biltmore Hotel or the Main Press Center. In processing centers, all “A” and a majority of the “B” and “O” Olympic identity card holders were driven to the Biltmore for in-processing. “O” and “J” and the remainder of the “B” and “G” card-holders were processed at the OAC.

At the conclusion of the badging process, the Olympic Family members were transported to their accommodations free of charge by the LAOOC.

<table>
<thead>
<tr>
<th>Number of Olympic Family accreditations issued per day</th>
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<tbody>
<tr>
<td>Biltmore</td>
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<td>10 August</td>
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<td>Total</td>
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Biltmore Hotel

The badging center at the Biltmore was designed to handle fewer individuals than the OAC, but essentially the process worked in the same manner. All pre-printed badge inserts of persons scheduled to reside at the Biltmore were transferred to that location. In addition, the Biltmore accreditation center issued badges for special accreditations, such as observers from bidding cities and individual requests for accreditation by persons not otherwise entitled to accreditation by the Olympic Charter.

The Biltmore accreditation center was located in a large room adjacent to LAOOC service departments, such as Accommodations/Finance and Ticketing. Approximately seven staff members per shift operated the center and its two computer terminals, three printers and backup personal computer.

The accreditation center was operational from 14 July to 12 August 1984. Each Biltmore Hotel resident seeking accreditation was required to present a “zero balance” receipt from Accommodations/Finance. The badging process at the Biltmore was identical to that at the OAC.
Accreditation and Access Control

At the Biltmore, the pre-printed badge inserts were filed by letter category for the persons scheduled to reside there. Difficulties arose when more NOC “B” badge holders than anticipated arrived at the Biltmore for accreditation. This was caused by the appearance of “F”-accredited NOC members who were not scheduled to be housed at the Biltmore. The most current resource files of NOC family lists were kept at the OAC and telephone the delegation registration desk at the OAC before the individual at the Biltmore could be verified and accredited. This sometimes resulted in long delays for guests. Similarly, International Federation “B” cardholders could not be accredited at the Biltmore until the payment had been received at either the OAC or the hotel. While accreditation at the Biltmore proceeded smoothly, operations could have been streamlined by installing an automated (on-line) verification procedure identical to that at the OAC.

The Biltmore Hotel accreditation center accredited 1,349 persons. Approximately 90 percent of the inserts which had been pre-printed were printed correctly. The most common corrections were misspelled names, changes in access (granted after a special request had been received and approved), failure to locate a pre-printed insert because it had been misfiled and changes to the Olympic Family list. As noted above, more “B” cardholders than expected desired NOC accreditation. This had been anticipated, and therefore a substantial amount of time was spent voicing the inserts at the OAC and then resending them at the Biltmore. There were relatively few remakes or reissues of “IOC” “A” cardholders because the family lists were accurate. The Biltmore also accredited IOC “B” badges. Among these, virtually all of the IOC secretariat badges had to beissued because of a special request to have the access zones changed.

Rebadging centers

Olympic Family rebadging centers were located at the UCLA, USC and UCSC Villages. UCSC was also an initial accreditation center for competitors residing at the village. Rebadging centers were utilized by the Olympic Family. For a badge lost or in error and needed to be corrected and reissued. Transferrable “C” exchanges (replacement badges) were also printed and issued at these centers. No initial data entry was anticipat-
ed at the rebadging centers, although a few badges were printed and issued for the first time. Because all voided badges were handled by the OAC, good communication was essential between the rebadging center and the Olympic Family. There were no significant problems with this facet of accreditation.

5.02 Special cases: Nature and disposition

The Biltmore Hotel was the location where special requests for accreditation were determined. Special requests fell into two categories: “G” accreditation by invitation and “gift” accreditation.

“G” badge accreditations

The grant of “G” accreditations for distinguished guests was determined by the LAOOC for the head of state, chief of government and/or minister of sports of participating countries. The number of “G” accreditations granted to each country was determined by the LAOOC. A letter was sent to each NOC on 29 July 1983 asking each to specify their “G” accreditation requests. Only 60 NOCs had responded to this letter by February 1984. Each individual with a “G” accreditation was also entitled to a “G” accreditation for an accompanying person.

In April 1984, the LAOOC responded to requests submitted by the NOCs. A letter was sent to the NOC outlining which “G” badge had been approved. Following by a letter and a form for the NOC to complete and return prior to a specified date. Less than 50 percent of the NOCs received the form by the stated deadline. During the week prior to the Opening Ceremony and as throughout the Games, there were numerous requests for “G” accreditations which were considered on an individual basis by the LAOOC. There were also numerous changes in the names of holders of “G” accreditations. As a consequence of the many changes and new approvals, the Biltmore did a heavy volume of on-line printing and persons receiving new accreditations often experienced a delay in receiving their badges.

Gift badges

The LAOOC anticipated that many requests for gift or non-charter-mandated accreditations would be made at the Biltmore. One LAOOC executive was designated as the person to whom the requests for accreditation should be addressed. Initially it was believed that all requests would be made to that executive personally. However, the number of requests was so great, particularly from 20-22 July, that it was impossible for one person to handle them. The requests were made orally and in writing to accreditation staff and also through the Protocol office. The requests took all forms, e.g., on scraps of paper, on formal letterhead, handwritten, typed, some with complete information and some with no information other than the names of the persons making a request were told by the accreditation staff that a decision would take 24 to 48 hours. Nevertheless, those persons often returned two or three times a day to inquire about the status of the request.

In responding to the large volume of requests, new procedures were developed. All persons requesting accreditation through their IOC affiliation were required to present a letter signed by the director of the IOC. All persons requesting a change in accreditation category or in access privileges were required to present written reasons for the change. The requests for gift accreditation fell into the following categories:

- Spouses, children, relatives of Char-
ter-mandated accredited persons
- Friends and relatives of IOC officials
- Family and friends of IF officials
- Former Olympians
- Members of U.S. national governing bodies
- Observers from bidding cities
- Ambassadors from foreign nations and members of local consulates
- Press requests, which were referred to the Main Press Center

Grants of gift accreditations were all approved or disapproved by the presi-
dent of the LAOOC. If a gift accredita-
tion was granted it generally fell into one of three categories:

- “F” accreditation; had standard NOC or IF access. These were granted at the request of various people in unusual circumstances. A maximum of 50 of these were granted.
- “C” accreditations; had a ticket pict-
ogram and zone or zone “K” function was put on the badge, just an organiza-
tion affiliation. There were more than 150 of these, primarily for children or family members of “A” and “B” cardholders.
- “O” accreditation; had infinite picto-
gram and zones 3, 4, 5, 7. These were not entitled to seating. This type of accreditation was for people affiliated with other OCOGs, bidding cities or similar organiz-
tions. There were a total of 162 granted.

In total, almost 460 gift accreditations were issued, far in excess of original LAOOC estimates.

5.03 Accreditation and access coding of staff

5.03.1 Concept of the staff badging system: “K,” “Ks” and “L”

The concept of badging support personnel was developed in January 1984. It was decided that the 44,000 estimated LAOOC paid and volunteer staff would receive a two-part “L” badge (for LAOOC) regardless of their job function or access requirements. Only Olympic Arts Festival staff and some marathon road course marshals would not be included. No non-LAOOC personnel-referred to as contrac-
tors—the “K” (also two-part) was assigned. There were four categories of “K” personnel, three of which were eliminated from the complete badging process. They were:

- Those requiring access only to public areas
- Those whose access requirements were infrequent or for emergencies only
- Law enforcement personnel whose uniforms and badges were sufficient when accompanied by a generic non-

personalized badge issued at a site To handle these contractors, the LAOOC developed the public area-only badge, the construction pass, the emergency service pass, and the temporary work pass and the “K” generic law enforcement badges. These proved to be essential to the operation of the LAOOC badge print program by eliminating more than 18,000 individual applications and badging.

More importantly, by creating different categories of badges the LAOOC could differentiate the services and perquisite sites available to support personnel. For example, all “L”-badged employees were entitled to a free box lunch for every eight hours worked, insurance coverage and a uniform at LAOOC expense. The LAOOC did not wish to be in a position where it would have to feed thousands of contractors or security personnel, at an expense which would have run into millions of dollars, in order to participate in the box lunch program. “K”-badge holders or their employers were required to purchase the meal coupons from the LAOOC. It was felt that it was not necessary to provide perquisites to individuals or companies from which the LAOOC was purchasing services.
5.03.2 Procedures for accreditation of LAOOC staff

The LAOOC staff accreditation badge had two parts. The upper portion of the badge contained information on the identity of the person, including name, letter category (“L”), PID number and bar code. The lower portion of the badge contained the access information including the site pictogram, access zones, job title, location and badge capture or non-capture indicator. By separating the badge into two parts the LAOOC had the ability to create the two badge portions at different times. More importantly, the two-part badge provided the flexibility to change an individual’s access privileges without remaking the entire badge and especially without the re-taking of photographs.

The accreditation procedure for LAOOC staff took place in six distinct stages. First, it was necessary to identify the individual applicant and match him to a particular job function. For each job function the LAOOC assigned a unique number, called a requisition number. When an application was submitted and assigned to a requisition number, the applicant was automatically processed for a security clearance. Fingerprints of each applicant were taken to complete the security check process. The Security Department entered the results of the police agency review into the accreditation computer system, and if the clearance was negative, the individual was deleted from the requisition and the system blocked any Games assignment for that person.

The second part of the accreditation procedure required the applicant to be photographed at an accreditation center. Once a photo was taken, it was glued onto a pre-printed insert containing the applicant’s name and was placed in a plastic pouch and laminated. The badge was filed at the accreditation center. This completed the upper portion of the two-part badge.

The third step was for the staff member to be assigned site and access privileges, which were placed on the lower half of the badge. It was the responsibility of a venue management team, composed of the commissioner, the venue director, the venue access control manager, the venue security manager, competition director and an accreditation/access control staff member to determine access assignments. Where access to multiple sites was necessary, the application was reviewed by the Accreditation Department. The site and access privileges assigned were input into the accreditation system and later matched to the individual’s application number.

Next was for the generation of the lower portion of the badge. These access credentials were prepared for mass printing from 24 June to 15 July. An average of 5,000 badges per day were run.

8 Non-LAOOC support personnel, or contractors, are assigned one of four categories of "K" badges.

9 Games staffing applicants are photographed at accreditation centers around Los Angeles in the months preceding the Games.

10 Games staffing photos are glued to a pre-printed insert containing the applicant’s name and placed in a plastic pouch and laminated.
Accreditation and Access Control

The fifth step in badge production was matching and assembling the two badge parts; the upper portion (identification) and the lower portion containing the access information. The final step was distribution.

5.03.3 Processing the LAOOC staff applicants

Most applicants for Games positions came to the LAOOC in two different ways: as a direct referral from someone already employed by the LAOOC or by drop-in to one of the four staffing and recruitment centers. The process of issuing a Games credential at the LAOOC support personnel began by completing a Games staffing application. All existing LAOOC personnel were also required to complete this application.

Information from this form was fed into the computer system and the applicant's name and application number were linked to a job requisition number thus filling a specific position. The new staff member was given a "Terms and Conditions" letter to read and sign. This formed the condition of employment, the rate of pay (if any), the applicant's name, application number and job requisition number. The applicant was then required to visit one of eight accreditation centers, four of which were established at the staffing centers. The accreditation centers each had the same equipment and staffing level. Space, equipment and personnel requirements were defined based on the projected flow of people to be accredited each day.

The identity of Games staff members was verified before going through the actual badging process. Staff members were required to present a "Terms and Conditions" (proof-of-hire) letter along with a photographic identification card (preferably a California driver's license). If the subject could not produce both of these items, he would not be processed for a credential and the supervisor of the Games Staffing Center would be notified.

After the individual's identity had been verified, he was processed through the following credential fabrication procedure:

- Step 1; the badge was printed following data entry. In the event of a misprinted badge, the insert was removed from the subject, the second part badges were set up in three 20-foot recreation vehicles and were equipped with a camera and provided work space for four. Since none of the MAUs were on-line to the accreditation computer system, MAU badging procedures varied greatly from those at the accreditation centers. In total, the mobile accreditation units produced more than 10,000 credentials or 16 percent of the staff-contractor total.

- Step 2; the Games staff member was photographed. Each sheet of self-processing film had space for four photographs.

- Step 3; the printed badge was removed from the printer and signed by the subject.

- Step 4; the strip of film was pulled from the camera and placed into a 60-second flow timer. When the film dropped out of the bottom of the flow timer, the negative was peeled away and discarded.

- Step 5; the new-developed photographic sheet was cropped and each of the four subject photos was detached from the strip and glued to a corresponding place on the badge.

- Step 6; the badge was laminated.

- Step 7; the badge was wanded with the bar code reader.

At the conclusion of each day, the identification credentials were counted against the number of badge forms that were actually printed, not including misprints.

The identification badges were then taken to the LAOOC's administrative headquarters (the Marina Center) and placed in a locked box daily to be collocated and stored until final distribution. Three mobile accreditation units (MAUs) were established to credential large groups of people unable to get to one of the accreditation centers. These were set up in three 20-foot recreational vehicles and were equipped with a camera and provided work space for four. Since none of the MAUs were on-line to the accreditation computer system, MAU badging procedures varied greatly from those at the accreditation centers. In total, the mobile accreditation units produced more than 10,000 credentials or 16 percent of the staff-contractor total.

The mobile accreditation units' function was to travel to remote sites and process groups of 50 or more. The department requesting the services reserved an MAU in advance and the MAU staff pre-printed the badge inserts needed for the group appointment. The objective was to match the pre-printed insert to the verified individual applicant, take the photograph and laminate the insert.

Approximately 800 square feet of space and two 110-volt electrical systems were required for the MAU. The MAU could accommodate 120 people per hour if properly scheduled. While the concept of the mobile accreditation centers was good, the units proved difficult to manage efficiently. Department requestsing the service usually did not know who would attend the session and the no-show rate was 50 percent; moreover, many applicants asked to have their pictures taken for later attachment to a not-yet-printed insert. In total, 36 percent of pictures taken had to be secured for later use at the central offices.

Access credentials—the lower portion of the badge—were prepared by computer in mass print runs and matched to the identification portions—the upper part of the badge—that had been previously filed in PID number order. Mass print runs were done between 24 June and 15 July, averaging 5,000 per run. Initial mass prints were defined by pre-determined PID ranges: 1 to 5,000; 5,001 to 10,000 and so on. Typically, about 80 percent of the access credentials within a range were printed. The remaining 20 percent were not printed since those individual PID numbers were not assigned to a requisition which had not been assigned access zones.

The mass print runs were usually done overnight and took about three hours and batches were ready for fabrication by 0630 when the badge making crew came on. Printing time averaged 800 access credential stickers per hour, aided greatly by the fact that the bar codes were not printed on the access credentials. The access credential stock was not serially numbered, reconfigured or controlled as was the ID stock.

The matching and assembly of identification and access credentials involved laminating, matching and riveting and was very time consuming. Up to 30 people at a time were utilized on several occasions in order to achieve the desired output rate of 5,000 two-part badges per day. In total, 5,750 man-hours were required to produce more than 60,000 two-part badges between 24 June and 28 July.

The final process in badge production was distribution. The completed two-part badges were sorted by site code and distributed accordingly. The distribution scheme was as follows:

- All "L" and "K" badges assigned to a specific site code were distributed to that location.

- Badges for staff assigned to the Marina Center were distributed at the Marina Accreditation Center (MAC).

- "K" badges with multi-site access privileges were distributed at the MAC since they were not assigned to a specific location.

Distribution to venues and other sites was accomplished by:

- Delivery via accreditation vehicles and personnel
- Inter-office mail via LAOOC courier
- Pick-up by personnel from the given site
- Issuance at accreditation centers upon fabrication after 14 July 1984

Distribution occurred between 10 July and 12 August 1984, with most of the deliveries occurring during July.

The most severe badge distribution problems occurred as a result of the movement and reassignment of personnel during the very last week after the fabrication of two-part badges began. Access credential information content was defined as of the date of printing, thus badges were distributed to the site listed on the badge even if a person had been reassigned.

5.03.4 Issuance of captured or non-captured badges

LAOOC management was concerned that support personnel might misuse their badges to observe events during times they were not working, or to gain access to facilities in zones beyond those authorized. It was reasoned that a badge had "power" if used by a forceful person. Although it was expected that some Olympic Family members would attempt to gain maximum advantage from their badges, it was decided that these situations would be dealt with when they occurred. However, the support personnel could be deterred from misuse of the badge by not allowing the badge to leave the site. This could be accomplished by issuing a person's badge at the beginning of his shift and capturing it again as that person completed his shift.

Arguments against this plan were that it was effective only in single site applications and costs to administer the procedure were excessive. The captured badge system also required supplemental identification cards for staff use on LAOOC transportation, as well as for verification of LAOOC association for use on public transport systems (LAOOC employees were allowed to ride at no charge upon presentation of identification with the LAOOC). One advantage of a captive badge system was that it would reduce the chance of individuals losing their badges.

Venue management was less than enthusiastic about the captive badge and had great concerns about potential delays in checking through the number of staff as well as the space and personnel required to manage the system. However, with the approval of the larger venues, the LAOOC's Operations Committee decided to implement a captive badge system at all venues and villages.

The captive badge decision required accreditation to expand the role of the venue access control manager and to develop procedures for staff check-in, storage and issuance of badges. The number of check-in lines was enlarged for each site to ensure that each shift could be checked in within two hours.

Two-part badge processing

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<th>Activity</th>
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<tbody>
<tr>
<td>Access credential printed</td>
<td>Data staff</td>
<td>Computer printer</td>
<td>21 hours</td>
<td>Three seconds</td>
</tr>
<tr>
<td>Separate stock and badges</td>
<td>10 clerks</td>
<td>4 laminators</td>
<td>14 hours</td>
<td>200 laminated in 11.5 minutes with 5 persons</td>
</tr>
<tr>
<td>Match badge</td>
<td>3 assembly lines, 3 persons per line, 4 sorters</td>
<td>3 rivet guns</td>
<td>23 hours</td>
<td>10 seconds per badge</td>
</tr>
<tr>
<td>Security stamp</td>
<td>1 person per assembly</td>
<td>Security imprinter</td>
<td>550 hours</td>
<td></td>
</tr>
</tbody>
</table>
This caused an overall increase in staff check-in personnel at the venues and villages. Overall, the captive badge system was effective and very few incidents of badge misuse by staff were reported. A small number of “L” badges, mostly for LAOOC senior managers, were approved for non-capture. These badges generally had all-site pictograms.

503.5 Procedures for accreditation of non-LAOOC staff

Accreditation badges for non-LAOOC staff were given the letter category “K,” for contractor. The “K” badge, like the “L” badge, had two parts and was fabricated in essentially the same manner. The upper portion of the badge contained personal identity information such as the letter category (“K”), name, PID number and the bar code. The lower portion of the badge included the site pictogram, access zone, job title, company name and captive or non-captive indicator. Like the “L” badge, the two parts of the “K” badge were fabricated at different times and later physically riveted together.

The accreditation procedure for non-LAOOC staff member “K” badge holders varied only slightly from that for “L” badges. The initial step was to identify the individuals and organizations under contract. In January 1984, the LAOOC formed the Contractor Accreditation Unit which began to actively identify contracting organizations and develop a roster of more than 400 companies. As contractor companies were identified, each was given one or more requisition numbers and all applicants working for the company were assigned that requisition number. This differed from the LAOOC staff application process in which the individual applicant was assigned a job with a unique requisition number. Because contractor requirements were so difficult to assess, the decision to abandon the requisition process for contractors simplified and expedited initial processing of applications. It allowed for the preparation of individual identification cards before job title and location information were available. The decision to utilize the two-part badge proved to be of critical importance.

Once contracting firms were identified, each was given one or more requisition numbers and all applicants working for the company were assigned that requisition number. This differed from the LAOOC staff application process in which the individual applicant was assigned a job with a unique requisition number. Because contractor requirements were so difficult to assess, the decision to abandon the requisition process for contractors simplified and expedited initial processing of applications. It allowed for the preparation of individual identification cards before job title and location information were available. The decision to utilize the two-part badge proved to be of critical importance.

Access and site privileges were assigned and input to the LAOOC. This caused an increase in staff close to the opening of the Games. Two small extra supplies of public area badges were distributed and managed on a daily basis. Security agencies and site access control managers worked directly with the contractor at each site to develop the most feasible system to distribute and manage the badges on a daily basis. While there were reservations about the public area badge program, the administrative difficulties in trying to run security checks and fully accredit thousands of people hired close to the opening of the Games were impossible. In all, more than 12,500 PABs were issued.

503.6 Processing of non-LAOOC staff applicants

Detailed procedures were followed for obtaining and processing applications for accreditation of non-LAOOC personnel (i.e., contractors and outside third parties). This processing differed only slightly from LAOOC staff processing. Each contractor and third party group which required access to Games sites was given a contractor identification code. The upper portion of the badge allowed site access but eliminated the need to issue permanent or temporary credentials on an individual basis. Additionally, the PAB gave contractor employees a sense of identification with the overall Olympic activity. Each access control manager was issued a small extra supply of public area badges to use as necessary. The venue access control managers worked directly with the contractor at each site to develop the most feasible system to distribute and manage the badges to contractors. The assignment of access privileges was generally successful.

The PAB allowed site access but eliminated the need to issue permanent or temporary credentials on an individual basis. Additionally, the PAB gave contractor employees a sense of identification with the overall Olympic activity. Each access control manager was issued a small extra supply of public area badges to use as necessary. The venue access control managers worked directly with the contractor at each site to develop the most feasible system to distribute and manage the badges to contractors. The assignment of access privileges was generally successful.
Accreditation and Access Control

number and assigned to a specific LAOOC department. An LAOOC department contact explained LAOOC access control policies and procedures to each contractor and helped determine the number of applications required. Applications were then issued on a strictly controlled basis to the contractor by the LAOOC Security Department. Each contractor was required to maintain an LAOOC Accreditation Application Log to account for each application form by number. All applications were individually numbered and became unusable if copied, since the computer system rejected duplicate numbers.

The contractor was responsible for completing each application form with the full name and job title of each employee as it appeared on company payroll records. The contractor instructed each employee how to complete the application form clearly and completely. The forms were confidential documents and employees were instructed to mail the completed forms directly to the LAOOC Security Department or return it to the company contact who returned the forms directly to the LAOOC.

Periodic computer printouts by contractor number verified the status of applications returned and processed. The contractor was provided copies of the printouts to reconcile its log of applications against that of the LAOOC. If any names appeared on the printout that were not on the contractor log, the contractor notified the LAOOC for directions.

All documents were completed carefully and submitted prior to 20 April. All necessary clearances were required prior to photographing and laminating badge inserts. Contractor access information was keyed into the accreditation computer system and within two weeks after submission of the completed forms, contractor employees were requested to make an appointment for badge preparation.

Contractors could request the dispatch of a mobile unit to handle preparation of pre-printed ID cards (upper portion of the badge). The request was subject to Accreditation Department approval and MAU availability.

Contractor employees presented proof of identity at the accreditation center and had photographs taken. At the same appointment, each applicant was fingerprinted for the background check. The photograph was affixed to the upper portion of the badge, the badge was laminated and filed at the Marina Center by PID number.

Data processing generated a computerized access list for each contractor. Access credentials were then printed in sequence by PID number. Those persons who did not clear the security check were removed from the accreditation computer file.

Accreditation hand matched (upper) ID cards by PID number with the associated access credentials (lower), and physically riveted the two parts together to complete the badge. If the two matching badge parts (ID card and access credential) were not easily found, the Accreditation Department used an online computer system.

Completed “L” and “K” badges were stored together in sequence by access credential location code. Those badges with multiple access were stored at the Marina Accreditation Center in PID number sequence. Accreditation later forwarded all badges except those with multi-site access to venues.

Statistical summary of the contractor accreditation program

<table>
<thead>
<tr>
<th>Standard “K” badges produced on IBM System 38</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications processed</td>
<td>43,517</td>
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<tr>
<td>Identification cards prepared</td>
<td>28,574</td>
</tr>
<tr>
<td>Badges distributed</td>
<td>28,500</td>
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<tr>
<td>Special “K” badges produced by personal computer</td>
<td>1,900</td>
</tr>
<tr>
<td>Individual names entered</td>
<td>1,900</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Generic law enforcement “Ks” badges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various police agencies</td>
</tr>
<tr>
<td>Los Angeles Fire Department</td>
</tr>
<tr>
<td>Public area badges</td>
</tr>
</tbody>
</table>

| Specific contractors                          | 11,141|
| Venue generic badge                          | 1,610 |
| Grand Total                                  | 12,751|

5.03.7 Special procedures for security personnel

In May 1984, it was decided to use a special generic badge for uniformed law enforcement personnel. The badge used the letters “Ks” (for security), did not include a photograph of the bearer and was issued to the law enforcement agency and not to a specific individual. Several factors led to the decision to use this special badge:

- More than 38 law enforcement agencies were involved and each rotated many of its regular staff for Olympic duty assignments.
Several varieties of badges were used for different purposes or requirements. A temporary credential was issued to individuals requiring access to an Olympic site for the Games period. The pic site did not have the appropriate individual requiring access to an Olympic site. This pass was used sparingly since no major "emergencies" presented themselves at the venues, but was worthwhile because it eliminated the need to provide full accreditation to a great number of people who might have needed access to a site once or twice during the course of the Games.

Temporary change of access

This type of pass was used for temporary access until a permanent access credential replaced it or additional access was no longer required. The temporary change of access pass was not used a great deal, owing to the size and character of which a new access credential could be generated.

Temporary work pass

The temporary work pass was developed to give access to credentialed personnel who required additional access and who had lost or never received a credential. This pass allowed the individual to function at a specific site, but only for a limited, predetermined amount of time, usually one day. This type of pass was heavily used during the Games because of the relatively high number of Olympic credentials that never arrived, or arrived late, at the Olympic sites. At several venues, photographs were affixed to the temporary work pass and the pass was laminated, creating a "semi-permanent" credential. At other venues, the pass was valid for several days, and, in special situations, was used for multi-site access.

Venue pass

The venue pass was used by the commissioner to give access to a limited number of individuals (usually uncredentialed) for VIP or protocol reasons. The number of venue passes given out per competition session was determined prior to the start of the Games. The number of venue passes was substantially reduced and laminated.

Olympic press pass

This pass was used to gain entry into the village press areas. The system worked well, requiring only the addition of an inter-pass system to move the NOC guests from the main entrance of the village to the Olympic credential exchange area. As the Games progressed, it became apparent that issuance of temporary passes would not satisfy all the needs for access changes and that the individual assignments of access privileges were not completely accurate. In many cases, the original assignment was accurate but the individual or group later required a different set of access privileges. The rate of production and fabrication of access credentials did not allow for a major distribution of new, individual access credentials (i.e. access credentials linked to individual PID numbers). Instead, generic access credentials were printed and used during the Games because of the several times faster than that of the individualized access credentials. The production of these credentials was on two levels: a request or case-by-case basis and in anticipation of requests from venues or departments. When a new access credential was generated and assigned to an individual, the existing access credential on the badge was removed and the new one riveted on. The combination of temporary and special access passes along with the ability to change access privileges gave the system the great flexibility.
Access control

### 5.04.1 Nature of access control requirements

The primary function of access control was to control passage into and within Olympic sites to those persons authorized. Authorized entry was determined by the proper identification (ID) portion of the badge and the pictogram shown on the access portion of the credential. Passage within an Olympic site was controlled by the zone numbers listed on the access credential.

Successful implementation of the access control could only be accomplished after the proper identification, credentialing and access privilege assignment processes were completed. Expecting errors in all three phases of implementation, a sub-system of temporary badges was established to give temporary access to those individuals who required access but did not have the appropriate credentials.

In addition, special credentials were developed for those persons who needed to be at a site on a long term basis but did not require access to secured zones within the site (public area badges). The two phases of accreditation and access control were bound together by the ultimate goal of accurately identifying all personnel having a proper function within the Olympic sites. The access control phase could not be effectively implemented unless the accreditation phase had successfully identified those individuals and given them proper credentials.

The two general areas of venue access control were at entry points and between intra-venue access zones. Access control staff were known as staff check-in clerks and access controllers. The clerks were primarily based at the Olympic site entry point while the access controllers were positioned at access control points throughout the venue. These personnel rotated assignments throughout the course of a day.

Access control within a village focused on the control of entry points. Personnel were divided between two entry points: the staff entry point (for Games staff) and the main entrance (for athletes, Olympic Family members and accredited media). Personnel were trained to work exclusively at one entry point and did not work the other.

### 5.04.2 Relationship of access control to security

Access control was responsible for all access and internal movement within a site while security personnel were concerned with controlling personnel for security and safety purposes. At various access control points, such as the athlete entrance where security was in charge, guards functioned as access controllers. As a general rule, however, access control and security shared responsibilities at each venue access point.

Access control personnel in the villages were again concerned with the administrative functions of access control, while security personnel were concerned with the safety of village residents and integrity of the village fence lines. Law enforcement officers were present in all phases of access control, especially in situations where a person was refused entry. If the situation appeared volatile, law enforcement officers removed the individual from the premises.

The law enforcement officers had no direct reporting relationship to access control management. It was, therefore, the responsibility of the supervisor for each shift to understand the duties of law enforcement and to coordinate the responsibilities of the access control staff with those of law enforcement and the contract security personnel.

### 5.04.3 Recruitment of access control management and staff

The basic operating philosophy of access control was based on the dual concepts of volunteerism and venue autonomy. While the initial intent was to have paid access control managers and volunteer access controllers and staff check-in personnel, this concept changed in March 1984 and became an all-volunteer work force. Senior management felt that a significantly stronger size of management and a higher level of commitment would be obtained by using volunteers at every level and outweighed the potential for reduced time availability.

Within a venue, the access control manager (ACM) operated the access control system. The ACM reported directly to the venue director and/or commissioner. The ACM was autonomous and only contacted the access control staff at the Marina Center for

### F: Accreditation badges issued to each NOC

<table>
<thead>
<tr>
<th>NOC</th>
<th>F</th>
<th>Fo</th>
<th>Fx</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFG</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>AHO</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ALB</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ARG</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ANT</td>
<td>0</td>
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<td>0</td>
</tr>
<tr>
<td>ANG</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>AUT</td>
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<td>13</td>
<td>0</td>
<td>37</td>
</tr>
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<td>BAN</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>BAR</td>
<td>16</td>
<td>21</td>
<td>0</td>
<td>37</td>
</tr>
<tr>
<td>BEL</td>
<td>84</td>
<td>45</td>
<td>0</td>
<td>129</td>
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<tr>
<td>BEN</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>BER</td>
<td>20</td>
<td>10</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>BHU</td>
<td>6</td>
<td>4</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>BRA</td>
<td>53</td>
<td>169</td>
<td>1</td>
<td>223</td>
</tr>
<tr>
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<td>10</td>
<td>22</td>
</tr>
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<td>0</td>
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<tr>
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<td>1</td>
<td>2</td>
</tr>
<tr>
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<td>117</td>
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<td>334</td>
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<td>29</td>
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<tr>
<td>CMT</td>
<td>85</td>
<td>206</td>
<td>1</td>
<td>222</td>
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<td>COL</td>
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<td>68</td>
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<td>47</td>
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<td>0</td>
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<td>0</td>
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<tr>
<td>CYP</td>
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<td>7</td>
<td>0</td>
<td>17</td>
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<td>67</td>
<td>40</td>
<td>0</td>
<td>107</td>
</tr>
<tr>
<td>DOL</td>
<td>2</td>
<td>7</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>DOM</td>
<td>41</td>
<td>25</td>
<td>0</td>
<td>66</td>
</tr>
</tbody>
</table>

### 5.04.4 Security Concerns

Unlike the villages, the only two zones—the village common area (zone 7) and the housing areas (zone 8). Contract security personnel, backed up by law enforcement officers, operated the magnetometers at the entrance to and through each village. Access control staff was not present at these areas.
33 days whereas each venue was only the villages was that village employees
of village operations required paid control staff was volunteer. The village
villages had assistant access control
was determined by the size of the staff
established access control points and controllers was determined by the
part of the venue development
completed during the fall of 1983 as
employees to insure adequate staff
managers and all had one or more staff
Recruitment of managers was done
about 150 of their own staff. The
access control managers recruited
similar campaign with martial arts
produced the core of supervisors and
management and were approved by
referrals and the staffing centers.
emphasized the goals and values of the
written handouts. The training
attended the training sessions. Access
presentations augmented by detailed
problems and situations were simu-
As the athletes departed the bus, their
credentials were inspected by either an
access controller. In
stripes was wanded and proceeded to their work
members who had captive badges
entrance into a venue entered through
An Olympic staff member requiring
credential was wanded and the Olympic
were in order, the bar code of the cre-
entrance. In addition, these signs
village directed people to the appropri-
venue entrance. This point was usually manned
and the pictogram on the access
corresponded to the sport being played at the venue. After
the badge bar code was wanded, the
waiting at the entrance, usually aboard a
bus coming from an Olympic village. As the athletes departed the bus, their
credentials were inspected by either an access controller or a security officer
to verify that the letter designation was
"F" and the pictogram on the access
corresponded to the sport being played at the venue. After
the badge bar code was wanded, the
athlete passed into the venue. A working member of the press en-
tered through the press entrance. His or
her credential was checked for the appropriate letter designation ("E")
(almost all of which had infinity picto-
grams). This process was conducted by an access controller. The credential
was not wanded due to problems in the printing of bar codes on the "E"
credentials. A delivery person entered the venue
through a designated vehicle delivery entrance. A security officer checked the
delivery person's credential and then checked a delivery log to make
sure that the delivery was scheduled. The security guard then inspected the
vehicle and wanded the credential. The
delivery person was then allowed to
enter the venue. A ticketed spectator gained entrance to the venue through the use of a spec-
tator gate. Neither access control nor security checked spectators. An Olympic Family member entered a
venue through the VIP guest entrance point. This point was usually manned
by access control, security and proto-
col. Each Olympic Family member's
credential was inspected for the appropriate letter designation and pictogram by an access controller. In
some situations, particularly at high demand sport events, the access controller asked the Olympic Family member for a ticket. If the credentials were in order, the bar code of the cre-
dential was wanded and the Olympic Family member was allowed entry. An Olympic staff member requiring
entrance into a venue entered through the staff check-in point. Those staff
members who had captive badges
picked up their credentials from a staff
check-in clerk. They proceeded to a bar
code stand where their badges were
wanded and proceeded to their work
station. Those individuals who pos-
sessed non-captive badges proceeded
directly to the bar code stand. It was at
this point that their credentials were checked for the appropriate pictogram. The bar code was wanded and they
entered the venue.

<table>
<thead>
<tr>
<th>Accreditation</th>
<th>Crenshaw</th>
<th>East L.A.</th>
<th>UCLA/</th>
<th>Westwood</th>
<th>Long Beach</th>
<th>Marine Center</th>
<th>USC</th>
<th>Village</th>
<th>Uniform</th>
<th>Dist.</th>
<th>USC</th>
<th>Village</th>
<th>Mobile</th>
<th>Accred.</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 March - April</td>
<td>23</td>
<td>23</td>
<td>15</td>
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<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>61</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 April - April 8</td>
<td>145</td>
<td>74</td>
<td>211</td>
<td>226</td>
<td>25</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>683</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 April - 15</td>
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<td>403</td>
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<tr>
<td>16 April - April 22</td>
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<td>30 May - June 5</td>
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<td>349</td>
<td>648</td>
<td>498</td>
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<td>7 May - May 13</td>
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5.04.4 Training of access control staff
Management training began shortly after recruitment and at least four months before the start of the Games.
The training sessions were held in the evenings, initially bi-weekly, then once a week. The access control supervi-
sors were included during the last two months of training sessions.
The general format was stand-up presentations augmented by detailed written handouts. The training
emphasized the goals and values of the Accreditation Department and its role
at each venue. A portion of the training was devoted to role-playing. Access
problems and situations were simu-
lated, and managers were taught how to use the system.
A full-time training coordinator was added at this time who focused on the training's objectives. Some venue
directors and security managers also attended the training sessions. Access
control managers were given sug-
gested training materials and a plan
to train venue staff members.
In general, the training program was
started too late, since it could have
been more effective. It was, however,
more than satisfactory, especially
given the time constraints.
5.04.5 Operations of access control during the Games
Entry to an Olympic venue was given
to those needing access, generally a
competing athlete, a working member of the press, a delivery person, a
registered spectator, an Olympic Family member or an Olympic staff member.
Signs at several points outside of the venue
pointed directed people to the appropri-
ate entrance. In addition, these signs
indicated the credentials and access
privileges necessary for access through that particular entrance.
Competing athletes entered through the
athlete entrance, usually aboard a
bus coming from an Olympic village. As the athletes departed the bus, their
credentials were inspected by either an access controller or a security officer
to verify that the letter designation was
"F" and the pictogram on the access
credential corresponded to the sport being played at the venue. After
the badge bar code was wanded, the
athlete passed into the venue. A working member of the press en-
tered through the press entrance. His or
her credential was checked for the appropriate letter designation ("E")
(almost all of which had infinity picto-
grams). This process was conducted by an access controller. The credential
was not wanded due to problems in the printing of bar codes on the "E"
credentials. A delivery person entered the venue
through a designated vehicle delivery entrance. A security officer checked the
delivery person's credential and then checked a delivery log to make
sure that the delivery was scheduled. The security guard then inspected the
vehicle and wanded the credential. The
delivery person was then allowed to
enter the venue. A ticketed spectator gained entrance to the venue through the use of a spec-
tator gate. Neither access control nor security checked spectators. An Olympic Family member entered a
venue through the VIP guest entrance point. This point was usually manned
by access control, security and proto-
col. Each Olympic Family member's
An athlete entered the village either through the athlete bus entrance or on foot through the main entrance. Those arriving by bus had their credentials inspected by a security officer or by a check-in clerk at the main entrance. The placement of a number checker verified that the letter designation was an "E." After the badge bar code was wanded, the athlete passed into the village.

A bar code reader was located at the main entrance only for recording the number of the media entered through the main entrance. His credential was checked for the appropriate letter designation ("E") by an access controller. The member of the media would then go through a security inspection point and be escorted into the credential exchange section of the entry area. At this point, the journalist exchanged his Olympic credential for a village press badge and entered the village press area. The number of media allowed in each village was limited to 200 at any one time at the UCL or USC villages and to 40 at USC.

Olympic Family and vehicle delivery entry into the villages was basically the same as at the venues. Staff check-in also followed the venue procedure.

Guests of NOC delegations entered the village through the main entrance. If a pass was available each delegation was issued a number of guest passes based on its delegation size. The guest went through the security inspection point and was escorted to the credential exchange section of the entry area. At this point, the guest exchanged a form of identification for one of the NOC's guest badges. The guest was then escorted to the waiting area where an Olympic Family representative of the NOC and admitted to the village. All Olympic credentials contained bar codes encoded with the personal identification number (PID) of the credential holder. The purpose of this bar code was to discourage the illegal duplication of badge and to provide a method for voiding a credential. The PID number was read by a bar code reader at each external Olympic site access point. The bar code readers themselves were small electronic devices which were programmed to compare PID data contained on the badge bar code against a pre-determined list of valid PID numbers and then inform the access clerk via audible and visual signals.

At each entry point at a venue, the credential was wanded to test its validity. Those which had been de-authorized were captured and the credential holders were detained. The job of wanding (reading the bar code) was performed by both access controllers and security officers. The responsibility for usage, updating, and maintenance belonged to access control.

Once a determination was made to deauthorize a credential-usually because a credential was lost or stolen, or the holder had abused his access privileges-the background information was put into the accreditation computer system and a report was generated. This report was distributed to all the venues to be added to the memory of the bar code readers. This procedure was updated on a 24-hour basis.

The movement of personnel within an Olympic site was controlled entirely by zone numbers found on the Olympic access credential. Access control points which demarcated the entry into new zones were manned by access controllers and/or security officers. It was the function of the person manning this point to visually identify the appropriate zone number on the Olympic credential. The credential holder could only pass through this point when his or her access credential contained the appropriate zone number.

Internal signage was developed which pictorially showed the access credential codes necessary to gain entry through the access control points. These signs were placed on both sides of the access control point to allow for efficient flow from both directions.

Summary and recommendations

The Olympic accreditation and access control planning and operations systems were highly successful in many areas while other areas required last-minute development.

Accreditation badge design

The two-part badge for LAOOC staff and contractors was a new concept for one of the NOC's guest badges. The guest was then escorted to the waiting area where an Olympic Family representative of the NOC and admitted to the village.

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Another job done was evident at almost every venue or village. The media credentials were accredited and the overwhelming majority were processed in a quick, courteous and efficient manner. Contributing to this success were the following factors: inspection that the computer system and its operation be understood; careful coding and fastidious proofreading of Olympic Family lists; advance verification and revisions of the largest NOCs' family lists by the respective NOC de mission; advance chef arrivals and processing through delegation registration; and knowledgeable and decisive leadership combined with willing and conscientious workers.

Access control systems

Venue access control fell into two functional areas: the staff entry/exit point and access zone control. On a systems level, each of the procedures of those functional areas worked according to the original design. Some problems arose in the efficiency of the staff entry point because of weak-nesses in the credentialing process which placed a heavy reliance on the temporary pass sub-system of access control rather than the primary system of Olympic credentials. Although the accreditation system worked in general, a large quantity of the staff badges did not arrive at the appropriate site until after the Games began. This resulted in a need to issue major quantities of temporary passes.

Zone control had a few problems, most with the ineffectiveness of interior signage and restrictions on access privileges. Overall, the Olympic accreditation and access control operations were generally successful because the systems worked and because alternate methods were developed to adjust to unique sets of circumstances.
6.01 Nature of services offered

From the earliest days of the LAOOC in 1979 through the close-out and tear down period following the Games, one of the constant needs of the staff was for general administrative services. No successful office can operate efficiently without well-managed communications, conference, mail and reception services, but this became all the more important as the LAOOC grew from 11 persons at the end of 1979 to 1,530 just prior to the Games.

The Administration Department provided general office services for the LAOOC including:

- Business cards
- Conference room reservations
- Courier services
- Food and beverage services within the office complex
- Mail delivery, pick-up and postage
- Office furnishing, in conjunction with the Material Logistics Department
- Office movement, packing and unpacking
- Photocopying, in conjunction with the Technology Department
- Parking for staff and visitors
- Reception services
- Satellite office negotiations and set-up
- Security at the LAOOC offices, in conjunction with the Security Department
- Shipping, receiving and warehousing at the main office site

- Telecopier and telex services, in conjunction with the Technology Department
- Telephone service, in conjunction with the Technology Department
- Travel services, in conjunction with the Finance Department
- Word processing services

Administrative services were handled by a senior member of the administrative support staff from inception through late 1982, when an Administration Department was formed. At its peak in the pre-Games period, there were 39 people working in Administration, eight in word processing and four in travel.

Office furnishing, in conjunction with the Technology Department

Office environment:

6.02 Office environment: 1979—1981 in Century City

In the LAOOC’s infancy, office space was established on half of a floor in a modern office building in the Century City area of west Los Angeles, at 15100 Santa Monica Boulevard. As the staff was small, needs were modest and were handled (at peak) by the office manager (a senior support staff person), one receptionist, one mail clerk and one supply clerk.

The LAOOC moved to the University Extension building in July 1981 and occupied the entire sixth and half of the seventh floor for a total of about 30,000 square feet. Facilities similar to those in Century City were installed, including two conference rooms. Security facilities were installed for the first time and included the wearing of picture identification badges by employees and temporary identification badges by guests. Guest identification badges were color-coded for regular visitors (blue) and for special guests (red), including IOC members and members of the LAOOC Board of Directors. A security guard was on duty during non-business hours.

Daily appointment sheets were compiled and distributed to inform all of the approximately 50 employees about business being transacted in other departments. Mail delivery to the LAOOC was enhanced when the United States Postal Service granted a special ZIP code for all LAOOC mail: Los Angeles, California 90084 USA. By acquiring this special code, no street address was required and all LAOOC mail could be addressed in the same way from approximately July 1981 through the end of the existence of the Organizing Committee. In view of the many moves which were to come, this proved to be a wise action and saved considerable confusion among those wishing to contact the LAOOC.

While the LAOOC occupied a floor and a half in the Extension Building, a new structure was being built directly across the street in an existing UCLA parking lot. This three-story building became the LAOOC’s administrative headquarters in July 1982, just after completion of the building itself. This new headquarters provided more space and facilities for the LAOOC, which had now grown to approximately 100 people. The LAOOC contributed more than $3 million to the construction of the project, in effect paying its rent in advance in order to assist with the construction of the building.

The building offered more facilities and featured special furniture components and security arrangements. The interior offered about 55,000 usable square feet (70,000 square feet gross) for use and included a total of seven conference rooms. Office furniture was supplied by Westinghouse Office.
Systems through a sponsorship agreement with the LAOOC. These modular work stations provided much-needed flexibility in the design and size of work spaces for the different groups which were placed in the building. Security was given a high priority and special precautions were taken to keep intruders away. Search lights were mounted on the roof of the building and closed-circuit television cameras were placed on the roof as well as inside the building to monitor the movement of people, especially after business hours.

Communications services included two telex machines and full-time operators to go with them. Two high-speed telex copiers were installed for both manual and automatic use. In addition to a receptionist, two full-time switchboard operators were hired and were present from 0800—1800 daily. Conference rooms included four rooms seating 10—14, a third floor room for executive use only, seating 20, a first-floor conference area for 25—50 and an auditorium-style room which could accommodate up to 150 persons. Conference rooms were reserved on a booking basis only by the receptionist. No special equipment or facilities for audio-visual use, food service or sound support were provided in any of these rooms.

Food and beverage services were available at several points. Each floor had a small area designated for coffee service, while soft drinks and mineral water were provided by sponsors Coca-Cola and Perrier. Orange juice and non-carbonated fruit drinks were made available as well. An employee lunch area was available in a separate room on the first floor, which also contained several vending machines supplied by UCLA. A microwave oven was also provided by UCLA to heat prepared foods from the vending machines. A notable favorite among staff members was microwave-prepared popcorn.

An executive dining room was set up in September 1982. Hot lunches were served daily (at no charge) to executives who signed up for one of two sittings (1145 and 1300) ahead of time. Luncheons were arranged for department meetings if desired and the dining room could accommodate 24 people. Eventually, a cold sandwich, soup and fruit menu was arranged and all department executives were expected to sign up for at least two lunches per week for the purpose of exchanging ideas and sharing status reports on matters of common interest. This goal was reached in early 1983 and led to the formation of the successful cafeteria concept at the Culver City headquarters building some months later. The 1300 seating became available for business lunches with non-Committee staff (guests).

Mail delivery was increased to twice per day for both inter-office mail and posted mail. Memorandums distributed to management staff or to all staff were handled as part of the mail runs throughout the building. Outgoing mail volume in July 1983 reached 41,500 pieces and special courier service deliveries averaged 500 per month. LAOOC office furniture was a modular system integrated with movable partitions which segmented the open office areas into work stations and included desks, credenzas, files, storage units, tables and chairs. The design of the new building was basically open down both hallways with closed offices lining the outer sides and ends and conference and utility rooms in the middle. This enabled the Administration group to revise the floor plan periodically for the benefit of new employees without having to tear down permanent walls. Eventually, however, the number of persons working on all floors simply exceeded the building’s capacity, requiring the move to larger quarters in Culver City.

Office supplies and smaller-sized furnishings were handled by an on-site supply room which operated from 0900-1200 daily. Orders submitted after those hours were delivered the following morning.

1 In spring of 1980, Soviet Olympic planners visit with LAOOC President Peter V. Ueberroth at the LAOOC’s first administrative headquarters in the Century City area of west Los Angeles.
2 In July 1982, a growing LAOOC staff moves into a new, three-story building on the campus of UCLA.
3 Temporary partitions and walls divide the interior of the LAOOC administrative headquarters into suitable workspace while festive banners and shapes hang from the ceiling to brighten the environment.
When supplies were needed, necessary storage was usually relegated to corners of offices and sometimes in hallways. Word processing was established as a separate service in May 1983. Its main functions were to assist support staff in the preparation of long documents (greater than five pages) and the generation of large numbers of generic letters, usually to five or more addressees. In addition, the word processing group provided proofreading services, gave seminars on the operation of office automation equipment supplied by IBM, and tested prospective word processing applications. Turnaround time for most projects was eight hours on a first-come, first-served basis, with rush projects scheduled at the discretion of the group manager. Longer projects required advance scheduling to meet particular deadlines. At its peak in Westwood, the word processing group included a manager and four operators, including one person working on an evening shift. Equipment included five IBM Displaywriters, two special printers and a special feeder for addressing envelopes. As the staff, contractors, consultants and volunteers working in the LAOCC office moved past 500 persons in mid-1983, it became clear that, much larger facilities would be needed. Although it had been thought at one point that sufficient room would exist in the UCLA building to house the entire administrative staff for the Games, it was necessary to find another home. Although the majority of the LAOCC staff left the UCLA building in August 1983, several functions remained. The Ceremonies Department was housed at Westwood through the Games period, and staff from the UCLA Village, gymnastics and tennis were present in the months leading up to their occupancy at the sites of their venues and villages. In addition, the Westwood building was used as a Games staffing center for people living on the west side of Los Angeles and in the San Fernando Valley.

**Office environment: 1983—1984 in Culver City**

In its search for a final site for its administrative headquarters, the LAOCC looked for a large building with large amounts of open space that could be readily adapted to handle a rapidly expanding staff. Although several options for existing office-style space existed, the Organizing Committee opted to occupy an old warehouse in Culver City, California, located just north of the Los Angeles International Airport and about ten miles southwest of the UCLA campus where the previous LAOCC office had been. In all, the “Marina Center,” as it came to be called, included four buildings with open interior space of approximately 180,000 square feet. Prior to its use by the LAOCC, it had been a helicopter engineering and design center.

The main building obviously was not suited for office use and was re-designed for the LAOCC's needs. With the knowledge that it was to be used for only one year, the Administrative Department oversaw the installation of a large number of temporary partitions and walls to divide the space into suitable work space for the various departments which required enough room for not only their current staffs, but also for peak staffing just prior to the Games. The furniture which was used in Westwood was left there and new, light, movable desk and return units were brought in. With only a few exceptions in the executive offices, everything else was furnished in varying arrangements.

The strength of the Marina Center design was its lack of permanent dividers and walls. The open working spaces forced interaction among employees from different departments, who worked within touching distance of their neighbors. Further, the central pathways through the building encouraged interaction between departments and helped to forge bonds among the Organizing Committee staff as a company with a single purpose, rather than a group of unrelated departments working on a common topic. It was often noted that as much was accomplished while walking toward the cafeteria for lunch as during an entire day at one's desk. This interplay between responsible managers and their staffs helped to reinforce the urgency of the work at hand and assisted the progress of the LAOCC in an intangible way that could not have taken place in a more typical office environment.

The main office complex was basically one-floor building with 25,000 square feet of warehouse space on one side. Second floor offices were available on each end of the building. A remarkable structure of steel pipe painted in aqua formed a two-story office area for the Architecture and Construction Department. Additional electrical wiring was done beneath a false floor to add outlets for individual use. The courtyard and walkways were decorated with festively colored stones, sand and lines and sonobuys were placed at the entrance to major pathways across the building, much as they would be placed at entry points at the venue for the Games.

Almost 20 conference rooms were available in various areas throughout the building. The main conference area on the main floor had a capacity of almost 200 persons and was specially carpeted and a sound system was installed. Conference room scheduling was instituted as in Westwood and a room schedule summary was circulated for some time before ending for lack of interest. The Electronic Messaging System (EMS) was later used to request conference facilities and verify reservations. The executive office wing on the second floor had its own confer- ence room for roughly 20 persons. Even these facilities became overburdened close to the Games, especially since many departments were holding classes and training seminars for their Games staff. An agreement with the property owner allowed use of an additional building adjacent to the Marine Center and on the same lot. Large, open areas became available for conference use on a booking basis and suited the need for additional meeting space for groups of up to 100 people. Meeting equipment and furniture was provided by the LAOCC.

**Tourist information**

Tourist services for deliveries outside of Los Angeles were heavily used at the Marina Center. A full-time representative of DHL Corporation, the LAOCC's official supplier of courier services, was present to assist with large shipments. The presence of a professional courier service was especially important when large packages were sent to the National Olympic Committees or other large groups within the Olympic family. Time-sensitive documents such as accreditation forms or shipping instructions were arranged well in advance and special arrangements often had to be made for countries which did not have efficient mail service and to which there was no other effective method of delivery. In all, the LAOCC compiled a courier service bill of $323,217.17 with DHL, most of which was covered by DHL and used as part of its supersetlement.

Food and beverage services were carefully planned. Since there were many fewer employees at Westwood and because the interaction between department managers in the executive dining room in Westwood had proved effective, food service plans for the Marina Center included a cafeteria. A building which had been previously used for that purpose by prior tenants was refurbished and opened in late August. The cafeteria included one large room for all staff and three smaller, private rooms which could be used for meetings or private lunches. Owing to the favorable year-round weather in Southern California, however, the preferred seating areas were outside in a patio setting, using lattice-styled chairs and shaded tables. An American Express card was a sponsor for food service and athlete transportation management, operated the cafeteria and brought in the necessary equip- ment. A breakfast menu was served from 0700 to 0830 and a full lunch menu was available from 1100 to 1400 from Monday through Friday. A variety of complimentary beverages were available, including coffee, hot chocolate, juices, mineral water, non-carbonated fruit drinks, soft drinks and tea from opening through lunchtime. Beverage counters were installed throughout the main building with coffee, tea and soft drinks available. The cafeteria was formally named the Cafe de Coubertin in honor of the founder of the International Olympic Committee and leader of the modern Olympic movement, Baron Pierre de Coubertin.
All permanent staff and volunteers who worked at the Marina Center were entitled to a once-daily subsidy of $2 on their lunch food purchases. The Caffe de Coubertin was not open to visitors unless accompanied by a permanent staff member. Additional food service areas were available in the main building, including vending machines for prepared sandwiches and other snacks. A microwave oven was present to warm foods and a cooler was provided for employee lunches brought to the office.

The cafeteria concept was a tremendous success. It encouraged camaraderie within departments, provided a natural forum for discussions between members of different departments and was a quick and easy way to eat a mid-day meal at a discounted rate in a short period of time. Crowding became common late in the Games period as the size of the staff overwhelmed the Caffe de Coubertin, but this did not cause any major problems.

Mail delivery and postal services increased as the Games approached. Deliveries were made to each department twice per day. Individual pieces of metered mail (using standard envelopes) issued to almost all staff, along with departmental and five large volume copiers with automatic feeders, sorters and staplers. In all, some 23,308,151 copies were made between August 1983 and the end of August 1984 by the LAOOC staff. This includes work processed at the Copying Center, a separate photocopying shop set up at the Marina Center for handling very large projects. It was equipped with two of Xerox's largest photocopying systems, a smaller, automated copier and a Stitcher for stapling needs. In addition to regular photocopying, the Copy Center could reproduce overhead transparencies in various background colors, generate mailing labels, copy onto parchment award certificates and reproduce oversized originals to standard sizes. Typical Copy Center projects included reproductions totaling 500 or more pages. Smaller applications were often run by staff at night, using one of the five large volume copiers located around the building. A Xerox model 2080 copier was also installed in the Architecture and Construction Department. This machine was able to handle the oversized copying requirements for blueprints and other construction planning documents. The 2080 saved immense amounts of time for those who needed the reproductions.

Parking at the Marina Center became crowded relatively quickly. The lot was re-striped to accommodate more cars and additional spaces were acquired in early 1984. Finally, in April, there was not enough room for staff and volunteer parking and an additional lot approximately seven miles away was obtained. Parking passes were distributed to staff and a shuttle bus from the off-site lot was established. Although usually efficient, the off-site parking plan was not accepted by some employees, who parked on the side streets in surrounding areas without drawers, shorter typewriter cabinets and wardrobes were also available. These units were well received because of their flexibility and clean appearance. Special, adjustable chairs were ordered and proved workable. These furnishings were not ordered after the beginning of May 1984, however, and staff who joined the LAOOC after that time were issued folding chairs and tables to work on. The movement of LAOOC staff from the Westwood building to the Marina Center took almost five weeks and was orchestrated in stages. A "file reduction contest" was staged at the Westwood office prior to the move and was won by the Youth Services Department, based on the amount of trash generated by each department, divided by the number of employees in that department. This was an effective method of encouraging a review of files so that unnecessary paper would not continue to accumulate.

Photocopying needs increased dramatically as the staff grew. A total of 24 machines for staff use were installed throughout the building, including 15 smaller-sized copiers with enlargement and reduction capabilities, four convenience copiers and five large volume copiers with automatic feeders, sorters and staplers. In all, some 23,308,151 copies were made between August 1983 and the end of August 1984 by the LAOOC staff. This includes work processed at the Copying Center, a separate photocopying shop set up at the Marina Center for handling very large projects. It was equipped with two of Xerox's largest photocopying systems, a smaller, automated copier and a Stitcher for stapling needs. In addition to regular photocopying, the Copy Center could reproduce overhead transparencies in various background colors, generate mailing labels, copy onto parchment award certificates and reproduce oversized originals to standard sizes. Typical Copy Center projects included reproductions totaling 500 or more pages. Smaller applications were often run by staff at night, using one of the five large volume copiers located around the building. A Xerox model 2080 copier was also installed in the Architecture and Construction Department. This machine was able to handle the oversized copying requirements for blueprints and other construction planning documents. The 2080 saved immense amounts of time for those who needed the reproductions.

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Reception services were increased to include two receptionists on duty full-time during the day, along with security personnel to authorize entry and issue visitor's badges. Bags and parcels brought into the Marina Center were searched and X-rayed for security reasons and in the months just prior to the Games, all visitors were required to walk through a magnetometer, similar to those which would be used at the villages. Switchboard duties were taken over by the Communications Center.

Visitor access procedures became standardized in September 1983. Lists of visitors had to be supplied by each department at least one day in advance of arrival in order to have badges issued to them. Calls to the appropriate department were made to announce the arrival of any visitor and an LAOOC volunteer escort would then walk the visitor to the department concerned. The volunteer escorts worked in shifts and were extraordinarily helpful; 150-200 were used on a daily basis. Visitors who came unannounced or for whom a previous instruction regarding arrival had not been made were asked to wait while a call was placed to verify the appointment. In addition to the security precautions taken at the front entrance, special care was taken to guard the employee entrance at the rear of the facility. The LAOOC contracted with a security firm to provide guard services at the Marina Center in the same manner as at Westwood. All employees at the Marina Center had to wear identity badges which were handed out on a daily basis. Security personnel patrolled the main building, asking the identity of those who were not wearing a badge in plain sight. A property release system using signed forms allowed the movement of equipment and files outside of the Marina Center and briefcases and handbags were routinely searched after the end of the Games to guard against theft.

Shipping and receiving became more important at the Marina Center than it had been at Westwood, since there was warehouse space of about 25,000 square feet on one side of the main building. Shipping and receiving was coordinated through a special interior gate which was controlled by security personnel. Additional warehousing space became available in an adjacent building which was not used for offices and could therefore be fully secured at all times. Department uses of the warehouse area were coordinated by the Administration Department and even included the assemblage of 12,000 sets of press gifts into two 12 by 60 foot trailers.
Administration

Communications services including telephone, telecopier and telex communications were handled in a centralized Communications Center in cooperation with the Technology Department. A 2000-line switchboard was provided by AT&T, an official sponsor for telephones, with the rest being handled by Xerox and telex requirements grew from a single machine to three machines with four-line capabilities each. While telecopier requirements were relatively modest and were mostly for intra-LAOOC communications between remote offices and the Marina Center, telex communications became the lifeblood of the Organizing Committee. Its immediacy and written format were its principal advantages and it was used heavily by the LAOOC. Sensitive communications with the IOC, International Federations, National Olympic Committees, foreign news media and sponsors were handled by telex. All telex messages had to be approved by a vice president or higher level executive before transmission and all messages received were distributed on an individual basis, not to the designated addressee, but to the appropriate executive offices and the person to whom the addressee reported. After some unfortunate errors, all telex messages were input by one operator and proofread by a second before transmission. The greatest logistical difficulties for operating departments and the Communications Center regarding outgoing telexes was the time-consuming nature of sending telex messages to all 159 National Olympic Committees. Future organizers are strongly urged to find an early, automated solution to the task of communicating a similar message with individual alterations to all of the NOCs. Examples of typical all NOC telex messages include the announcement of ticket allocations, information on housing, set-up registration, village reservations, press accreditation and completion of Olypnic Family Luggage and security cards. The volume of incoming telex traffic became so great that a special task force was formed in late April to review all incoming telex messages, assign log numbers and route the messages to the proper people. This group con- sisted of approximately six persons and met each morning at 0700 to distribute the messages received overnight. Task force members on a rotating basis usually checked for new messages every four hours. By late May, upwards of 400-500 telex messages were being received daily. The departments receiving the great- est number of messages were NOC Services, Olympic Family Services, Protocol and Press Operations.

Electronic Messaging System (EMS) terminals were installed throughout the main building in late December of 1983. Since each employee was identified in the system from their Games staff application, telex messages were sent to the persons concerned via EMS, rather than through hard copy. This practice continued throughout the Games and speeded the transmission of information dramatically.

The Communications Center was also responsible for the operation of the LAOOC’s paging and radio systems, in coordination with Technology. Paging was initiated exclusively through calls to the Communications Center until the paging interface programming with EMS was completed; both methods were then available. Radio communica-
tions became the lifeblood of the Organizing Committee. The greatest logistical difficulties for Communications Center regarding outgoing telexes was the time-consuming nature of sending telex messages to all 159 National Olympic Committees. Future organizers are strongly urged to find an early, automated solution to the task of communicating a similar message with individual alterations to all of the NOCs. Examples of typical all NOC telex messages include the announcement of ticket allocations, information on housing, set-up registration, village reservations, press accreditation and completion of Olypnic Family Luggage and security cards. The volume of incoming telex traffic became so great that a special task force was formed in late April to review all incoming telex messages, assign log numbers and route the messages to the proper people. This group con- sisted of approximately six persons and met each morning at 0700 to distribute the messages received overnight. Task force members on a rotating basis usually checked for new messages every four hours. By late May, upwards of 400-500 telex messages were being received daily. The departments receiving the great- est number of messages were NOC Services, Olympic Family Services, Protocol and Press Operations.

Pocketers of activity in the Marina Center included the centralized functions and executive offices and the Operations Center. A lot was formed out of an existing area.

The major task was the delivery of mail and other physical items received at the Marina Center and the pick-up of mail from the sites for posting at the Marina Center’s central mail processing facility. A fleet of four automobiles and four motorcycles were used to visit each operating site daily. Vene, villages and major support sites such as the Main Press Center were visited twice daily. Multiple stops were made at the village sites: nine stops at USC and seven at UCLA. This system worked very well and no major problems were encountered. The system ran daily from 6 July-2 August.

6.06 Office environment: Post Games period

The move-back to the Marina Center was expectedly chaotic after the end of the Games on 12 August 1984. As many of the chairs, desks, drawer sets and returns had been taken to the sites for use during the Games, they were not available for the use of returning staff and in fact were shipped to the LAOOC’s Materiel Distribution Center (MDC). Instead, folding tables and chairs were substituted with the realization that most of the employees would be terminated within one month following the end of the Games.

A major portion of the administrative effort in the immediate period after the Games was moving equipment and people out of the Marina Center and back to the MDC. It was not uncommon for folks to arrive by mistake at the Marina Center rather than the MDC, unload equipment which had been picked up at the venues and leave it there. A coordinated effort managed to remove these items to the MDC where they belonged. As hundreds of employees were terminated each week after the Games (117, 24 August and 7 September), the major efforts were on wrapping up the departments, writing final reports, sending out letters of appreciation and certificates of recognition and removing personal effects. Briefcases and handbags were checked by security personnel at the staff exit gate of the Marina Center to prevent theft. Departments were asked to pack their remaining archival materials in prepara-
tion for the move out of the Marina Center and back to the Westwood building which had served as a staffing center and the headquarters of the Ceremonies Department. The last day for staff at the Marina Center was 7 September and the facility was cleared out and returned to the land- lord at the end of the lease term on 14 September 1984.

The move to Westwood was made on 10 September with approximately 300 people, with mass departures at the end of September, October and November. After 1 January 1985, only 65 employees were left and the LAOOC occupied only the third floor of the Westwood building, with the rest given over to UCLA for its occupancy. After 1 April 1985, the LAOOC con- tracted again to approximately 30 employees, mostly in the Finance Department, and required only half of the third floor. The offices were sched- uled to close at the end of June 1985. After the move to Westwood, depart- ments took care of their own require- ments for purchasing and supplies along procedural lines which had been in effect during the Games. This decen- tralized approach reduced the need for an administrative staff, other than for mailroom and parking activities personnel, and by the beginning of December, the Administration Depart- ment was down to a staff of 5 people, 2 sched- ules, two mail clerks, two management staff and an administrative assistant. Office supplies were collected from defunct departments and re-issued as needed to remaining staff.

In October 1984, the Board of Regents of the University of California approved the permanent naming of the West- wood office facility on the UCLA campus as the “Peter V. Ueberroth Olympic Office Building.”

6.07 Satellite offices and operations

Although the Administration Depart- ment had responsibility for the provision of services for the growing LAOOC staff at Westwood, at then the Marina Center and finally back at West- wood again, it also had to service the needs of a number of satellite facilities. Each of the additional facilities had the same courier, food, mail, office furniture, photocopying, security and communications needs as the central headquarters for the LAOOC staff, although to a much lesser degree. The Administration Department assured the operation of these offices by arranging for appropriate facilities for each.

In all, a total of 18 facilities were served and were tied together by messengers, regular delivery routes and drop-off and delivery routes and telecopiers for the quick transmission of documents:

- Design Center
- Look warehouse for decorative items
- Uniform Distribution Center
- Staffing centers; Crenshaw, East Los Angeles, Long Beach and Westwood
- Remote Ticket Centers: ARCO Plaza, Beverly Center, Del Amo Fashion Square, Newport Center Fashion Island, Chino Esplanade, Plaza Peninsular, Sherman Oaks, Ventura and Slauson Shopping Center, West Covina Fashion Plaza
- Ticketing Data Centers
- Uniform Distribution Center
Travel services for the LAOOC staff were not under the specific supervision of the Administration Department, but did form part of the overall program of general administrative services. The Travel Department functioned under the overall jurisdiction of the LAOOC’s Finance Department.

The responsibility and staff of the Travel Department grew as the needs of the Organizing Committee expanded. The initial need for large-scale arrangements was in late 1980, when a multi-city tour for the LAOOC mascot, Sam the Olympic Eagle, was organized. At the end of 1980, a sponsorship agreement with United Airlines provided for more than $2 million in airline transport, including charter and cargo flights. By mid-1982, a professional travel agent had been hired to coordinate the growing travel needs. A second professional travel agent was hired in mid-1983 along with a part-time data entry clerk. An administrative assistant was hired in early 1984 and a part-time data entry clerk was added in May.

Air travel policies and procedures

The LAOOC travel policy required use of the United Airlines in-kind commitment wherever possible. Travel had to be approved by the vice president of the department concerned and the vice president of finance. All international travel was approved by the executive vice president/general manager. Travel agencies, including many minority-owned and operated agencies, were asked to book flights and deliver the tickets to the LAOOC. Until mid-1984 when a direct-booking agreement was concluded with United, agents were asked to book those portions of the trips which included travel on United on a non-commission-able basis. Agents were selected based on their location, office staff, size, references and their ability to service the LAOOC’s needs. Agents selected had to be willing to book the lowest fares available for domestic travel. Approximately 90 percent of all trips had at least one itinerary or fare change from the originally submitted plan; 65 percent of those trips which did change itinerary or flights required re-issuance of tickets. LAOOC policy dictated that all staff air travel except international flights be coach class. International flights were usually scheduled in business class sections. First-class air travel was available only for the LAOOC president and executive vice president/general manager, at their discretion. VIP-type services were usually provided for the latter individuals and airlines and hotels became more accommodating as the Games drew closer. Charter flights were also arranged when necessary, including the travel of LAOOC officials to the XIVth Olympic Winter Games in Sarajevo, Yugoslavia. Special services were also extended to visiting dignitaries and delegations who visited the LAOOC. The Travel Department reconfirmed their return reservations, obtained seat assignments, made requested itinerary changes and made special arrangements for their departures.

Personal travel for staff was allowed on the staff member’s own time in conjunction with business travel. The cost of the personal portions of such trips was invoiced directly to the staff member. Special requirements were placed on the travel staff in 1983, when, in addition to the many visits by International Federation technical delegates who came to Los Angeles, the LAOOC staged eight sporting events. The Travel Department also provided significant assistance to visiting NOC officials from 141 nations during the January 1983 meetings of the IOC Executive Board with the NOC. After the completion of most of the LA83 events, a meeting with Los Angeles-based airline executives was organized in September 1983 to better acquaint them with the relevant LAOOC departments including Government Relations, Material Logistics, Olympic Arts Festival, Olympic Family Services and Public Information. The meeting proved beneficial to all parties and assisted in establishing a protocol for more contact with the participants.

Hotel and ground transport

The Travel Department was also responsible for hotel accommodations for staff and ground transportation reservations for staff. Corporate rate relationships were established with a number of large hotel chains, including Hilton, Holiday Inn, Hyatt, Marriott and Sheraton. Local hotels close to the LAOOC offices were also identified and offered guests two different levels of services and rates. A direct-billing arrangement for guests was also established. LAOOC guests and functions were always accommodated at one of the LAOOC’s Official Olympic Hotels, which were located throughout the Southern California area.
Administration

6.09 Reflections on the LAOOC's administrative services program

The Administration Department fulfilled its responsibilities well and provided a high level of service to the LAOOC's various departments. The problems caused by continuous movement of the LAOOC's offices from Century City to two different UCLA locations, to the Marina Center and finally back to UCLA were handled as well as possible, considering the ever-increasing number of staff to be moved.

Whether by lack of planning or sheer accident, the LAOOC's Westwood office complex on the UCLA campus did not come close to holding the entire staff and serve as a headquarters for the operation of the Games. The use of office facilities and space planning needs to be far-sighted enough to anticipate the actual needs and plan for them accordingly.

Conversely, the Marina Center provided a better venue for office operations than could have been imagined. The Spartan nature of the office areas combined with the lightweight furniture and festive-color decor produced a unique environment so contrary to ordinary offices that it focused attention on the work at hand rather than the individual comforts (or lack of them) provided in more traditional settings. The concept that the entire LAOOC organization could function as a whole, rather than as a sum of unconnected parts, required an incubating period that would bring the staff together with a common mind and purpose. The Marina Center provided the framework for this process, including the all-staff Cafe de Coubertin and the $2 daily subsidy which provided a direct incentive to "eat on campus."

The services provided by the Administration Department were consistently responsive to the needs of the local staff. The Administration Department staff recognized their role as providers of services required, rather than dictators of the level of comfort and service which would be provided. It is this attitude which was perhaps the most important ingredient in meeting the administrative and general service needs of an evolving organization which did not even understand its requirements until faced with them.

Future organizers will do well to adopt a similarly flexible philosophy regarding general services. The overriding concern, sight of which was not lost in Los Angeles, was to provide the employees with a workable environment, including all required tools to perform their tasks in a responsible and timely manner. Since the accommodations were the same for all levels of staff, there was little grumbling about unfair treatment and the generally speedy delivery of important individual services such as parking credentials, identification badges and telephones provided the proper frame work for immediate immersion in the business of organizing the Games.

6.08.4 Operations during the Games

Travel Department assistance was heavily in demand during the Games period, especially with regard to the movement of football teams between the preliminary sites. A total of 25 charter flights were arranged with the airlines for the teams and the appropriate LAOOC directors for football, security and transportation. The coordination of these flights required one full-time staff member during the Games.

A coordinated effort between United Airlines, the American Express Company and the LAOOC Travel Department produced a service plan for all phases of travel assistance for the Games. United agreed to install its computer booking and reservation system and staff to handle all air travel (domestic and international), while American Express provided financial services and made arrangements for ground transport. The LAOOC Travel Department provided an individual to respond to all LAOOC-related matters and handle any other travel-related areas which were not otherwise being serviced. Typically, these "travel liaisons" responded to problems of lost luggage, departure operations and VIP services where appropriate. A total of 24 volunteers with professional experience in the travel industry were recruited and were trained during a multi-session program, which included a handbook for their use. These liaisons were stationed at the three villages, the Biltmore Hotel (headquarters for the IOC and representatives of the IFS and NOCs) and the Main Press Center from 14 July to 14 August. The liaison officers were on duty seven days per week and 12 hours per day and were well received by those who asked for assistance.

6.08.5 Reflections on the performance of the Travel Department

Despite thin staffing, the Travel Department provided excellent service in all aspects of travel for the LAOOC. Over $3 million in airline travel was expended, much of it on international travel which did not deplete the United Airlines credit. In all, some 4,500 persons and groups had their travel arranged by the Travel Department. Massive arrangements had to be made for some of the LA83 sporting events to bring athletes to the competitions.

The affirmative action policy regarding the use of minority owned and operated travel agencies proved beneficial for many agencies. Tremendous good-will was generated in addition to thousands of dollars in commissions. Very few complaints were voiced and the level of service was consistently high. The travel liaisons selected for Games duty also performed very well. Although they were all professionals in the field, they were aided by a disciplined program of orientation and training, including a written handbook regarding policies and procedures. The Travel Department's meetings with officials of the local travel industry and careful planning with both United and American Express produced a coordinated effort which served all potential users without failure. This type of pre-planning between sponsors and the LAOOC staff should be a model for future cooperative efforts with the travel industry, but it is equally applicable to any department which desires consistent quality and superior coverage in a service area.

The Administration Department fulfilled its responsibilities well and provided a high level of service to the LAOOC's various departments. The problems caused by continuous movement of the LAOOC's offices from Century City to two different UCLA locations, to the Marina Center and finally back to UCLA were handled as well as possible, considering the ever-increasing number of staff to be moved.
The Architecture and Construction Department was created in the latter part of 1981. The LAOCO's efforts were then concentrated on securing the sites for the XXIIIrd Olympiad. Subsequent site visitsations and negotiations with facility owners allowed architects to develop the site-specific requirements for permanent facilities. Outside architectural firms were solicited and began planning the construction of permanent facilities. The overall master plans of venue and village sites.

In 1982, efforts were focused on planning the Look and physical layouts of the facilities and venues used during the LAOCO-hosted sports competitions in 1983.

During the venue development process in 1983, designs were finalized, contractor requirements were prepared for physical space were defined, and the Look was determined for all Olympic sites. Basic spatial requirements were modified to specific site conditions, volume and duration of use. Space programs and construction budgets were finalized and approved.

A typical site construction schedule included the following steps:
- Preliminary site plans completed, December 1983
- Site plan finalized, January 1984
- Electrical design, February 1984
- Plans forwarded by the architect and safety agencies, March 1984
- Issuance of permits, April 1984
- Plans forwarded to utility and telephone companies, May 1984
- Plans forwarded to the venue owner, June 1984
- Construction contract bid, June 1984
- Awarding of the bid, June 1984
- Architectural construction commence, June-July 1984
- Utility construction commence, June-July 1984
- Electrical construction commence, July 1984
- Electrical inspection, July 1984
- Look installation commence, July 1984
- Work completed, July 1984
- Tear down, August 1984

The construction phase began with the hiring of third party consultants as construction managers. The construction managers worked with the Look coordinators to develop fabrication and installation procedures. The Look elements were one-of-a-kind items designed to create a unified visual environment throughout the Games' sites. The design process began with the development of a color palette and the creation of a kit of parts of the various Look elements used in conjunction with each other. Conceptual sketches evolved into three-dimensional scale models, then individual, experimental pieces and ultimately into the more than 110,000 Look elements that were used at all Olympic sites. These individual elements were attached, hung, set up or otherwise installed over the permanent facilities and temporary construction at each site. The Look fabrication process was delayed due to design changes and difficulty in obtaining agreements with the number of manufacturers needed to produce the required work within the given time frame. Contracts were written based upon a fixed-price quote and many included installation work in addition to manufacture.

The installation of Look elements occurred almost simultaneously at the various Olympic sites. Due to the length of production time and the volume of items required, the installation period was delayed, and then accelerated once underway.

### Games electrical load requirements

<table>
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<tr>
<th>Venue</th>
<th>Power panels (ampere)</th>
<th>Voltage (volts)</th>
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</thead>
<tbody>
<tr>
<td>Archery</td>
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<td>120/208</td>
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<td>480</td>
</tr>
<tr>
<td>Baseball</td>
<td>1-800</td>
<td>120/208</td>
</tr>
<tr>
<td>Basketball</td>
<td>1-800</td>
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<tr>
<td>Boxing</td>
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</tr>
<tr>
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<td>120/208</td>
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<tr>
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<tr>
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<tr>
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</tr>
<tr>
<td>Yachting</td>
<td>2-800</td>
<td>480/277</td>
</tr>
<tr>
<td>USC Village</td>
<td>5-800</td>
<td>120/208</td>
</tr>
<tr>
<td>USC Village</td>
<td>13-800</td>
<td>120/208</td>
</tr>
</tbody>
</table>

*All venues required three-phase power for the panels specified above.*
Local electrical engineering firms were contracted to prepare drawings for the electrical design at each venue. Most of the firms chosen had previously worked at the particular venue and this method of selection proved to be effective. The LAOOC electrical staff then met with local governmental agencies for construction approval. The chief distinction between temporary electrical work and permanent work was the type of materials used. For example, soft cable was used for temporary work instead of conduit and wire; panels were set on the floor instead of being bolted to a wall; and junction boxes were used rather than small panels.

A wide range of electrical equipment was used, including:
- 192 power poles from 30 feet to 35 feet in height
- 1,200 GE P150 floodlights
- 1,000 150 watt floodlights
- 20,000 circuit breakers
- 12,000 duplex receptacles
- 38 panel boards (800-ampere)
- 8 panel boards (600-ampere)
- 400 panel boards (200-ampere)
- 400 panel boards (100-ampere)
- 4 main meter boards (200-ampere)
- 4 main meter boards (400-ampere)
- 2,000 tube fluorescents (8-foot)
- 6,000 feet of rubber ramping
- 10,000 cube taps
- 25,000 extension cords
- More than 1,000,000 feet of cable

Up to 184 electricians worked simultaneously at almost all venues to provide the necessary power. Traditionally, the costs of one-time events are high due to the short length of time available to complete tasks of a monumental nature and to the inapplicability of the prior experiences of the staff on a project as unique as the Games of the XXIIIrd Olympiad. In retrospect, a few facility leases were negotiated before the LAOOC had a clear understanding of how the facilities would be utilized and the time required to modify certain venues was underestimated. Spatial requirements should have been completed prior to enlisting the work of outside architectural, environmental and graphic design firms. The cost of the Look fabrication and installation could have been minimized with sufficient time to complete the work on schedule without the use of additional manpower. Power requirements were undersized at some locations and should have been over-designed to accommodate additional last-minute power requirements.

The construction process was successful, however, from both an economical and functional standpoint. The challenge of managing simultaneous construction efforts at all the various sites was mastered. The design integrity and efficiency of the temporary and permanent construction at the Games provided a unique architectural statement to the world and set a new standard for architecture at future Olympic Games.
Architecture and Construction

7.02 Construction of facilities for permanent use and their modification for the Olympic Games

7.02.7 Exposition Park

Exposition Park was the historic heart of the 1932 Olympic Games and became the central focus of the Games of the XXIIIrd Olympiad. It contained two major facilities, the Los Angeles Memorial Coliseum and the Sports Arena, and the area served as host for three competition venues and the Opening and Closing Ceremonies. The 133-acre Exposition Park area was bordered by Exposition Boulevard and the University of Southern California to the north, Figueroa Street to the east, Vermont Avenue to the west and Martin Luther King, Jr. Boulevard to the south. Converting the area into a hub of Olympic activity, designed to accommodate peak crowds of more than 100,000 people, created unique architectural challenges.

Recognizing both the historic past of the park and its importance in the 1984 Olympic Games, the LAOOC agreed to provide $1.8 million of permanent improvements. The permanent improvements included renovation of the irrigation system, the provision of new street lighting, tree plantings and turf renovation. The scope and quality of this work was negotiated with the California Museum of Science and Industry and the California state architect, and work was finished in spring 1984. Additional seeding was required after the close of the Games.

Permanent park improvement also included the realignment and repaving of the roadway circle off Figueroa Street to accommodate a new 20-bus transit station. The LAOOC then renovated the plaza area directly in front of the Coliseum peristyle, which faces the roadway circle. The renovation was completed with funding from the Southern Pacific Company. The LAOOC commissioned artist Robert Graham to create a gateway statue commemorating the 1984 Games. The statue was installed in the plaza and unveiled on 1 June 1984 and created a magnetic effect for Opening Ceremonies spectators.

Signs and directional graphics helped direct pedestrian traffic to park entrances. The entrances were further delineated by decorated scaffold towers erected at four public entry points: one by Martin Luther King, Jr. Boulevard at the Sports Arena, one by Figueroa Street between the Aerospace and Afro-American Museum, one by Exposition Boulevard east of the Rose Garden and the largest, 135-feet tall, by the intersection of Menlo Avenue and 39th Street, northwest of the Coliseum. A fifth scaffold entry tower was erected at the Olympic Family entry south of the Coliseum on Hoover Boulevard.

Signs and fence graphics directed pedestrians through the scaffold towers to enter the park. Even so, crowds were mostly unfamiliar with the park layout and the overcrowding of the plaza from spectators arriving from east of the park created traffic flow problems for buses entering the east transit station. During the five-day hiatus between Opening Ceremonies and the start of the athletics competition, overhead signs were installed along the Figueroa Street entrance. Staff were positioned with bullhorns to greet people disembarking from buses, and directed them to the appropriate venues and entry points.

Thousands of people entered the Exposition Park area from the opposite side, through the west transit lot off Menlo Avenue, close to the athlete control center for athletics. Sliding gates were installed on the west side of Menlo and chains were installed on the east side of the avenue. Guards developed a system of whistle communication to coordinate the opening and closing of the gates, thus regulating the temporary blocking of pedestrian flows to allow unimpeded progress of the athlete shuttle buses to the control center. Additional signs were installed after Opening Ceremonies to direct spectators to the appropriate venues. Asphalt was added to fill in cracks and wide joints in the roadways used by pedestrians during the Games. Power lines were moved and curb cuts were expanded for bus traffic.

The LAOOC worked with the Los Angeles Department of Transportation, the Southern California Rapid Transit District (RTD), California Department of Transportation (Caltrans), the California Highway Patrol (CHP), the Los Angeles Police Department (LAPD) and other agencies to develop a regional transportation master plan for the area surrounding Exposition Park. Private automobile parking for the Games in and around the Exposition Park/LUSC area was virtually nonexistent. Therefore, the plan was based upon the assumption that a majority of spectators would arrive by bus. Parking was made available for charter buses and regular and special Olympic line buses from the RTD. Two RTD bus terminals were developed, one with 27 bus-docking areas between Vermont Avenue and Merlo Avenue below 39th Street (west terminal) and one east of the Coliseum off Figueroa Street with 20 docking areas (east terminal). The terminals accommodated the movement of 35,000 people in a two-hour period.

Figueroa Street was made one-way northbound street toward Exposition Park. Flower, from its junction with Figueroa Street, was made one-way for northbound traffic toward downtown Los Angeles.

Exposition Park was heavily decorated with Look elements which created the atmosphere of an outdoor festival. Facilities were additionally installed to provide services to spectators. A total of 108 specialty tents (10-foot by 10-foot) were used as food and novelty concession stands and were distributed in groups of one to five throughout the park with the greatest concentration of tents located along Coliseum Drive. Nine information kiosks with public telephones were located throughout the park near bus terminals and pedestrian entry points. Two first aid stations, a lost and found area, two entertainment stages and five areas (partitioned by fabric) for more than 400 portable toilets were also located in the park.
The LAOOC construction staff worked with five LAOOC sponsors or vendors who requested facilities in Exposition Park. The U.S. Postal Service constructed three 24-foot by 26-foot modules and an outdoor stamp cancellation area. American Telephone and Telegraph erected a prefabricated public calling center. American Express located a redecorated drive-in bank and currency exchange service along Coliseum Drive. The U.S. Treasury built a specially designed kiosk with steel bank vaults from which to sell Olympic coins. An area was constructed for the Anheuser-Busch Clydesdale horses northeast of the Rose Garden. The LAOOC had final approval of all designs and provided electrical power to the sponsors' facilities as well as to all concession tents.

In addition to the uniquely designed concession and sponsor facilities, the LAOOC decorated Exposition Park with more than 100 Look banners and nearly as many painted sonotubes which were used as markers and in colonnades. More than 70 trees on Coliseum Drive were decorated with wind socks. Banners were hung across the main vehicular entrance off Figueroa Street. More than 20,000 feet of fence fabric was installed in and around the park on eight-foot high chain link fence. Fences were also installed along both sides of Menlo Avenue to provide a secure transportation corridor for athletes arriving in shuttle buses from the villages. Fences and fabric along the perimeter on Martin Luther King, Jr. Boulevard and Vermont Avenue screened parking areas and the venue management and construction compounds.

Five murals, each 50 feet in length, were designed by artist Jon Van Hammersfeld and placed on the backs of the Coliseum concession stands, facing the park. An elevated serpentine fence was installed in an open area west of the California Museum of Science and Industry. The fence, more than 400 feet in length, depicted scenes from various host cities of the modern Olympic Games. Four hundred concrete benches were placed throughout the park and 100,000 quarts of annual flowers were planted in patterns resembling the Star in Motion and the Olympic rings. Patterns were painted in Festive Federalism colors on the pavement of both Coliseum State drives.

In addition to the tented food concession stands located throughout the park, a full-service food facility was constructed in Exposition Park. The "Food Bazaar" was located in the parking lot north of the Figueroa Street entrance and south of the Museum of Science and Industry. The food service facility consisted of three 40-foot by 40-foot tents supported by a 110-foot aqua tower, a service yard of five 60-foot refrigerated storage trailers and 46 tents (20-foot by 20-foot) decorated with sonotubes and valances clustered to provide shaded picnic table seating for nearly 2,000 persons. Construction of the scaffold structure included trenching for 10-foot deep caissons necessary to avoid cable lines in pedestrian paths.

The LAOOC monitored the installation of phone and cable runs. Pacific Telephone was asked not to run cable and poles across the new plaza area and the conduit was redirected and installed underground. Temporary power cables were placed just below ground surface from temporary panel locations. Water lines for the food concessions were run concurrent with the irrigation system installation. Ceremonies production requirements included the installation of fireworks staging areas. A 60-foot by 80-foot fenced area was constructed north of the peristyle plaza and a 60-foot by 120-foot area was constructed in the grassy area in the middle of the vehicular access route off Figueroa. The fenced areas were constructed to protect pedestrians from potentially harmful fallout from the fireworks display. A 120-foot by 150-foot fabric-covered fenced area was required in front of the Sports Arena to conceal the spaceship used in the Closing Ceremonies. Per U.S. Federal Aviation Administration regulations, fences were installed on both sides of the flight path to prohibit spectators from walking beneath the airborne craft. Additional fencing was installed from the Sports Arena to the Coliseum to allow participating athletes to march undisturbed from the Sports Arena along the concourse level to the Coliseum's main entry tunnel during Opening Ceremonies.
Site plan of Exposition Park
### Exposition Park

#### Introduction
Exposition Park facilities were established to provide services to spectators and participants between, during and after sessions of athletics, boxing and swimming. Structures existing in the park included 4 museums, a rose garden and large open grassy areas. In this open space, the LAOOC erected food and novelty sales points, temporary restrooms, entertainment and first aid stations. Ceremonies were held for the Olympic Games and the site of Olympic boxing and athletics competition as well as Opening and Closing Ceremonies. The park operated daily from 0700 to 2200 hours from 28 July to 12 August.

#### Temporary Facilities and Spectator Services

<table>
<thead>
<tr>
<th>Department/Function</th>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commercial Exhibits</strong></td>
<td>20 x 20</td>
<td>American Express sales and service.</td>
</tr>
<tr>
<td><strong>Exposition Park</strong></td>
<td>24 x 26</td>
<td>U.S. Postal Service.</td>
</tr>
<tr>
<td><strong>Museums</strong></td>
<td>50 x 130</td>
<td>Anheuser Busch Clydesdale horses exhibit.</td>
</tr>
<tr>
<td><strong>Medical</strong></td>
<td>60 x 260</td>
<td>Anheuser Busch beer garden.</td>
</tr>
<tr>
<td><strong>Food Service</strong></td>
<td>1,265 square feet</td>
<td>U.S. Treasury corn sales.</td>
</tr>
<tr>
<td><strong>Novelty Stands</strong></td>
<td>(4) 10 x 10 tents</td>
<td>Outdoor seating for 2,200.</td>
</tr>
<tr>
<td><strong>Food Service</strong></td>
<td>(4) 20 x 20 tents</td>
<td>Food bazaar. Food preparation area.</td>
</tr>
<tr>
<td><strong>Storage</strong></td>
<td>(5) 12 x 60</td>
<td>Food storage trailers.</td>
</tr>
<tr>
<td><strong>Food Service</strong></td>
<td>(17) 10 x 10 tents</td>
<td>Food and beverage tents.</td>
</tr>
<tr>
<td><strong>Food Service</strong></td>
<td>(43) 10 x 10 tents</td>
<td>Spectator first aid.</td>
</tr>
<tr>
<td><strong>Entertainment</strong></td>
<td>32 x 40</td>
<td>Sound and light stage for public entertainment.</td>
</tr>
<tr>
<td><strong>Lost and Found</strong></td>
<td>12 x 60 trailer</td>
<td>Stage for public entertainment.</td>
</tr>
<tr>
<td><strong>Medical</strong></td>
<td>40 x 40 tent</td>
<td>Spectator first aid. Party for public entertainment.</td>
</tr>
<tr>
<td><strong>Food Service</strong></td>
<td>12 x 60 trailer</td>
<td>Food and beverage tents.</td>
</tr>
<tr>
<td><strong>Public Facilities</strong></td>
<td>400 temporary restrooms. 60 pay telephones. 400 concrete 6-foot benches.</td>
<td>General information booth.</td>
</tr>
<tr>
<td><strong>Public Information</strong></td>
<td>(9) 10 x 10 tents</td>
<td>General information booth.</td>
</tr>
</tbody>
</table>

#### Existing Facilities

<table>
<thead>
<tr>
<th>Field</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 Coliseum</td>
<td>Track and field competition site.</td>
</tr>
<tr>
<td>17 Museums</td>
<td>Museums open to the public.</td>
</tr>
<tr>
<td>18 Rose Garden</td>
<td>LAOOC hosting and spectator rest area.</td>
</tr>
<tr>
<td>19 Sports Arena</td>
<td>Boxing competition site.</td>
</tr>
</tbody>
</table>

#### Transportation

<table>
<thead>
<tr>
<th>Route</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 Athlete Bus Route</td>
<td>Transportation route for buses arriving from USC village.</td>
</tr>
<tr>
<td>21 Limousine Drop-Off Zone</td>
<td>Drop-off and pick-up zone for spectators arriving by limousine or taxi.</td>
</tr>
<tr>
<td>22 Olympic VIP Parking</td>
<td>Parking for Olympic Family vehicles and special guests.</td>
</tr>
<tr>
<td>23 Press/Staff Shuttle</td>
<td>Shuttle drop-off and pick-up point from auxiliary parking facilities.</td>
</tr>
<tr>
<td>24 Spectator Charter Bus Parking</td>
<td>Passenger buses. Stack parking with each space 50 x 12.5 feet.</td>
</tr>
<tr>
<td>25 Transportation Headquarters</td>
<td>13,200 square feet Headquarters for Exposition Park transportation administration and operations.</td>
</tr>
<tr>
<td>26 Transportation Terminal</td>
<td>30 bus bays in west terminal, 20 bays in east terminal. Serviced 35,000 spectators in 2-hour period.</td>
</tr>
</tbody>
</table>

#### Storage

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>27 Ceremonies</td>
<td>60 x 80 Fireworks firing zone.</td>
</tr>
<tr>
<td>28 Concessions Storage</td>
<td>180 x 340 Storage facility for Coliseum.</td>
</tr>
<tr>
<td>29 Concessions Storage</td>
<td>110 x 160 Storage facility for Sports Arena.</td>
</tr>
<tr>
<td>30 Concessions Storage</td>
<td>120 x 180 Storage facility for Exposition Park.</td>
</tr>
</tbody>
</table>

#### Other

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>31 Tunnel access to Coliseum</td>
<td>Park entry structures. Access to field level.</td>
</tr>
<tr>
<td>32 Tunnel access to Sports Arena</td>
<td>Access to arena level.</td>
</tr>
<tr>
<td>33 Venue management</td>
<td>Coliseum compounds (see athletics for further details).</td>
</tr>
<tr>
<td>34 Exposition Park compound</td>
<td>Coliseum compound (see athletics for further details).</td>
</tr>
<tr>
<td>35 Sports Arena compound</td>
<td>Coliseum compound (see athletics for further details).</td>
</tr>
<tr>
<td>36 VIP Hosting</td>
<td>100 x 180 tent Olympic Family hosting facility for 540.</td>
</tr>
<tr>
<td>37 Water Polo Training Site</td>
<td>Olympic Family hosting facility for 540.</td>
</tr>
<tr>
<td>38 Athlete Warm-up</td>
<td>Warm-up and athlete preparation areas with synthetic 60-meter surface.</td>
</tr>
</tbody>
</table>
Architecture and Construction

The site of athletics for the 1932 Olympic Games, the Los Angeles Memorial Coliseum, was again host to athletics in 1984. Seating 92,516, it remains one of the world’s greatest stadia. The rental agreement between the LAOOC and the Los Angeles Coliseum Commission was signed on 9 November 1980. Ground breaking for the Coliseum took place on 21 December 1921 and the original stadium was finished on 1 May 1923, with a seating capacity of 75,000. The cost of construction was $954,872.98. Enlargement to 101,574 seats took place between 24 February 1930 and 11 May 1931 and cost $950,293.88. Conversion to theater-type seating reduced capacity to 92,516. There are 73,929 permanent type seating reduced capacity to 75,000. The cost of construction was $950,293.88. Conversion to theater-type seating reduced capacity to 92,516. There are 73,929 permanent chairs now in place plus 18,587 converted bench seats, and there are 90 entrances and 74 turnstiles. An Olympic torch sits 150 feet (45.72 meters) above ground level on the peristyle (east) end.

Over the years travertine was added to the peristyle, a 230-foot-long press box was constructed on the Coliseum’s south rim, three escalators, 54 lavatories and 51 concession stands were constructed, and in 1933 a scoreboard was erected on top of the peristyle entrance. The Coliseum is surrounded by a 10-foot-high chain-link fence topped with barbed wire. The LAOOC was determined to refurbish the Coliseum in as many areas as possible, recognizing its place at the very center of the 1984 Games. The LAOOC worked with the Coliseum Commission to determine the nature and scope of the projects undertaken. The most obvious tasks included renovation of the infield and track on the Coliseum floor. High on the Coliseum Commission’s improvement list for the stadium was a new football field utilizing state-of-the-art growing medium and drainage systems. The Coliseum management investigated the various systems available and showed a definite preference for a Hi-play system. This consisted essentially of six inches of patented growing medium over six inches of sand over six inches of gravel, all over a graded native base contoured into French drains placed in the field at 10 feet on center.

A unique construction problem arose in the drainage system on the new field. Because of the time constraints and drainage problem, sod was purchased and then the roots were thoroughly cleansed of any clay. The bare root Santa Ana Bermuda grass was then planted in the growing medium. At the same time, the curbs and base for the new track were installed.

IAAF regulations required the radius of the track curves to be 36.5 meters. The existing Coliseum track had a smaller radius and the required track would not fit in the existing space on the floor of the Coliseum. To conform to the new standard, the first row of seats on the south side of the Coliseum was removed to accommodate the new configuration. The existing track was of Tartan material installed in 1972 and laid over an asphalt base and crushed gravel sub-base. Below that layer was brick dust from the track installed during the initial construction of the stadium. Since there was considerable debate over whether or not the Coliseum would retain the track after the Games, it was decided to put in a redwood curb on the outside of the track instead of a concrete curb. In the spring of 1983, when construction on the track was resumed, the redwood header was replaced with a concrete curb at the request of the Coliseum management. The field and track were both installed in time for a pre-Olympic athletics competition in June 1983. Much additional work was directed to upgrading the support facilities surrounding the field of play. The original design of the Coliseum field utility conduit system did not foresee the need for a field telephone system, the requirements of television, nor the potential problems of electromagnetic interference from power lines onto telephone transmission or data lines. Consequently, an extensive redesign was initiated. Advice was received from the telephone utilities, the host broadcaster, Coliseum staff and the LAOOC Cere-monies Department staff in order to make sure that all needs were met. As a result, three eight-inch diameter plastic pipes were placed from manhole to manhole on the Coliseum floor. Basically, the system looked like a four-sided diamond with a manhole at each apex. In addition, lines went north to south to connect the two apexes directly and four-inch conduits were installed under the track at the finish line. Conduit was also installed at the northwest corner of the track at approximately the 200 meter point. These installations were used primarily by Swiss Timing and the host broadcaster.

In addition to a drainage system for the field of play, the LAOOC also installed a drainage system to pick up runoff water from the stadium seating areas and direct it into the pumping station in the southwest tunnel. In agreement with the Coliseum Commission, the LAOOC provided for over $5 million of permanent rehabilitation work on the Coliseum. General facility improvements included:

- Air-conditioning of the existing dressing rooms
- Reopening and extension of Tunnel 6
- Installation of new electric services at field level
- Installation of a new emergency electrical system
- Installation of increased electrical capacity for the new scoreboards
- Upgrading of field lighting
- Installation of a new public address system
- Repair and painting of the concourse floor
- Renovation of the concourse-level restrooms
- Upgrading of the concourse restrooms
- Replacement of 1,500 seats
- Replacement of the peristyle area fence
- Opening of a new gas line into the torch
- Press box elevator repair
- Enlargement of the existing sewer line
- Painting of the perimeter area
- Contribution to and monitoring of construction of 1 new perimeter concession stands
- Construction of a 6,000 square-foot storage building
- Other miscellaneous painting and minor repairs
The projects requiring the most immediate attention were the air-conditioning of the existing team dressing rooms, the upgrading of the electrical and lighting levels and the repair of the Coliseum sewer system. Air-conditioning in the athlete locker rooms did not exist at all in the Coliseum before 1983. Although it was located below grade, the locker room complex still became quite warm on hot summer days. A water-cooled 47-ton air-conditioning system was installed in early 1983 and was immediately used by teams competing in events held at the stadium.

While the LAOOC did not choose the manufacturers of the new video and matrix scoreboards installed in early 1983 (the scoreboards were arranged for by the Coliseum Commission), the LAOOC was responsible for providing electrical power. A system was designed and installed in the peristyle end of the Coliseum. Switchboards were placed inside the large but hollow concrete columns of the peristyle while the transformers were placed underneath the peristyle arches. As the power supply was being installed, it became apparent that the existing stadium structure would not support the new, massive scoreboards. Two large 12-inch square I beam supports were built on top of the existing press box to house the support operations for the new, massive scoreboards. Two large 12-inch square I beam supports were placed inside the peristyle arch complex to support the additional load. In addition, a new control room was built on top of the existing press box to allow operation of the new scoreboard.

Existing light levels at various points on the Coliseum floor were measured in June 1982 to determine the suitability of the existing fabric for spectators and television. It became apparent that additional lighting would be needed to obtain a 200-footcandle level at all points on the track and on the infield. Initial calculations indicated that replacing each of the existing 348 lamps with 1500-watt metal halide lamps would solve the problem. These lamps were installed in February 1984 but because of the location of the existing light towers, there was insufficient light intensity at the east and west ends of the track. Additional light towers were added to the southeast (48 lamps), northeast (36 lamps) and southwest (48 lamps) corners of the Coliseum. These poles were constructed using two wooden poles per pole, reinforcing the peristyle height and supported by guy wires. When the Games were completed, the temporary lamps and poles were removed.

One of the first LAOOC projects was to increase the capacity of the Coliseum sewers. The LAOOC hired its own consultant to make an independent investigation of the situation. The consultant determined that the trunk sewer line in the Coliseum extending out into the public sewer system could be totally replaced and increased from six to eight inches although the existing six-inch sewer was barely adequate in size. Differential settlement had built up in the pipe over the years and led to stoppages in the plumbing. Since the sewer had to be reworked to correct the misalignments, it was decided to increase the pipe size as adequate reserve capacity future additions at the Coliseum.

In addition to the agreed-on scope of the rehabilitation project at the Coliseum, the LAOOC also:

- Installed a grade level conduit chase across the perimeter area for use mainly by host broadcaster television crews
- Painted the peristyle seats
- Replaced the concrete at the peristyle between the seats and the perimeter fence
- Painted the peristyle ceiling
- Replaced the fence on top of the Coliseum rim
- Provided air-conditioning to the Coliseum office building located north of the peristyle

The LAOOC’s extensive refurbishment program not only assisted in the preparation for the 1984 Olympic Games, but left the Coliseum much improved for years to come as the showplace of spectator sports in Los Angeles.

7.02.3 Athletics: Coliseum

The Los Angeles Memorial Coliseum was the location for Opening and Closing Ceremonies and all athletics competition, including the finish for both marathons.

An eight-lane, 400-meter track equipped with turns that had a 36.5-meter radius was installed and some seating had to be modified to accommodate the width of the track. The synthetic surface was made of Rekortan, a material developed by Munich’s Olympiastadion for the 1972 Olympic Games.

The stadium infield was equipped with two runways for the long jump and the triple jump on the south side, two pole vault runways on the north side, three high jump areas on the east end; two shot put circles on the west side, a discus and hammer circle in the northeast corner and a javelin runway east of the infield. The placement of field event areas was determined by the effects of sun and wind, scheduling and crowd control. Tunnel 6 leading from the field level to the outer concourse was reconfigured and extended.

Three new scoreboards were installed in 1983, including a 36-foot by 48-foot wide (11 meters by 14.6 meters) full color video system board and a full lamp matrix black-and-white board measuring 30-by-48 feet (9.1 meters by 14.6 meters). Additionally, a 165-foot (50.3-meter) high, freestanding full lamp matrix display was erected facing the Harbor Freeway. The $12.5 million project was arranged through private sponsorship. A 10-line alphanumeric board was installed over the west end tunnel by Swiss Timing.

In order to facilitate results production, a finish line stand on the field was erected for use by Swiss Timing. A two-story photo print booth was assembled and placed on the rim of the Coliseum directly overlooking the finish line. The booth was constructed with steel to avoid any movement of the finish line camera. A special results area was set up in an adjacent office area to print and distribute results. Four trailers with reinforced frames and auxiliary air-conditioning were constructed to accommodate the environment-sensitive Xerox photo-copiers. Additional platform covers were installed over specified tunnels for use by the host television broadcaster and official film crews.

The athlete facilities were concentrated in the Los Angeles Swim Stadium. The Swim Stadium, adjacent to the Coliseum, was built for the swimming and diving competitions of the 1932 Games. During the 1984 Games the Swim Stadium was used to house the support operations for the athletics events. The lower level was used as an athlete rest area and the upper floor was used for the offices of the athletics commissioner and the ceremonies production staff. The main pool was used as a swimming and water polo training site. The grassy area fronting the swimming stadium was outfitted as a final warm-up area for competing athletes.

A six-lane, 60-meter warm-up track and shot put and discus circles were constructed and a refreshment and shaded rest area were added.

Athletes arrived at the athletics venue by shuttle bus from the USC Village. They disembarked in the secured, final warm-up area and proceeded to the field-of-play through the southwest tunnel. After competing, athletes exited the Coliseum through the reopened Tunnel 6. The LAOOC extended the tunnel to the south adding conduit space and refinishing the interior with paint, carpet and lighting. The athletes passed through the press mixed zone (formed by a four-foot high fence) and formal interview tents on their way to the shuttle bus pick up area. Additional asphalt was installed to allow the buses to complete the circle without leaving the secured area.

The Olympic Family entered the athletics venue at the scaffold structure spanning Hoover Street. They were directed to the Olympic Family lounge area which was an enclosed, fenced area of 20 tents (20-foot square). A festive atmosphere was created by decorating tents, support, and plants. Four of the tents were used for the preparation of food. Holes in the tent tops provided ventilation. Upon exiting the hosting area, Olympic Family members were located within 100 feet of their seats in the Coliseum and the Sports Arena. Media and LAOOC staff arrived at the athletics venue by shuttle bus at an area off Martin Luther King Jr. Boulevard. Media gained access to the site through the VIP entrance. A special media concession and rest area was located between the Coliseum and the Sports Arena. More than 2,000 seats were removed from the Coliseum and benches and tables installed to accommodate the seating and working needs of both the written and broadcast media.

LAOOC staff entered the Coliseum through the perimeter fence at a designated gate. Ten tents were set up at the entrance for staff access control. Office areas for LAOOC staff were created in seven double-wide (24-foot) and eight single-wide (12-foot) trailers. The staff lounge and eating area was located in the east pool area of the Swim Stadium. Nineteen 20-foot square tents were installed.

Four emergency generators were housed in 40-foot trailers installed outside the Coliseum perimeter fence, camouflaged by fencing and decorative fabric. All back-of-the-house areas were supplied with temporary power and tents were used for additional lighting. The television compound had its own generator.
The Coliseum is ready for the Opening Ceremonies just days prior to the beginning of the Games.
Detail of underground athlete circulation to Coliseum field of play

First and second level plans showing activities beneath Swim Stadium seating
Architecture and Construction

**Athletics**

Introduction

Competition in athletics took place at the Los Angeles Memorial Coliseum. Existing athlete and official facilities in the stadium were augmented by use of trailers and tents. The Coliseum offices and lockers utilized in the 1932 Olympic Games. Located in the Sports Arena (see box plan). Back up facility with 40 working places located in Sports Arena (see box plan).

1. Department/ Function

<table>
<thead>
<tr>
<th>Space Use (in feet unless noted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notes</td>
</tr>
</tbody>
</table>

Accreditation

1. Administration 12 x 60 trailer

2. Staff Entry 10 x 50 tent

3. Guest Entry 10 x 50 tent

4. Tent Seating for 150. elevated

5. Eating Area 10 x 50 tent

6. Guest Entry 10 x 50 tent

7. Staff Entry and badge distribution

8. Eating Area/ Storage (3)10 x 40 trailer

9. Hairdressing 10 x 40 trailer

10. Lounge

11. Press Box 1658 879 positions with desks, and officials’ facilities in the stadium were used during the athletics competition and not Olympic Games. All venue operation facilities augmented by use of trailers and the Swim lounge and press working facilities were (20)20 x 20 tents Lounge and eating area

12. Housing 32 x 50 check-in at entry to warm-up facilities.

13. Back up facility with 40 working places included: 12 x 60 trailer Office for graphics coordination.

14. Privacy dressing rooms with adjoining locker and shower facilities.

15. Warm-up Track 60 meters

16. Refrigerator, television, 8 staff, conference room for 10.

17. Meeting room for 24.

18. Television and telephone production and transmission facilities, 2 cots, examina-

19. Food Service 20 x 20 trailer

20. Office for 3 technical coordinators, waiting area for 8.

21. Meeting room for 22.

22. Equipment Storage 1560 square feet

23. Equipment storage

24. Rest Area 40 x 60

25. Check-In Information

26. Warm-Up Track 60 meters

27. Meeting room for 40.

28. Competition Office

29. Stewards Room

30. Field of Play

31. Box Office for verification coordinator.

32. Office for IAAF secretary-general.

33. Office for IAAF president and 2 guests, television.

34. Office for IAAF secretary-general.

35. Office for graphics coordination.

36. Food and beverage sales.

37. Training Headquarters 13,200 square feet

38. ABC Parking 120 x 200

39. Ticketing

40. Hospitality Compound 240 x 340

41. VIP Parking 20 x 20 tent

42. Drivers Lounge 20 x 20 tent

43. Shuttle

44. Transportation Headquarters

45. Venue Staff Office

46. Food Service (14)10 x 50

47. Stewards Room

48. Field of Play

49. Technology

50. Staff Area 30 x 60

51. Student Services

52. Other Site Facilities

53. Results Input tables located on the field of play.

54. Results input area in exist-

55. Ticketing

56. Venue Staff Office

57. Hospitality Compound

58. Food Service

59. Payment Stations

60. Public Seedling

61. Equipment Storage

62. Media Bus, Tumult Service

63. VIP Parking

64. Telephone

65. Maintenance

66. Venue Staff Office

67. Competition Director

68. Field of Play

69. Equipment Storage

70. Rest Room

71. Conference Room

72. Office for verification coordinator.

73. Office for IAAF secretary-general.

74. Office for IAAF president and 2 guests, television.

75. Office for IAAF secretary-general.

76. Office for IAAF secretary-general.

77. Office for IAAF secretary-general.

78. Office for IAAF president and 2 guests, television.

79. Office for IAAF secretary-general.

80. Office for IAAF president and 2 guests, television.

81. Office for IAAF secretary-general.

82. Office for IAAF president and 2 guests, television.

83. Office for IAAF secretary-general.

84. Office for IAAF president and 2 guests, television.

85. Office for IAAF secretary-general.
The Los Angeles Memorial Coliseum was the site of the 1932 Games, and is decorated in Festive Federalism for the 1984 Games.

Construction workers toil during the building of the ceremonies stage area for the Opening Ceremonies.
7.02.4 Ceremonies: Coliseum

Although a vast majority of the construction that took place on the Los Angeles Memorial Coliseum was done to provide a backdrop for the athletic competition and services for the spectators, the construction of the Olympic Look most dramatically affected the Opening Ceremonies. In particular, the peristyle structure at the east end of the Coliseum proved to be the focal point for most of the activities that took place during the Opening Ceremonies.

The Coliseum Commission felt that the existing Look of the Coliseum should not be altered, although some changes had to be made to cover the existing advertising on the scoreboards as required by NFL and NHL. These were done to accommodate thematic elements for the Games. Eventually a design was worked out that included a horizontal fascia hung over the top of the peristyle and an extension to the central arch. The fascia carried lettering spelling out "Games of the XXlllrd Olympiad" on one side of the arch and "Los Angeles, California 1984" on the other. The main arch false-front carried a 35-foot set of rings that were alighted as part of the lighting of the torch during the Opening Ceremonies.

Since nothing could be hung from the scoreboard structures above the peristyle itself, structural columns were added to that section of the fascia crossing in front of the scoreboards. Twelve columns were added, although only four were needed structurally. Thin steel piping was installed to support the painted, 3-foot-high billboards that were set on 4-foot by 6-foot-high bases in front of the existing columns.

The two scoreboards added to the top of the peristyle in 1983 were not integrated into the original Look plan for the Coliseum. The LAOOC design plan then called for a three-dimensional graphic with vertical fins attached to the back of each scoreboard (one was placed on each side of the torch) with the Olympic rings on one and the Star in Motion on the other. In June 1984, the Coliseum Commission requested that the company holding the maintenance contract on the scoreboards be allowed to approve all details because of the sensitivity of the electronic equipment inside. After discussions with the scoreboard company, the design was modified and hung from existing outriggers to avoid penetrating the scoreboard skin. At this time, construction details for the fascia on the interior of the Peristyle were being changed for similar reasons, and it was decided to just paint the backs of the scoreboards with the rings and Star In Motion graphics and not install the fins at all.

Twelve IOC flags were raised on existing flagpoles and four-foot gold-colored stars on copper bases were added to each end of the peristyle. These were redesigned in size to cut costs and then constructed on the ground and hoisted into place by crane. A major visual element eliminated from the original peristyle design was a disk below the torch. Recent Games have all had a large disk holding the flame. However, the Coliseum had an existing torch that was used for the 1932 Olympic Games and the Commission felt that it (combined with the peristyle itself) was the recognized symbol of the Coliseum and should not be altered for the Games.

The final determination of how to light the Olympic flame was not made until only shortly before the Games. A number of different ideas were tried before the slip-stair rising with the torch runner was approved. Ceremonies contractors installed the slip-stairs and the main stage over the peristyle without any problems. Ceremonies requirements also affected the design of Exposition Park and the areas surrounding the Coliseum. Final locations for the fireworks areas were decided very late in the construction schedule. For Opening Ceremonies, a 60-foot by 60-foot fenced area north of the peristyle plaza was required as well as a 60-foot by 60-foot plot in the grass area between the Coliseum and Figueroa Street.

The Coliseum press box used as the housing area for the President of the United States, the IAAF and other dignitaries underwent additional construction as a security measure. Steel plate was added to the floor and bullet-resistant windows and air-conditioning were installed. The president’s advance group worked with the LAOOC to pinpoint the location.

An additional fence was installed from the stage and the necessary flooring was taken down and relocated. Additional fencing was requested by the advance staff prior to Opening Ceremonies and was installed in the perimeter access area, near the press box elevator.

After the Opening Ceremonies there was a five-day break before the beginning of the athletics events during which the slip-stairs were removed from the stage and the necessary equipment was installed for the athletics events.

The role of Architecture/Construction in the construction of temporary facilities for the Closing Ceremonies was primarily supervisory. Members of the Ceremonies staff designed the stage sets in conjunction with a production company experienced in major events stage construction. Other elements of the production that required construction were done by other experienced outside contractors. These elements included the construction of a 180-foot-wide multi-level stage with special effects water fountains and pyrotechnics, the construction of an elaborate "spaceship" lighting truss manipulated by remote control and carried by a helicopter, facilities for a 20-minute pyrotechnic display above the Coliseum and four specially designed lighting towers to illuminate the stage. Approximately 140 volunteers were used to lay a plywood road over the top of the track surface in the Coliseum for protection against damage that might have occurred during the setup period.

The immensity of the Closing Ceremonies construction project cannot be overstated, however. The move of the Closing Ceremonies’ sets from Aviation High School to the Coliseum required 60 trucks, and the entire Coliseum floor reconstruction was completed in less than 18 hours. Closing Ceremonies production requirements included a 60-foot by 80-foot fenced area constructed north of the peristyle plaza and use of a 60-foot by 120-foot area in the grassy area in the middle of the vertical access route off Figueroa Street for fireworks. A 120-foot by 150-foot fabric-covered, fenced area was required in front of the Sports Arena to conceal the spaceship. It was the responsibility of the Construction Department to make sure that the physical facility remained intact and undamaged even as this massive project moved ahead. Even though the Games ended with the Closing Ceremonies, it was vital that the improvements made to the Coliseum remained for athletes and spectators of the future to enjoy.
The velodrome is one of only three permanent facilities built specially for the Games by the LAOOC. The velodrome is ready for Olympic competition with the addition of temporary stands for spectators and team cabin areas for the competitors.

The oval concrete track measured 333.33 meters long and seven meters wide. Turns were banked at 33 degrees, allowing cyclists to attain speeds of up to 75 kilometers per hour (47 mph). Temporary stands to accommodate 6,400 spectators were erected for the Games to supplement 2,000 permanent seats. Permanent lighting was installed to meet television standards.

In early 1982 when the velodrome was nearly completed, it was tested by riders from the United States Cycling Federation and the Federation Internationale de Cyclisme Amateur (FIAC). The test results were favorable. Riders noted that the velodrome has an excellent shape, allowing for spectacular racing speeds. The transitions were judged extremely smooth and the surface material (Chem-Comp) was described as outstanding. The FIAC certified the track on 10 May 1982.

The facility was dedicated on 8 July 1982, with U.S. Olympians Eric Heiden and Sheila Young Ochowicz pedaling the first official lap. The first competition event, the 7-Eleven/Bicycling Magazine Grand Prix, followed on 9—10 July and drew overflow crowds. In 1983, the LAOOC hosted the Murray/7-Eleven International Cycling Invitational on 8—9 July 1983.

Concern was raised shortly after the 1983 event over the surface integrity of the velodrome because approximately 30 hairline cracks had formed. Most were vertical and extended the full width of the track. It was determined at that time that the cracks were not detrimental to the cyclists, but it was necessary to determine their long-term effects. The general contractor was consulted and arranged for three concrete analyses. All agreed that the structural integrity of the velodrome was not in jeopardy. Additional research indicated the situation was normal for chemically-compensated concrete velodromes.

The outcome was to maximize use of state-of-the-art concrete technology by filling and sealing the cracks. By injecting a slightly elastic epoxy substance into the cracks, the surface was bonded without risking the creation of stress points and promoting further cracking. A grinding system eliminated some of the bumps common to concrete banked velodromes.

After five weeks of grinding, patching and crack injection, the track surface was significantly improved. Once these procedures had been completed, the entire racing surface was coated with polyurethane to seal the concrete and afford the cyclists the fastest riding surface available on a concrete track. Feedback received from the Olympic competitors was positive. The general feeling was that the track was “fast yet sticky” implying that the surface was smooth, fast and safe for competitors. The results were near world-record times for low altitude sites.

Additional permanent improvements were made to the velodrome stadium for the benefit of California State University at Dominguez Hills which managed the facility. The work included grading, paving, drainage system modification and the addition of stairways and retaining walls.
An 80,000-square-foot area directly east of the facility was graded and paved and was used as the management and athletes’ compound. It subsequently was left to the university as a parking area. Facilities were established in trailers and tent structures and included space for a rest area, medical services and a bicycle repair and maintenance area. Landscaping, including new sod and trees on the infield and ground cover on the entrance road, was installed by the LAOOC.

The velodrome was constructed with adequate but minimal permanent external support facilities. An emergency exit stairway was constructed in the southwest corner of the facility as required by the local fire marshal. Stainless steel windows with fiberglass screens were installed in the permanent concession stands as required by the Los Angeles County Health Department.

The balance of work performed at the velodrome was temporary improvements required to stage the Olympic competition. The original scope of work for temporary construction included the addition of 4,000 square feet of chain link fence; portable toilets; trailers; miscellaneous tents and shade structures of varying sizes; temporary bleacher seating for 6,400 people; infield platforms for judges, commissaires, announcers, results personnel, jury members, photo-finish and television cameras; a scoreboard, including structure and Swiss Timing electronic panels; and an air compressor (175 psi) with 700 feet of hose and two fillers with pressure gauges and relief valves.

Construction of temporary facilities was affected only slightly by the boycott of the Eastern Bloc countries. The 54 team tents and equipment storage facilities originally planned were reduced to 45. Other changes, unrelated to the boycott, dealt primarily with increases in the number of shade structures used by athletes and officials.

In general, the construction of items included in the original scope of work proceeded smoothly and without incident. Coordination with contractors and technology sponsors was good. All contracts were adhered to and all facilities were constructed on or ahead of schedule.
Architecture and Construction

Cycling: Velodrome

**Department**
- **Construction**

**Space Use (in feet)**
- **Field**

**Comment**
- **Staff Entry**
- **Distribution**

**Field Service**

**Office Area** for 3 food service staff (see Finance).

**Refrigerated storage.**

**Number of trailers**
- **8 x 20 trailers**
- **10 x 20 trailer**

**Sports**

**Area**
- **10 x 30 tent**
- **15 x 15 tent**

**Equipment**
- **10 x 30 tent**
- **12 x 60 trailer**

**Facility**
- **10 x 40 trailer**

**Venue**
- **12 x 60 trailer**

**Kitchen**
- **10 x 15 tent**

**Sports Medicine**

**Area**
- **25 chairs**

**Equipment**
- **10 x 10 tent**
- **15 x 10 tent**

**Facility**
- **10 x 10 tent**

**Facility Access & Distribution**

**Office Area** for 3 (see Ven- 

**Technology**

**Office area** for 2 technical dele- 

**Family Services**

**Office area** for 2.

**Facility**
- **10 x 10 tent**

**Staff**

**Equipment**
- **10 x 10 tent**

**Facility**
- **30 x 30 tent**

**Facility Access**

**Office area** for 3.

**Facility**
- **10 x 10 tent**

**Staff**

**Equipment**
- **10 x 10 tent**

**Facility**
- **10 x 10 tent**

---

**Security**

**Center**
- **12 x 60 trailer**
- **Office area for 11 staff**

**Sports Administration**

**Facility**
- **10 x 10 tent**

**Facility Access**

**Office area** for 3.

**Facility**
- **10 x 10 tent**

---

**Technology**

**Center**
- **10 x 10 tent**

---

**Event**

**Office area** for 3.

**Facility**
- **10 x 10 tent**
- **10 x 10 tent**

---

**Sports Medicine**

**Office area** for 3.

**Facility**
- **10 x 10 tent**

---

**Television**

**Office area** for 3.

**Facility**
- **12 x 20 trailer**

---

**Transportation**

**Office area** for 3.

**Facility**
- **12 x 20 trailer**

---

**Venue**

**Office area** for 3.

**Facility**
- **10 x 10 tent**

---

**Security**

**Office area** for 3.

**Facility**
- **10 x 10 tent**

---

**Technology**

**Office area** for 3.

**Facility**
- **10 x 10 tent**

---

**Sports Medicine**

**Office area** for 3.

**Facility**
- **10 x 10 tent**

---

**Television**

**Office area** for 3.

**Facility**
- **12 x 20 trailer**

---

**Transportation**

**Office area** for 3.

**Facility**
- **12 x 20 trailer**

---

**Venue**

**Office area** for 3.

**Facility**
- **10 x 10 tent**

---

**Security**

**Office area** for 3.

**Facility**
- **10 x 10 tent**

---

**Technology**

**Office area** for 3.

**Facility**
- **12 x 20 trailer**

---

**Sports Medicine**

**Office area** for 3.

**Facility**
- **10 x 10 tent**

---

**Television**

**Office area** for 3.

**Facility**
- **12 x 20 trailer**

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7.02.6
Hockey: Weingart Stadium
Announcement of East Los Angeles College (ELAC) as the site of the hockey venue was made 14 April 1982. The hockey competition was held in ELAC’s 22,000-seat stadium and adjacent facilities included the ELAC gymnasium, volleyball courts and intramural fields. Ample spectator parking was located on the campus and in close proximity to the venue.

The Weingart Foundation, a non-profit philanthropic California corporation, pledged $3.2 million to help refurbish the ELAC stadium, including installation of a SuperTurf field and all-weather synthetic track made of Regupol. Work, including permanent and temporary construction, was begun in late 1982. The stadium was re-named Weingart Stadium in honor of the gift.

The stadium cost $3 million to build in 1951. It was built on a hillside in an east-west direction. The walkway at the top of the north grandstands is at street level and the grandstand itself is below ground; the south grandstands rest on a fill area. Inasmuch as construction of the infield could not start until the end of the American football season, January through April, there was concern about the potential damages and delays caused by the Southern California winter rainy season that runs from December through April.

Drainage of the rain water was a major design and construction consideration. In addition to the sheet flow of water on the driveway and the stadium seats, water that would normally seep into the grass field and dirt track had to be removed via an underground drainage system. The field was at least 10 feet below the elevation of the outside walkway and the nearest storm drain line was a 48-inch diameter pipe located about 80 feet away from the south-east corner of the field. Thus, a new 12-inch diameter storm pipe running parallel to the track straightway was installed. The path of the new connecting drain line cut across existing retaining walls and a corner of the stadium and was bored underground.

Even after the drain was installed and connected, weather problems continued to plague construction. There was no effective way to drain rain-water off the field since during construction it was below the elevation of the drainage catch basin. Pumps and plastic covers were used, but rain-water continually accumulated in the field and eventually saturated the adobe soil. This made it difficult to reach the level of soil compaction and moisture content required to support the asphalt paving. After the rains abated in late April, the correct soil compaction was obtained and paving commenced. Using conventional construction techniques, the track and infield were paved with three inches of closed grade asphalt.

A synthetic playing surface, “SuperTurf84” was installed over the existing 60,000 square feet of the American football field. A one-half inch foam pad laid on top of asphalt was covered with tightly-packed three-eighths-inch-high artificial grass resulting in a fast, springy playing surface. The fused seams minimized maintenance.

A temporary SuperTurf half-field was laid over an outdoor volleyball court and used as a warm-up area. SuperTurf International of Garland, Texas was an official supplier for the 1984 Games. Since the track was surrounded by an eight-lane, 42-inch-wide-per-lane track was built. A 4-inch waterline with five couplers was installed around the inner perimeter of the stadium wall to allow for watering (cooling) of the synthetic track.

Permanent improvements to Weingart Stadium included:
- Repairing the facility
- Replacing stadium seats and building handicapped seating
- Increasing electrical capacity at the field level
- Refurbishing the press box and scoreboard
- Installation of permanent telephone lines and a public address system
- The provision of air-conditioning for the stadium office and alleles lockers
- Building of a first aid facility
- The refurbishing of stadium offices, locker rooms and plumbing

As part of an agreement with the Weingart Foundation, the LAOOC committed to the refurbishment of the Ingells Auditorium on the ELAC campus. Built in the early 1950s, the 40-foot structure was scarred by vertical cracks in the plaster. Superficial examination indicated that the cracks may have been caused by structural fractures in the concrete walls. The LAOOC committed to the repair of any structural damage and the improvement of the appearance of the building.

Even after the drain was installed and connected, weather problems

Weingart Stadium during the Games with its resurfaced SuperTurf field and Festive Federal color treatment.

Weingart Stadium changes character through the use of Festive Federalism for the Games.
The plaster was removed and the concrete walls sandblasted. Inspections by state officials revealed that there was no structural weakness in the building. Cracks in the plaster were caused by water that had overflowed from clogged gutters and had been contained between the plaster and the concrete. Gutters which were redesigned to overflow away from the structure were installed. An adhesive was applied to the concrete walls to enhance bonding to the plaster and a sealant was applied to the surface of the final coat of plaster to keep water from penetrating.

Refurbishing the interior of Ingalls Auditorium was limited to repair of water damage, removal of asbestos acoustic tiles, installation of air-conditioning for the auditorium and dressing room areas, laying new carpet, reupholstering the seats and the installation of an acoustic shell. Other permanent improvements to East Los Angeles College included the lighting of campus tennis courts and the auditorium. The LAOOC designed and built a student park on campus.

The scope of temporary work at this venue was significant. In addition to the construction of temporary hardwall partitions to subdivide office space and locker rooms, there was significant use of shade structures, tents and fencing. Construction projects unique to the hockey venue were:

- A 150-foot square synthetic turf warm-up field which was built on an existing volleyball court, affording athletes an opportunity to practice on a surface identical to that of the field of play.
- The Technology Department offices were provided with temporary hardwall construction and air-conditioning to keep photocopying equipment in a temperature-controlled and soundproof environment.
- The ELAC gymnasium floor was covered with protective indoor/outdoor carpeting.
- A scaffold bridge was constructed, allowing athletes private access from their lounge to the field of play.
- Three awards flagpoles, three 35-foot ceremonial flagpoles displaying IOC, LAOOC and IF flags and twelve flagpoles displaying flags of participating nations were constructed.

Temporary modifications transforming Weingart Stadium into an Olympic venue were completed in four weeks. The Look of the hockey venue was created as part of a master program visually uniting all Olympic sites. The Look pieces used on the hockey venue were fabricated by several suppliers and then shipped to an installer’s warehouse. The installer then applied the materials to the venue as shown on the site design drawings. Look items were left at the ELAC stadium and have remained in place.

Restoration of the site after the Games was completed in one week. The layout of the hockey venue reflected few physical changes from original concepts formulated during the venue development process. The final design developed in working drawings remained essentially unchanged.

17 East Los Angeles College is a perfect site for the hockey competition with 22,000 seats and a nearby gymnasium for support facilities.
Site plan for field hockey stadium; roof removed from support facility building
Hockey

Introduction
Competition in field hockey took place at East Los Angeles College, an existing outdoor stadium seating 22,000. Staff and athlete facilities were placed in an adjoining gymnasium.

<table>
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<tr>
<th>Department/Function</th>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accreditation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athlete Entry</td>
<td>10 x 10 tent</td>
<td></td>
</tr>
<tr>
<td>Guest Entry</td>
<td>10 x 20 tent</td>
<td></td>
</tr>
<tr>
<td>Staff Entry</td>
<td>10 x 20 tent</td>
<td></td>
</tr>
<tr>
<td>Food Service</td>
<td>38 x 52</td>
<td>Office area for 10 shared with transportation and construction staff.</td>
</tr>
<tr>
<td>Eating Area/Lounge</td>
<td>38 x 60</td>
<td>Carpeted lounge for 100 spenders and beverage service, television.</td>
</tr>
<tr>
<td>Storage</td>
<td>(2)8 x 40 trailers</td>
<td>Refrigerated food storage.</td>
</tr>
<tr>
<td>Distribution</td>
<td>14 x 20</td>
<td>Food distribution area.</td>
</tr>
<tr>
<td>Finance</td>
<td>16 x 26</td>
<td>Office area for 12, shared with 3 ticketing staff.</td>
</tr>
<tr>
<td>Health Service &amp; Medical Control</td>
<td>14 x 14</td>
<td>Processing/tech area for 3, refrigerator; 16 x 16.</td>
</tr>
<tr>
<td>Doping Control</td>
<td>20 x 20 tent</td>
<td>Waiting area for 4.2 - 6 athletes; 3 athletes. 20 individual lockers, 20 x 20 tent officials.</td>
</tr>
<tr>
<td>Spectator First Aid</td>
<td>10 x 18</td>
<td>Waiting area for 4.2 - 6 athletes; 3 athletes. 20 individual lockers, 20 x 20 tent officials.</td>
</tr>
<tr>
<td>Spectator Medicine</td>
<td>10 x 18</td>
<td>Waiting area for 4.2 - 6 athletes; 3 athletes. 20 individual lockers, 20 x 20 tent officials.</td>
</tr>
<tr>
<td>Material Acquisition &amp; Distribution</td>
<td>(2)8 x 40 trailers</td>
<td>Vertical work area for 4.2 - 6 athletes; 3 athletes. 20 individual lockers, 20 x 20 tent officials.</td>
</tr>
<tr>
<td>Administration/Language Services</td>
<td>20 x 28</td>
<td>Office area for 20 and lounge for 7 interpreters.</td>
</tr>
<tr>
<td>Hosting</td>
<td>20 x 40 tent</td>
<td>Outdoor hosting area for 30, television, beer stand, and snack service area covered with artificial turf.</td>
</tr>
<tr>
<td>Personal</td>
<td>24 x 26</td>
<td>Responsible for payroll, timekeeping, and staff scheduling. Work area for 4.2 - 6 athletes; 3 athletes. 20 individual lockers, 20 x 20 tent officials.</td>
</tr>
<tr>
<td>Press Operations</td>
<td>30 x 45</td>
<td>Seating for 40, elevated platform for 5. Staff offices for 6 within partitioned area in interview room.</td>
</tr>
<tr>
<td>Security</td>
<td>20 x 26</td>
<td>Office area for 8, conference table for 8.</td>
</tr>
<tr>
<td>Sports Administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FIH Offices</td>
<td>12 x 23</td>
<td>Office for FIH president.</td>
</tr>
<tr>
<td>18</td>
<td>10 x 12</td>
<td>Office for FIH secretary-governor.</td>
</tr>
<tr>
<td>Judges/Coordinator</td>
<td>12 x 18</td>
<td>Office for judges/ coordinator and meeting area for 8.</td>
</tr>
<tr>
<td>20</td>
<td>16 x 24</td>
<td>Conference room for 10.</td>
</tr>
<tr>
<td>Judges/Officials/Dressing Room</td>
<td>16 x 22</td>
<td>Dressing room, shower and locker for female officials. Dressing room, shower and locker for male officials.</td>
</tr>
<tr>
<td>21</td>
<td>10 x 16</td>
<td>Lounge with tables and chairs for 8, television, press box.</td>
</tr>
<tr>
<td>Umpire Coordinator</td>
<td>12 x 18</td>
<td>Office for umpire coordinator and meeting area for 8.</td>
</tr>
<tr>
<td>Information/Check In</td>
<td>10 x 10 tent</td>
<td>Information board, table and chairs for 3 at entrance to warm-up area. Lounge and exit area for 60 athletes and 20 x 20 tent officials.</td>
</tr>
<tr>
<td>Lounge</td>
<td>20 x 40 tent</td>
<td>Existing stadium locker/shower facilities: (2) 36 x 36 subdivided to form 6 rooms for competing teams, 20 individual lockers in each. Separate gymnastic, judo/shotokan, and fencing facilities.</td>
</tr>
<tr>
<td>Team Meeting/Dressing Rooms</td>
<td>20 x 20 tent</td>
<td>Existing stadium locker/shower facilities: (2) 36 x 36 subdivided to form 6 rooms for competing teams, 20 individual lockers in each. Separate gymnastic, judo/shotokan, and fencing facilities.</td>
</tr>
<tr>
<td>Warm-up</td>
<td>180 x 300</td>
<td>Grass field for warm-up and training.</td>
</tr>
<tr>
<td>26</td>
<td>150 x 150</td>
<td>Artificial surface half-field for training and warm-up.</td>
</tr>
<tr>
<td>Competition Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission/Office</td>
<td>(20 x 11)</td>
<td>Office for commissioner, deputy commissioner.</td>
</tr>
<tr>
<td>27</td>
<td>10 x 12</td>
<td>Office area for secretary/supervisor.</td>
</tr>
<tr>
<td>Competition Staff</td>
<td>13 x 18</td>
<td>Work area for 8.</td>
</tr>
<tr>
<td>Conference Room</td>
<td>12 x 16</td>
<td>Conference room for 10, television.</td>
</tr>
<tr>
<td>Field of Play</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athlete Offices</td>
<td>(2)10 x 20 tents</td>
<td>Area dedicated to each team at sidelines, including bench seating for each team plus space for 8.</td>
</tr>
<tr>
<td>28</td>
<td>180 x 300</td>
<td>Artificial surface field with nets and stakes surrounding.</td>
</tr>
</tbody>
</table>

Technology

32 Message Center 8 x 18 Communications and message receiving center for staff and officials.

33 Results 10 x 20 Results input, staff of 6, computer at sidelines in tent immediately behind judges.

33 Results/output, photocopier and distribution area, waiting area for 6. 20 x 20 tent.

33 Staff Offices 22 x 25 Office for 10 sponsors/vendors and 3 LAOOC staff. Radio distribution and reserving.

Swiss Timing 2 x 6 Scoreboard, timing control table in existing press box.

Television

34 TVU Compound 40 x 200 Telephone and television transmission and production vehicles.

Ticketing

35 Information (2)10 x 10 Will-call and information points. No on-site ticket sales.

Transportation

36 Administration Office area for 4, area shared with food service and construction (see Food Service).

37 Driver Lounge 20 x 20 tent Waiting area for 40, beverage dispenser, television at athlete pick-up point.

37 20 x 40 tent and (2)10 x 10 tents Rest area for 60, beverage dispenser, television.

Venue Operations

Conference Room 2 conference areas for 8 in area shared with Food Service and Transportation (see Food Service).

Construction/Maintenance

Office area for 5, area shared with Food Service and Transportation (see Food Service).

14 x 25 Storage area for maintenance materials, graphic and sign materials.

38 Venue Offices 16 x 32 Office area for venue managers, 2 assistants, 4 guests.

Spectator Services

39 Food Service (36 x 12 (4)10 x 10 tents Food sales point. Temporary food service stands.

40 Novelty Stands (4)10 x 10 tents Novelty sales points to public.

40 Sales and service point for U.S. Postal Service.

Portable program sales points.

42 Public Information 10 x 10 tent General information point for spectators.
Shooting: Prado Recreational Area

After an extensive search by the LAOOC, Prado Recreation Area in San Bernardino County was selected on 21 June 1983 as the shooting site for the Games. More than 75 locations had been considered, including Caesar’s Palace in Las Vegas and Seal Beach Naval Weapons Station in Orange County. An agreement that would have put shooting events at a new, privately financed facility at Coal Canyon in Orange County was terminated by the LAOOC when construction began and permit delays jeopardized the timely completion of the project. The 65-acre site near Chino was chosen because of its location, about a one-hour drive east of Los Angeles.

Although temporary construction permits and approvals were received, an essentially permanent shooting facility was constructed. Ground-breaking ceremonies for the only Olympic-class shooting site in the United States were held on 16 August 1983. The facility plan included: 80 shooting points at the 50-meter range for small bore rifle and free pistol, 70 points at the 10-meter range, eight points at the 25-meter rapid fire pistol range, three international skeet fields and three international trap bunkers.

The facility area in Prado Basin was raised three feet to an elevation of 515 feet above mean sea level, thus raising the facility above the level of the seasonal water storage pool with sufficient freeboard. Fill material was taken from the site itself and from a 35-acre borrow area nearby. The 30-acre site was surrounded by chain link fencing and lighted at night for security reasons.

The buildings for the various shooting events, except trap and skeet, were constructed on concrete footings with steel frames and metal siding and roofing. The floors were built of dirt, gravel and grass. Laminated wood baffle walls were constructed as needed to adequately contain the 22-caliber rounds used in the various events. The air rifle/pistol range consisted of 70 positions in a building covering about 27,000 square feet; the pistol range consisted of 10 positions in a building covering about 22,500 square feet; the rifle range consisted of 80 positions in a building covering about 27,000 square feet; and the running bear competition (2 positions) was held in a building covering about 99,000 square feet. The skeet and trap facilities, consisting of three ranges, covered an area of approximately 99,000 square feet.

The skeet and trap facilities consisted of three Olympic trenches and three skeet fields, 90 meters by 300 meters each. The trap shooting-range-only systems contained a number of machines capable of automatic casting, allowing vertical and horizontal adjustment as needed. Each of the ranges had concrete bunkers. Beyond the firing radius area there was a 200-meter buffer area or “gunshot free zone.”

Construction was completed in time to hold an Inaugural Championship at the Olympic shooting ranges from 9-16 April 1984 with shooters firing under Olympic rules. The venue was staffed and operated by the LAOOC as a dress rehearsal for the Games.

All ranges and buildings, range equipment and security fencing was donated to the County of San Bernardino at the conclusion of the shooting events.

Two sets of 750-seat temporary bleachers were erected for the Games at the clay target range and ceremonies area and occupied 26,250 square feet. A limited amount of asphalt paving was added, principally as walkways between the temporary buildings and for the handicapped parking area. Standing-room-only space was available for spectators at the indoor ranges.

A two-acre parking area was provided on-site to handle the 40 buses per day that transported participants and officials to the site. Temporary concession stands and displays occupied a portion of the shale-surfaced parking area. A second parking area, covering seven acres outside the security fence, was located east of Pomona Rincon Road and approximately 3,200 feet northwest of the shooting facility. A parking area with a compact dirt surface was designated for spectators and accommodated about 1,100 vehicles.

At the conclusion of the Games, the off-site parking area was returned to its former appearance and original contours as much as was practical. Bare cut surfaces were seeded in late fall of 1984 in order to control soil erosion.

Portable sanitary facilities were used, so no sewage connections were required. Permanent connections were made to existing electric lines located along Pomona Rincon Road. Potable water was obtained from an adjacent, existing well and brought to the site in portable containers.

The facility worked well for the Games. As a permanent legacy of the Games of the XXIIIrd Olympiad, the ranges are now available to be used for competition and training for future national and international shooting events.
Plan of shooting venue
Introduction

Competition in Olympic shooting took place at the Prado Recreational Area. The 50-acre site was complete with five separate ranges: air gun, free pistol and rifle (standard, prone and free), rapid fire pistol, running target and clay target (trap and skeet). The site was utilized for ranges and facilities for athletes, spectators and venue management were all provided on a temporary basis and primarily through installation of tents and trailers.

Department/Function | Space Use (in feet unless noted) | Notes
--- | --- | ---
1. Staff/Guest Entry | 10 x 10 tent | Staff entry, badge issue storage and distribution point, Work area for 12.
2. Food Service | 20 x 60 tent | Lounge for 150, message receiving center.
3. Storage | (2)20 x 44 trailers | Food storage, office and staff lunches.
4. Finance | 10 x 10 tent | Office area for 3 (see Security).
5. Health Service & Medical Control | 12 x 60 trailer | Doping: Waiting area for 15, television, refreshments, collection area.
6. Spectator First Aid | 20 x 20 | Waiting area for 10; 2 treatment tables, toilet and handwash facilities.
7. Equipment | 10 x 10 tent | Individual message boxes.
8. Administration | 12 x 60 trailer | Work area for 2 (see Venue Operations).
9. Storage | (2)5 x 10 tents | Waiting area for 14.
10. Olympic Family Services | 12 x 60 trailer | Lounge and rest area for 32.
7. 40 x 40 tent | Lounge for 28, waiting area for 14 spectators.
11. Personnel | | Responsible for payroll timekeeping and staff scheduling (see Venue Operations).
12. Press Operations | 12 x 60 trailer | Seating for 20, staff work area for 5.
13. Press Lounge | 40 x 40 tent | Table and chairs for 40, food and drink dispensers, bulletin board, water cooler, refrigerator.
14. Sub-Center | 12 x 60 trailer | 20 working places.

Security

10 Command Center | 12 x 60 trailer | Private office for 7, work area for 8, conference table for 12, table space for 4 finance staff and 2 banking staff.

Sports Administration

11 Union Officers | 12 x 60 trailer | Private office for ULI president and 4 guests, private office for secretary treasurer/officials lounge with table and chairs for 18, work space for 6.
12 Judges/Scorekeeper | (2)20 x 20 tents | Clay target range.
13 Equipment | 10 x 45 trailer | Work space for gymnasts with 7 work benches (6-foot), 4 d.r.p. presses, 3 vises. Ammunition storage area.
14 Equipment Verification | 40 x 40 tent | Shade structure for athletes.
15 Armory | 30 x 120 tent | 650 lockers, 5 dressing rooms.
16 Rest Area | 60 x 60 and 40 x 40 | Shade structure for athletes.
17 Competition Management | 10 x 10 tent | Shade structure with coolers, refreshments, lighting, cot, table and chairs for 2, work area for 2. Typical area had 2-3 cots and desk with 2 chairs.
18 Commission- ers Office | 12 x 60 trailer | Private 8 x 12 office for commissioner, office for competition director and assistant, work area for ULI technical delegates, 7 staff.
19 Field of Play | | 80 targets for competition in free pistol, prone, free pistol, rapid fire pistol, running target.
20 Rifle and Free Pistol Range | 25 meter | 8 units of 5 silhouette targets.
21 Rapid Fire Pistol Range | 25 meter | 3 Olympic trenches and 3 skeet fields combined.
22 Running Gun Range | 50 meter | 3 Olympic trenches and 3 skeet fields combined, enclosed range with climate control, 70 positions.
23 Clay Target Range | 30 meter | 2 running game targets.
24 Air Gun Range | 10 meter | 3 Olympic trenches and 3 skeet fields combined.

Technology

25 Swiss Timing | 6 x 6 | Timing control panel for 2 at each range (see Venue Construction).
26 Telecommunications | 10 x 45 trailer | Venue switchboard and telephone operations.
27 Television | 6 x 90 | Telephone and television production and transmission vehicles.
28 Information | 8 x 8 tent | General spectator information and will call.

Transportation

29 Driver Lounge | 20 x 20 tent | Waiting area for 14.

Venue Operations

30 Construction | 12 x 60 trailer | Office area for 5 maintenance and construction staff. Work area for 2 material supply. Swiss Timing: 600.
31 Venue Staff | 12 x 60 trailer | Office for venue manager and assistant. Staff work area for 10; 2 personnel staff.
32 Food Service | (2)10 x 30 tents | Food service space for general public.
33 Telephone and television operations | 8 x 8 tent | Portable sales point for spectators and teams.
34 Post Office | 14 x 32 | Sales and service point for U.S. Postal Service.
35 Program Sales | 8 x 8 tent | Portable sales points for programs.
36 Public Information | 1,500 | General spectator information point. Staff work area.
37 Standing room.
Architecture and Construction

7.02.8 Swimming: Swim Stadium

The swimming, synchronized swimming, and diving events of the Games of the XXlllrd Olympiad were held at the new Swim Stadium located on the campus of the University of Southern California. Announced on 7 August 1980, construction commenced on 30 December 1980 with facilities dedicated on 7 July 1983. The swimming and diving pools were funded by a grant from the McDonald’s Olympic Trust, were built especially for the 1984 Games but were designed as a permanent facility.

The swimming pool is 52.59 meters in length and 22.885 meters wide. It is divided into eight swimming lanes of 2.4892 meters with perforated swimming and diving events of the funders. The swimming and diving pools, covered with Sportflex material from Mondo Rubber. Two permanent 3-meter diving boards which were replaced by 1-meter boards at the conclusion of the Olympic Games. A compressed-air bubbling machine provides 200 pounds per square inch of air pressure with a work volume of 60 cubic feet per second to sparging units in the pool to facilitate surface visibility for the divers.

Underwater windows and viewing rooms were constructed for both the swimming and diving pools for use by television crews. Access was provided through manhole entrances on the deck. Underwater sound amplification was provided in both pools. A results scoreboard was permanently installed at the site and augmented by a second electronic results board during the Games. All timing devices and scoreboards were the responsibility of Swiss Timing. 17,105 bleacher-type temporary seats were erected for use during the Games. The swim venue was located immediately adjacent to the Olympic village at USC. Parking was limited to the 2,000 spaces provided by the university in a parking structure located next to the swimming stadium, so spectators were encouraged to use public transportation whenever possible. All staff were transported by bus from a central parking location approximately five miles away. The transformation of the swim stadium to the swim venue for Olympic competition was done in conjunction with work done throughout the Exposition Park/University of Southern California area. Actual completion of all of the Look design and the extensive temporary construction required for television coverage was completed one day prior to competition.

The spectator entry to the venue was through an arch constructed on Vermont Boulevard just south of Jefferson Boulevard. The distance from the entrance of the venue to the seating areas was made to appear shorter than it actually was through the placement of concession stands, tented shaded areas and a long reflecting pool. Since the venue was actually a temporary facility from the standpoint of spectator amenities, 128 portable toilets were placed behind the stands on both sides of the pools. Twelve of these were designed for the handicapped.

Over 36,000 square feet of tented area was provided for the operation of the venue including Olympic Family, FINA, LAOOC and athlete warm-up and rest areas. One hundred eighteen tents of various sizes were used. The facility proved fully satisfactory for Olympic use and will be well used by area residents and USC students for years to come. During the Games, the simply arranged support facilities were sufficient to allow the work of the competition and venue staffs to be carried out in a pleasant, colorful atmosphere.
Site plan of swimming and diving venue
## Architecture and Construction

### Swimming

<table>
<thead>
<tr>
<th>Department/ Function</th>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accreditation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Guest Entry</td>
<td>10 x 20 tent</td>
<td></td>
</tr>
<tr>
<td>2 Staff Entry</td>
<td>10 x 20 tent</td>
<td></td>
</tr>
<tr>
<td><strong>Food Service</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>Administration Office for 6</td>
<td></td>
</tr>
<tr>
<td>3 Eating Area/ Lounge</td>
<td>40 x 60 tent</td>
<td></td>
</tr>
<tr>
<td>4 Storage and Distribution</td>
<td>(4)8 x 40 trailers</td>
<td>Refrigerated and dry storage.</td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Audit Cash Control</td>
<td>12 x 60 trailer</td>
<td></td>
</tr>
<tr>
<td>6 Doping Control</td>
<td>12 x 60 trailer</td>
<td></td>
</tr>
<tr>
<td>7 Spectator First Aid</td>
<td>20 x 60 tent</td>
<td></td>
</tr>
<tr>
<td>8 Sports Medicine</td>
<td>20 x 40 tent</td>
<td></td>
</tr>
<tr>
<td><strong>Material Acquisition &amp; Distribution</strong></td>
<td>(3)8 x 40 trailers</td>
<td>Office for 1 (see Venues Construction).</td>
</tr>
<tr>
<td><strong>Olympic Family Services</strong></td>
<td>Private office for 2</td>
<td>(see Transportation).</td>
</tr>
<tr>
<td><strong>Hosting</strong></td>
<td>60 x 60 tent</td>
<td></td>
</tr>
<tr>
<td><strong>Language Services</strong></td>
<td>10 x 40 tent</td>
<td></td>
</tr>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Press Operations

| 11 Interview Room    | 20 x 60 tent                     | 80 seats for press. Podium, microphones, lighting for television. |
| 12 Mixed Zone        | 20 x 40 tent                     | Informal meeting area for press and athletes; 4 foot-high fence. |
| 13 Staff Offices     | 20 x 20 tent                     | 205 seats with table, 264 without. |
| 14 Sub-Center        |                                  | 100 working spaces in Brooks Pavilion, an adja- |

### Security

| 15 Command Center    | 12 x 60 trailer                  | 2 private offices for 7 each, open work area for 8. |
| 16 FINA Offices      | 12 x 60 trailer                  | FINA secretariat offices; 2 private offices, work space for 5. |
| 17 FINA Lounge       | 40 x 40 tent                     | Table and chairs for 40, television, food and bev- |

### Technology

| 34 Message Center    | 20 x 40 tent                     | Communications and message receiving center for staff and officials. |
| 35 Results           | 24 x 60 trailer                  | Results table, photo- |
| 36 Staff offices      | 12 x 60 trailer                  | Office area for 11 span- |
| 37 Swiss Timing       | 8 x 29                           | Enclosed timing and \|

### Ticketing

| 38 Administration    | Office area for 1 (see Finance). |
| 39 Information       | 8 x 8 tent                       | Public information and will-call point. |
| 40 Construction       | 12 x 60 trailer                  | Private offices for con- |
| 41 Venue staff offices| (2)12 x 60 trailer               | Office for venue director, 2 assistant office for |

### Transportation

| 59 Administration    | (2)12 x 60 trailer               | Private office for trans- |
| 59 Driver Lounge     | 20 x 20 tent                     | Lounge for 120. |

### Venues Operations

| 40 Construction       | 12 x 60 trailer                  | Private offices for con- |
| 41 Venue staff offices| (2)12 x 60 trailer               | Office for venue director, 2 assistant office for |

### Spectator Services

| 42 Food service       | (5)10 x 30 tents                 | Food and beverage sales points for public. |
| 43 Novelties          | (3)10 x 20 tents                 | Novelties sales point for public. |
| 44 Public information | 10 x 10                           | General public informa- |
| 45 Athletics training |                                  | Training facility for ath- |
UCLA: Administration building

The LAOOC, in conjunction with the University of California, Los Angeles, constructed an on-campus, three-story, 44-foot-high office building in the Westwood area of Los Angeles, California. The LAOOC contributed approximately $3.3 million dollars for construction on existing university-owned land. The LAOOC had use of the facility from its opening on 9 August 1982 through mid-1985 when it was turned over to the university for its use as administrative offices.

The office building was ideally suited to the ever-changing needs of the LAOOC. It had a well-planned interior that featured modular office units flexible enough to be reshaped in alternative office configurations. From its opening until the LAOOC moved to larger facilities in July 1983, this building served as the primary operations area for the LAOOC. After the move, the Westwood building served as a staffing center and Ceremonies staff offices.

Construction began on the facility in April 1981 and was completed 16 months later. By contract, the university was given design control over the structure. In October 1984, in honor of the accomplishments of the president of the LAOOC, the Board of Regents of the University of California named the building the Peter V. Ueberroth Olympic Office Building.

USC: Dining hall

A permanent dining hall facility was constructed by the LAOOC at the University of Southern California. The facility was constructed and equipped to accommodate Olympic food service operations and for use thereafter by the university on a permanent basis. The dining facility was the only concrete and steel construction built by the LAOOC at the University of Southern California.

The dining facility itself was a separate two-story brick building located in the USC Village, adjacent to the swim venue. The facility was designed for separate food service operations on both floors. Hot and cold lines, beverage service and seating areas for the athletes were located on both levels. The facility planning and construction were completed prior to the boycott and in practice, the second-level food service amenities were not utilized by athletes and was converted to a staff lounge. After the Games, the second floor of the dining facility was converted to a pizza parlor for use by USC students and faculty.

The dining facility was constructed to service 900 people simultaneously and during the Games, primarily buffet-style service was offered. Storage containers placed outside the kitchen held food and service goods. The dining facility serviced three athlete housing pods, although athletes were free to dine in the location of their choice.

The dining facility has been renamed the Frank L. King Olympic Hall, commemorating a deceased chairman of the board of First Interstate Bank.

The $3 million dining facility was paid for by the LAOOC, $1 million of which was credited to the LAOOC as partial payment for rental of the USC campus. The facility was left for the university as a gift following the Games.

Youth sports facilities

Permanent sport facilities built by the LAOOC in association with their youth sports program focused primarily on two underdeveloped sports in the Southern California area.

Two archery ranges were constructed in association with the Easton Aluminum Company for youth participation at Cheviot Hills Recreation Center in West Los Angeles and at Woodley Park in the San Fernando Valley section of Los Angeles.

In association with the Maruchan Company, the LAOOC constructed eight individual judo floors at various Boys’ Clubs, recreation centers and private judo clubs in the Los Angeles area. These judo floors were heavily utilized for the LAOOC/Maruchan Olympic Judo Youth program which took place in 1983 and 1984.

The other permanent facility constructed by the LAOOC for youth sports participation was a gymnasium floor and scoreboard at a Boys’ Club in South Central Los Angeles. Heavy commitments to youth sports by the LAOOC took the form of training programs and sports equipment, in addition to the construction of some new facilities.
The existing practice range and the two scoreboard structures on the east and west edges of the competition range required refurbishing prior to the Games. Changes were made in the perimeter security fence to create a ceremonial gateway to the venue. A colonnade was created as part of the Look to connect spectator parking area to spectator entry, making the walking distance from the remote parking lot appear shorter than it actually was. Temporary facilities were used for the field of play and athlete and venue support areas. The platform for the director of shooting was an elevated 12-foot-square modular unit built off-site and set in place. A 18-inch valance was attached to the roof of the sunshade to better protect the director of shooting and the technicians from the sun. Competing athletes sat under canopy-type sun shelters that were 8 feet square and 7 feet high. Forty-eight individual sections (27 on the men’s range and 21 on the women’s range) were utilized to adequately provide shelter for the athletes. The shade structures were designed to move with the sun throughout competition, but not block spectator view. Separate shade tents for the scorers were placed at 20 meters and 40 meters from the shooting line and 20 meters from the field. The field of play consisted of 22 men’s targets and 22 women’s targets. The boards were accurately laid out (plus or minus one centimeter at 90 meters and less at the closer distances) and well suited to international competition. Each lane was six meters wide with up to two targets per lane. Each lane was painted with a lane-stripping device. The semi-permanent floor-striping paint was applied three days before the event and lasted through the competition. The shooting line, television lines and television lines needed a second painting. Great care was taken to see that the field was watered properly and sprinklers adjusted correctly to adequately cover the entire field of play. Each day the field crew set traps and covered the dirt mounds made by gophers during the night and early morning. Minimal support facilities were required for the archers on site. Tents were erected for use as locker and storage facilities and as lounge and rest areas. Equipment repair and storage were provided in a 30-foot trailer. Athlete food services were provided in a large tented area shaded by existing trees. Sports medicine and doping control facilities were located in separate 44-foot trailers and accessible to the handicapped by electric lifts.

During the course of construction, the original scope of work was expanded to include flooring for the Olympic Family lounge tent and the construction of a camera blind to house television cameras. The work was completed by the general contractor at the request of venue management and the LAOCO construction manager. The contractor remained available throughout the event.

Eight trailers were arranged in one area for use by the Venue Management (3), Technology, Construction and Security departments as well as FITA, judges/officials and the commissioner. Trailer configurations included the use of adjoining tents for meetings and receptions. A wooden floor was built in each tent to cover the roots and uneven ground. The press occupied a tent located next to the operations area in a separate and secured area. A compound used by the host broadcaster and General Telephone (GTE) was screened from the range by landscaping. A shade structure was installed to cover the GTE advertising on a trailer located inside the compound. Temporary bleacher seating for 4,000 spectators was provided behind the shooting line. A “main street” was created behind the bleachers offering spectators an opportunity to purchase food and novelty concessions. All concessions were housed in two 10-foot by 30-foot modular tents with subflooring that provided six service lines each. Public restrooms utilizing portable toilets were located in an area among existing trees. The fencing around the restrooms was covered with Look fabric. First aid and public information tents were readily visible and conveniently placed at the site entry corridors. Included as part of construction was installation of Look items, which incorporated the Festive Federalism design and color scheme into the venue through the use of decorative tents, sonotubes, flowers, signs and banners. An archway scaffolding which was painted magenta and contained spheres, banners, stars, glitter boards and an archway pictogram provided a landmark entry to the venue. Fences were covered with decorative and sport-specific fabric and the bleachers were wrapped in fabric and highlighted with banners and pennants.

The construction contract terms required that the general contractor furnish all labor, material, equipment, supervision and other items necessary for the general construction of the venue. Work commenced 28 May 1984 and the construction phase was completed 7 August 1984.
Site plan of archery venue at El Dorado Park
## Architecture and Construction

### Archery

**Introduction**
Archery competition took place at El Dorado Park on an existing but primitive range. Range improvements were necessitated and all archery, spectator and officials facilities were of a temporary nature utilizing tents.

### Department/ Function | Space Use (in feet unless noted) | Notes
--- | --- | ---
Staff Entry | 10 x 20 tent | Staff check-in; temporary badge issue; badge storage.

### Food Service

- **2 Food Storage**
  - 8 x 40 trailer
- **3 Lounge/Eating Area**
  - 20 x 20 tent
  - Lounge for 60.

### Health Services & Medical Control

- **4 Doping Control**
  - 10 x 45 trailer
- **5 First Aid**
  - 20 x 20 tent
- **6 Sports Medicine**
  - 10 x 45 tent

### Material Acquisition & Distribution

- **7 Food Service**
  - (2) 10 x 30 tents
- **8 Language Services**
  - 10 x 10 tent

### Personal Administration

- **Press Operations**
  - Mix Zone
    - 15 x 40
  - Press Seating
    - 70
  - Press At Corners
    - 30 x 30 tent

### Personnel Administration

- **50 Office & Staff**
  - Work area for 3, responsible for staff uniforms distribution; staff check-out and parking/ per hour (see Venue Operations).

### Press Operations

- **10 Press Operations**
  - Working area for 3, responsible for staff uniforms distribution; staff check-out and parking/ per hour (see Venue Operations).

### Security

- **10 Command Center**
  - 10 x 45 trailer
  - Working area for 12; 10 x 10 space for mobile supply staff and 8 x 10 storage area.

### Sports Administration

- **Federation Services**
  - **11 FITE Offices**
    - 10 x 45 trailer
  - Private 10 x 12 office for FITE president, 10 x 12 lobby, 10 x 20 area for secretary-general, reception area.
  - **12 Judges/ Officials**
    - 10 x 45 tent
    - 10 x 20 meeting room for 14-15 x 12 lounge, 10 x 12 office for technical delegates.
  - **13 Equipment Repair**
    - 8 x 28 trailer
    - Repair and storage for bows, arrows. Spare parts and work benches for 2.
  - **14 Lounge**
    - 30 x 30 tent
    - Rest and eating area for 250 athletes and team officials; beverage service, 6 temporary toilets.
  - **15 Practice Field**
    - 90m x 136m
    - 48 targets in close proximity to the competition range, snack and beverage service, temporary toilets.
  - **16 Press Operations**
    - 20 x 20 lounge, 10 x 20 area for press, 10 x 20 area for 2.
  - **17 Press Operations**
    - Elevate platform; public sales points; row on-site ticket sales; 2 for spectator viewing; 2 for spectator viewing, 2 for spectator viewing.
  - **18 Director of Operations**
    - 40 connected, individual telephone; 70 on sets field and 21 on women's field.
  - **19 Director of Operations**
    - 2 x 10 tents
    - Located behind shooting line.
    - Range-Men
      - 90m x 90m
      - 10 lanes each 6 meters wide with 2 targets per lane; maximum, 3 lanes (22 targets). Range-Women
      - 60m x 70m
      - 10 lanes each 6 meters wide with 2 targets per lane; maximum, 6 lanes (12 targets).
  - **20 Scoring/Results**
    - 10 x 40 tent
    - At 40m line 20m from field; 35 chairs.
  - **21 Scoring/Results**
    - 10 x 40 tent
    - At 40m line 20m from field.
  - **22 Scoring/Results**
    - 10 x 20 tent
    - At 40m line 20m from field.

### Technology

- **23 Office & Storage**
  - 10 x 45 trailer
  - Work space for staff and 10 vendors; radio issue and recharging; 8 x 10 storage area.
- **24 Message Center**
  - 10 x 10 tent
  - Work area for 6; receiving and passing of messages for staff, officials and athletes.
- **25 Results Display Board**
  - (4) x 8
  - 2 for athletes on field of play, 2 for spectator viewing.
- **26 Telephone**
  - 75 x 85
  - Telephone and television transmission and production vehicles.

### Ticketing

- **27 Information**
  - 8 x 6 tent
  - At public entry for ticket questions and will-call. No on-site ticket sales.

### Venue Operations & Administration

- **28 Construction Staff**
  - 12 x 60 trailer
  - Work area for construction project manager and material supply staff.
- **29 Maintenance**
  - 8 x 20
  - Supply storage.
- **30 Venue Staff Offices**
  - 10 x 45 trailer
  - Work area for department staff from: Ticketing and Transportation, plus access control manager and usher supervisor.
- **31 Security**
  - 10 x 20 trailer
  - Office for venue manager; work area for Personnel and Finance department, access control manager, and usher supervisor.

### Spectator Services

- **32 Food Service**
  - (2) 10 x 30 tents
  - Public and beverage sales for spectators.
- **33 Novelty Stands**
  - (2) 10 x 10 tents
  - Public sales points on 3 sides of each tent; one stand for beverage rental.
- **34 Post Office**
  - 14 x 32 trailer
  - Portable stands for public sales.
- **35 Public Information**
  - 8 x 6 tent
  - Kiosk for 2 persons to provide general spectator assistance.
- **36 Public Seating**
  - 4,000
  - 40 seating locations for handicapped spectators.
7.03.2 Athletics: Marathons and race walks

The men’s and women’s marathons started at Corsair Stadium on the campus of Santa Monica College (SMC) in the city of Santa Monica and ended at the Los Angeles Memorial Coliseum. The men’s marathon was the final sporting event of the Games and its finish was an integral part of Closing Ceremonies. The marathon course ran through the city of Santa Monica and continued into West Los Angeles, turning west past Brentwood Country Club to Ocean Boulevard where it turned south along the Pacific Ocean and reentered the city of Santa Monica. The athletes ran through Marina del Rey and headed east on the Marina Freeway to Slauson Avenue before turning north again on Overland Avenue and Jefferson Boulevard. The course route turned east on Rodeo Road in the city of Los Angeles, continuing east on Exposition Boulevard to Merlo Avenue where it turned south to the tunnel entrance on the west end of the Coliseum. The route of the marathon passed through five separate municipal jurisdictions.

The minor amount of construction required at Santa Monica College was done by the college maintenance staff. Minimum design changes were made to the Santa Monica College campus in order to accommodate this event. Since SMC was already a training site for athletics events and team handball, security fences and athlete amenities were already in place. Alterations specifically required for the marathon included the addition of temporary toilet facilities for spectator use, the placement of some protective padding on walls and fences at the athletes exit from the track, installing the Look elements, the building of platforms on the existing bleachers for television cameras, the removal of existing goal posts and approximately 65 feet of fence and gates.

Spectator parking was provided on the campus at the corner of Pico and 17th Street. Ticketed spectators were allowed in the stadium in the east and west bleachers to view the marathon start. Television cameras and press were positioned in the west bleachers, along with the Olympic Family, the International Federation representatives and other Olympic officials. A band provided pre-race entertainment for both the women’s and men’s marathon. Athletes entered the stadium from the gymnatorium on the east side of the field. They arrived from the villages by bus and immediately upon disembarking entered the gymnatorium facility.

Three locations were used to marshal the volunteer forces prior to the races. A total of 3,000 course marshals gathered for a two-hour orientation prior to being transported to their respective work stations. Each of the three locations had eight portable toilets for use by the volunteers. Tables were used along the route of the marathon as refreshment stations and for 13 spray and sponge stations. Eight refreshment stations were spaced every five kilometers along the marathon course, beginning with the five-kilometer mark. Each station consisted of nine tables spaced approximately 20 meters apart. The first seven tables were numbered and labeled by country code for competitor-specified drinks. The eighth table was supplied with an electrolyte drink and the ninth held cups of water. A medical-aid tent and a portable toilet were placed at the beginning of each refreshment station for use by the athletes. Spray and sponge stations alternated with the refreshment stations for the first half of the course, then doubled in number for the last half. These stations consisted of a shower-spray device on the right side of the course under which athletes could run and three tables spaced approximately 20 meters apart on each side of the course. The first two tables held wet sponges and the last, water.

Spectators applauded competitors from many nations as they passed along the marathon route.

A truck dropped nylon rope along the course prior to the race while thousands of course marshals affixed the rope to trees, posts or LAOCG-provided barriers. This was done to assist in controlling crowds along the race course.

The race walk events started and finished at the Coliseum. The events exited through the tunnel and up Merlo Avenue to Exposition Boulevard. Walkers repeated the 2.5-km loop course on Exposition and then re-entered the Coliseum through the tunnel off Merlo Avenue. The course was roped off and marked by traffic cones at the turns. A refreshment, sponge, water and personal beverage station was provided on the course and was marked by signs posted 100 meters in advance. Toilets were also provided at this station.

Thousands of spectators greet Olympic marathon competitors as they wind through the streets of Los Angeles.

A truck dropped nylon rope along the course prior to the race while thousands of course marshals affixed the rope to trees, posts or LAOCG-provided barriers. This was done to assist in controlling crowds along the race course.
Map of Los Angeles area locating marathon and race walk courses
7.03.3  
**Baseball**

Dodger Stadium was the venue for baseball. It was built for the Los Angeles Dodgers professional baseball team and has been their home for 22 years. The facilities were designed expressly for use as a baseball site and minimal modifications to the existing structure and layout were required for use as the Olympic baseball venue. Modifications included adapting the site for spectator and protocol functions. Existing locker room space was available for two teams and was modified to accommodate four teams at one time.

Major time constraints were placed on the construction and move-in schedule as the Dodger team utilized the facilities for professional baseball games from 2–8 July and from 24–29 July. This left the LAOOC two weeks in the middle to complete the bulk of the temporary modifications, and one day, 30 July, to complete the remaining modifications before the first Olympic baseball game took place on 31 July.

Two compounds, one for LAOOC operations and the other for host broadcaster television operations, were established in parking lots Nos. 2 and 3 outside the stadium. Existing fencing was extended to secure the areas. During the week of 9–15 July, telephone company trailers were installed in the television compound and trailers were installed in the LAOOC compound. During this same time period, tents were added to the LAOOC compound for the Access Control, Transportation and Language Services Departments and for the message center. Portable toilets and lavatories were placed in the compound for use by LAOOC staff.

Concurrent with these construction projects, temporary interior modifications were made to the stadium layout. Areas were subdivided to create additional team rooms and medical areas. Hardwall partitions were placed in the stadium offices on the club box/press box level for use as the results output center. A press sub-center was also established on this level in an existing press driving area. On the team entrance level of the stadium, three offices were converted for use as lost-and-found, security and public first aid offices. Team locker and meeting rooms on the field level of the stadium received minor modifications. Three temporary flagpoles were placed behind home plate on the playing field for the medal ceremonies.

Temporary power was generated for the LAOOC facilities. The telephone cabling process began on 9 July and phone service to the compound was established on 14 July. All cabling systems used by the technology crews were placed in temporary holding areas until final hook-ups were made to avoid problems with the Dodgers operations from 24—29 July.

Beginning on 10 July, furniture and supplies were brought into the venue for each of the LAOOC stadium offices. A United States Postal Service kiosk was placed on-site in a parking lot on 30 July.

Look installation could not take place at the baseball venue until the day before competition began. With so little time available the scope of the Look was severely limited. Festive Federal color schemes were used on outfield fence coverings and standard Olympic sign designs were used to denote concessionaire and novelty areas. Flags of the countries participating in the baseball competition were flown over the scoreboard behind the stadium pavilions. Olympic Star in Motion and LA84 signs were placed above the scoreboard. The Olympic rings design was drawn in chalk in the grass area behind home plate.

All construction and facility modifications were completed on time and the baseball competition was a complete success. This success was due in large part to the assistance of the Los Angeles Dodgers organization and its lengthy experience with producing quality baseball games at Dodger Stadium.

Take-down procedures were implemented at the stadium after the last Olympic baseball game was completed on 7 August. The Dodger baseball team played in the stadium on 13 August, six days after Olympic competition ended.
Baseball

**Introduction**

Olympic baseball was held at Dodger Stadium, an existing stadium for professional baseball.

<table>
<thead>
<tr>
<th>Department/Function</th>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accreditation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>Work space for 1 (see Venue Operations).</td>
<td></td>
</tr>
<tr>
<td>Food Service</td>
<td>Staff eating area for 120. Food distribution and storage point. Work area for 2.</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>Shared office for 3 (see Venue Operations).</td>
<td></td>
</tr>
<tr>
<td>Health Service &amp; Medical Control</td>
<td>Waking area for 8; testing area with toilet and hand washing facility; bed for 2; First aid station with 8 beds.</td>
<td></td>
</tr>
<tr>
<td>Doping Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spectator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Aid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sports Medicine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Acquisition &amp; Distribution Administration</td>
<td>Work space for 2 (see Venue Operations).</td>
<td></td>
</tr>
<tr>
<td>Storage</td>
<td>15 x 25 truck</td>
<td></td>
</tr>
</tbody>
</table>

**Olympic Family Services**

- **7 Hosting:** 24 x 100
  - Room for 250. Meal and beverage service.
  - Seating for 8 interpreters. Work area for 7.

**Personnel Administration**

- Responsible for payroll, timesetting, and staff scheduling. Office for 2

**Press Operations**

- **9 Interview Room:** 12 x 50
  - Seating for 60.
  - All positions with desk in existing press box.
  - 23 work positions; telephones, television, telecopier.

**Security**

- **11 Command Center:** 25 x 30
  - Existing venue security office. Office for 3

**Sports Administration**

- **12 ASBBA Offices:** 12 x 60 trailer
  - Trailer with 12 x 12 office for LADOC commissioner and sport manager; 12 x 33 room, seating 12, for ANBA jury meetings, private 12 x 12 office for ANBA president and technical delegates.

**Technology**

- **16 Message Center:** 10 x 10 tent
  - Communications and message receiving center for staff offices.

**Ticketing**

- **18 Information:** 10 x 4
  - Existing ticket windows for will call and information. No on site sales.

**Transportation**

- **19 Driver Lounge:** 20 x 20 tent
  - Rest area for 30.

**Venue Operations**

- **23 Venue Staff Offices:** 12 x 60 trailer
  - 12 x 12 Office for venue manager and financial manager; 12 x 33 room, seating 12, for ANBA jury meetings, private 12 x 12 office for ANBA president and technical delegates; 2 security staff; 12 x 33 area for staff accommodation; 2 material supply, construction, maintenance, 4 personnel coordinators, 2 finance, secretary support.

**Spectator Services**

- **Food Service:** 12 x 60 trailer
  - Existing stands with 2-4 lines in each, all levels.

**Public Seating**

- **55,000:**

The competition venue for Olympic basketball was The Forum in Inglewood, California. Long considered one of the world’s most beautiful basketball arenas, The Forum was a logical choice for the Olympic basketball competition and required few modifications. Those made were primarily cosmetic. In addition to the handball competition, the basketball competition, the facility was converted without major, time-consuming modifications.

Construction for the basketball venue was well-organized. Electrical work began on 6 May 1984 at which time the telephone utility brought their trailers on site. Two trailers designated for basketball federation use during the Games arrived at The Forum on 5 July and were used by construction, security, transportation and venue management for office space until 16 July. The LAOOC was given complete use of The Forum on that date and held a complete dress rehearsal four days later.

The two trailers placed in The Forum parking lots were used by FIBA after its arrival in Los Angeles. Eight-foot high fencing screened the area from the public parking lot. Portable toilets, which were used by early arriving spectators, were located outside the fencing. Tents, placed in the parking lot, were used for staff check-in and transportation drivers’ lounge. A portion of the parking lot was fenced for The Forum’s existing food concessionaire, the host broadcaster and an athlete bus drop-off point. An additional area was later added for food storage.

Three food concession tents outside The Forum were installed, each measuring 10 feet by 20 feet. Coin-operated telephones were added at the north, east and west entrances for the benefit of spectators. The stair landings in both the west (Forum Club) and north (Forum office entrance) of The Forum were carpeted. The change over from basketball to handball took place following the final basketball competition on 10 August. The change was made easily and was completed by noon on 11 August. The handball final was over by 1800 hours and removal of all LAOOC decorations and sports equipment and facilities began. The LAOOC was out of The Forum by 14 August, with only minor repairs remaining to be made.

For the finals of team handball, 8-foot-square broadcasters’ platforms were installed at both the north and south ends of The Forum across the concourse level.

As part of the Look, 4,000 potted flowers were installed around the outside of The Forum. The flowers were used for landscape purposes and were not arranged to form any specific design. Within The Forum, modifications were made on almost all levels. Stanchions and chair were added at the end of the basketball court to keep spectators away from the field of play. An additional Swiss Timing countdown clock was installed on the floor in front of a radio commentator’s table. This clock was 2 feet high by 5 feet wide and 1 foot deep. Curtains were added at all four ground level entrances.

Several days prior to the start of competition, the scoreboard was inadvertently lowered too far and crashed onto the basketball court, destroying the advertising base, which subsequently was removed. The hole in the floor itself was filled, painted and finished overnight. This patch repair was made without incident and did not effect the competition.

Four locker rooms were needed for the basketball competition, rather than the two normally needed for single professional games. Owing to its use by professional basketball, ice hockey and indoor football (soccer) teams, The Forum had four separate locker rooms and all were available for the Olympic competition.

Originally, The Forum staff intended to move their offices to a new office building across the street, but this move did not occur. As a result, the LAOOC had only a minimal amount of office space available. In order to alleviate this space crunch, The Forum warehouse was emptied, its stock transported to a remote warehouse and The Forum warehouse converted. The Construction Department built a press interview area, venue management area, copier room, technology staff room, security staff room and a message center. These areas were separated by handgood dividers and carpeted. Electrical and communication lines were placed in all of these areas before they were operational. The Forum staff lounge was converted into the LAOOC commissioner’s office.

The Forum built toilet facilities on the exterior concourse just prior to the Games even though the LAOOC had planned to do so upon move-in. Curtains were hung on entrances and Protocol and staff lounge areas were located on the same level. The only modifications to the rooms were temporary decorations.

Interior Look materials were late in arriving and some had to be fabricated on site by the installers. Country flags originally were to be hung in a circle around the central, overhead scoreboard. This particular design obstructed sight lines so the design was changed to display them in a radial manner.
Plan of The Forum with roof removed and seating cut away to show support areas.

Section through The Forum looking east.
### Architecture and Construction

#### Basketball

**Introduction**
Basketball competitions were held at the Forum, an existing multipurpose sports facility. Interior rooms and facilities were modified to provide administration and athletic areas. Only federation services were augmented through addition of trailer units. No warm-up court was provided for athletes. The Forum is a multi-level facility. Athletic and staff facilities were located primarily on the lower level.

<table>
<thead>
<tr>
<th>Department Function</th>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office</td>
<td>9 x 30</td>
<td>Office area for 5</td>
</tr>
<tr>
<td><strong>Health Services &amp; Medical Control</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doping Control</td>
<td>20 x 30</td>
<td>Waiting area for 10; testing area with toilets and wash facilities; processing or work area for 2.</td>
</tr>
<tr>
<td>Staff Office</td>
<td>12 x 10</td>
<td>Office area for 1, adjacent to athletes’ locker room.</td>
</tr>
<tr>
<td><strong>Press</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Office</td>
<td>12 x 10</td>
<td>Office area for 4 staff and 10 press.</td>
</tr>
<tr>
<td><strong>Equipment Storage</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office</td>
<td>9 x 10</td>
<td>Office for 3.</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Address Announcer</td>
<td>4 x 6</td>
<td>Table and 2 chairs at scorer’s table for public address announcer.</td>
</tr>
<tr>
<td>Results</td>
<td>6 x 12</td>
<td>Courtside results input area with 5 chairs, results terminal and printer.</td>
</tr>
<tr>
<td><strong>Venue Operations &amp; Administration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office</td>
<td>28 x 80</td>
<td>Office area established in converted spaces; storage area, 25 work stations each with desk, telephone, side chair and work chair. Included here by department: venue manager, 2 assistant venue managers, language services coordinator, telephone operations, ticketing.</td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Office</td>
<td>8 x 10</td>
<td>Office space for 4, open lounge and work area for 2.</td>
</tr>
<tr>
<td><strong>Material Acquisition &amp; Distribution</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>Work for 6 (see Venue Operations).</td>
<td></td>
</tr>
<tr>
<td><strong>Press Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intercom Area</td>
<td>36 x 58</td>
<td>Press seating for 150, with 12 x 12 switchboard.</td>
</tr>
<tr>
<td><strong>Olympic Services Staff</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>8 x 10</td>
<td>Office for 1 at VIP entry.</td>
</tr>
<tr>
<td><strong>Press Seating</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media Center</td>
<td>12 x 24</td>
<td>Communications and message receiving center for staff and officials, including radio base station, copiers, facsimile, message board and 12 x 12 switchboard room.</td>
</tr>
<tr>
<td><strong>Post Office</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office</td>
<td>10 x 20</td>
<td>Office for 8, meeting room for 12.</td>
</tr>
<tr>
<td><strong>Press Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intercom Area</td>
<td>36 x 58</td>
<td>Press seating for 150, with 12 x 12 switchboard.</td>
</tr>
<tr>
<td><strong>Maintenance &amp; Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office</td>
<td>9 x 30</td>
<td>Office area for 5</td>
</tr>
<tr>
<td><strong>Security</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Command Center</td>
<td>17 x 24</td>
<td>Office area for 10.</td>
</tr>
<tr>
<td><strong>Sports Administration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federation Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FIBA</td>
<td>12 x 60 trailer</td>
<td>Private 12 x 16 office for FIBA president, VIP lounge for presidents, room for 8 and 12 x 12 NGB office for 2.</td>
</tr>
<tr>
<td>Photography</td>
<td>10 x 44 trailer</td>
<td>10 x 16 office for FIBA secretary general. 2 office spaces for technical delegates and 1 office for administrative secretary.</td>
</tr>
<tr>
<td>Judges’ &amp; Officials’ Dressing Room</td>
<td>8 x 20</td>
<td>Existing locker/shower room for 4.</td>
</tr>
<tr>
<td><strong>Sporting Area</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment Storage</td>
<td>10 x 10</td>
<td>Compacting teams as assigned during Meeting Room; locker/shower rooms. Each room equipped with Mass-exercising table, benches, lockers.</td>
</tr>
<tr>
<td>Locker Room</td>
<td>10 x 10</td>
<td>Assigned to teams in sessions 1 and 3.</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>Office area for 3 for vehicle dispatch (See Venue Operations).</td>
<td></td>
</tr>
<tr>
<td>Drivers Lounge</td>
<td>10 x 30</td>
<td>Waiting area for 100.</td>
</tr>
<tr>
<td><strong>Venue Operations &amp; Administration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office</td>
<td>12 x 12</td>
<td>Office for 3.</td>
</tr>
<tr>
<td>Maintenance Storage</td>
<td>12 x 17</td>
<td>900 square feet Storage and maintenance area.</td>
</tr>
<tr>
<td><strong>Basketball</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration Office</td>
<td>28 x 80</td>
<td>Office area for 3 for vehi- cle dispatch (See Venue Operations).</td>
</tr>
<tr>
<td><strong>Press Seating</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field of Play</td>
<td>120 x 150</td>
<td>Telephone and television broadcasting and production vehicles.</td>
</tr>
<tr>
<td><strong>Basketball</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration Office</td>
<td>12 x 12</td>
<td>3 exterior stands.</td>
</tr>
<tr>
<td><strong>Maintenance &amp; Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office</td>
<td>9 x 30</td>
<td>Office area for 5</td>
</tr>
<tr>
<td><strong>Press Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intercom Area</td>
<td>36 x 58</td>
<td>Press seating for 150, with 12 x 12 switchboard.</td>
</tr>
<tr>
<td><strong>Venues &amp; Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drivers Lounge</td>
<td>10 x 30</td>
<td>Waiting area for 100.</td>
</tr>
<tr>
<td><strong>Venue Operations &amp; Administration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office</td>
<td>12 x 12</td>
<td>Office for 3.</td>
</tr>
<tr>
<td>Maintenance Storage</td>
<td>12 x 17</td>
<td>900 square feet Storage and maintenance area.</td>
</tr>
<tr>
<td><strong>Press Seating</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field of Play</td>
<td>120 x 150</td>
<td>Telephone and television broadcasting and production vehicles.</td>
</tr>
<tr>
<td><strong>Basketball</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration Office</td>
<td>12 x 12</td>
<td>3 exterior stands.</td>
</tr>
</tbody>
</table>
7.03.5  
**Boxing**

The Olympic boxing venue was the Los Angeles Memorial Sports Arena, located in Exposition Park. The Sports Arena was also used as a staging area for athletes and entertainers during Opening and Closing Ceremonies. The proximity of the boxing venue to Expo Park and the Coliseum meant that numerous services were integrated for the three venues.

Boxing spectators arrived via the Exposition Park shuttle bus system or as pedestrians. Spectators entered the Sports Arena through the east, south and north entrances. The west entrance was used exclusively by LAOOC staff. Members of the Olympic Family entered the venue and the Olympic Family hospitality lounge through the athlete compound.

Athletes arrived by shuttle bus and entered the Sports Arena via the ramp to the lower level. A considerable amount of temporary wall partitioning created the required competition support areas. The partitioning was prefabricated off site. Exclusive access to the facility by LAOOC staff did not begin until 9 July. By 23 July construction was completed. The Sports Arena then utilized as a staging area for the ceremonies dress rehearsal on 26 July and during Opening and Closing Ceremonies. An all-night clean-up effort was required after Opening Ceremonies to prepare the Sports Arena for competition the following day.

A press sub-center for the boxing and athletics venues was located in the lower level of the Sports Arena. Auxillary air-conditioning was added to a storage area and temporary power and furniture were installed. Boxing was a popular sport dominated by athletes from the United States and commanded much attention from the press. Because press interview facilities at the boxing venue were strained during the preliminary rounds, an auxiliary press interview area was constructed outside the Sports Arena for the semifinals and finals. The interior interview area accommodated 77 people. The newly constructed outdoor interview area—a 40-foot by 60-foot tent adjacent to the facility—accommodated 200. The addition of the new interview area gave the LAOOC's Press Operations staff an opportunity to run two interviews simultaneously if necessary in the late rounds.

Permanent construction to the venue included a complete rehabilitation of the facility air-conditioning system. The exterior of the Sports Arena was water-blasted and individual sections repainted.

29 The Los Angeles Memorial Sports Arena provides complete information for spectators through the new scoreboard. Seating for journalists is provided in the background.
Plan of boxing arena at Los Angeles Memorial Sports Arena with seating cut away to show support areas on lower levels

Plan of field of play (ring platform) and judges seating level
### Bosco

**Introduction**
The Sports Arena is an existing multipurpose sports facility. It is adjacent to the Coliseum and shared parking and press operations facilities with Athletics (see Athletics). The Sports Arena is a multipurpose facility. All athlete and staff facilities were on the lowest level primarily, and on level 2. Spectator seating was on all levels. Spectator facilities located outside the Sports Area will be listed under "Exposition Park."  

### Department/Function | Space Use (in feet) | Notes
---|---|---
**Accommodation** | 12 x 16 | Office for 1.
| 5 | 10 x 50 tent | Olympic Family entry point, Shared with athletics.
| 10 x 20 tent | VIP accreditation and information point, Shared with athletics.
| 3 | Staff Entry | 22 x 28 Staff entry, badge issue, storage, and distribution point. Office area for 12.

**Food Service** | 4 Eating Area | Lounge 64 x 100 Patio with tables and chairs for 400.
| 8 | Storage | 8 x 40 trailer

**Finance** | Budget | Cash Control
| | | Shared work area for 8 (see Ticketing).

**Health Services & Medical Control** | 5 | Doping Control 10 x 22 Waiting area for 10.
| 14 | 16 x 14 | Processing area for 4 with refrigeration, lockable storage.
| 27 x 8 | Testing area for 2.
| 3 | 10 x 10 | Storage area.
| 6 | 16 x 24 | Public first aid with 2 cots, 3 chairs, refrigeration, work table, work area for 1.
| 7 | 12 x 28 | 3 massage tables, 6 caves, cabinet, supply, water cooler, refrigeration with ice maker, work area for 12.
| 10 | 10 x 10 | Office for chief medical officer, with examination table.

**Material Acquisition & Distribution** | 10 | Administration 10 x 10 Office for 3 supply coordinators.

| 30 | 10 x 40 trailer | See Spectator Services: Food Services.

**Olympic Family Services** | 5 | Administration 12 x 14 Office for 1.
| 9 | 28 x 52 | Hosting Lounge for 50 Olympic Family members except press, beverage and snack service.
| 100 x 180 tent | Lounge for baggage and snack service, shared with athletics (see Athletics).
| 10 | Language Services | 300 square feet Office and waiting area for 16.

**Personnel** | 10 | Administration 10 x 10 Office adjacent to staff check-in, office area for 6, responsible for payroll, work scheduling and staff assignments.

**Press Operations** | 10 | Interview Room 22 x 44 Seating for 71, raised platform for 6. For finals, outdoor interview area for 200, established.
| 30 | Press Seating | 162 positions with desks 228 without tables; seating for finals competition only.
| 13 | Press Sub-Center | 68 x 132 and 36 x 80 Work area in press center for boxing and athletics press, 275 work stations, 100 telephones, telecopiers, telephones, lockers.
| 14 | Staff | (510 x 14 Individual press offices shared with athletics: 3, broadcast: 1, IOC.
| 15 | Sub-Center | 32 x 50
| 10 | 10 x 10 | Office for sub-center staff.

### Security

| 16 | Command Center | 16 x 16 Office area for 10.

### Sports Administration

**Federation Services**

| 17 | AIBA Offices | 12 x 16 and (3) 12 x 10 and 12 x 12 Private offices for AIBA president, secretary-general, technical delegates, secretary/support.
| 17 | 16 x 26 | AIBA office, competition support work room in a athlete preparation area.
| 17 | 12 x 28 | AIBA officials, offices for 8.
| 17 | 22 x 22 | AIBA staff, offices for 7.
| 18 | Hosting Area | 11 x 32 Lounge for 20, beverage service.
| 19 | Judge's/Officials Dressing Room | 11 x 13 Existing shower/lockers.
| 20 | Video Tape Room | 10 x 10 Video monitoring, check-in and jury meeting room in press interview room (see Press Operations).

**Staff Services**

| 21 | Information Check-in | 14 x 16 Office for athlete and team information for 80 message boxes.
| 22 | Lounge | 35 x 35 Lounge for 20, refreshment, telephones.
| 23 | Rest Area | (16 x 10) Private rest areas with cot and chair in each.
| 24 | Shower Room | 11 x 17 Shower area for 16 x 11 office for locker manager.
| 26 | Storage | 13 x 28 Clothes and headgear storage.
| 27 | Taping Room | 16 x 10 room Storage.
| 28 | Warm-Up | 10 x 14 For 6, athletes' hand taping and inspection.
| 29 | Weigh In | 1000 square feet 12 official weigh stations, each with digital weight indicator, label printer, weight plate, 2 chairs, additional 10 foot areas with unfaulted scales available.

### Competition Management

| 29 | Administration | 12 x 12 Office for competition staff.
| 38 | Conference Room | 18 x 30 Office for 3.
| 38 | Conference Room | 18 x 30 Conference room for 16.
| 33 | Operations | 18 x 18 Meeting room for 8.
| 34 | Field of Play | Dimensions inside ropes: Platform in 24 x 24, 8 x 8, and 8 x 8 with 4 across stripes, red corner, blue corner.
| 35 | Judge/Jury | (16 x 5 Ringside seats, each on 7x7 platform. Chairs available for bout officials and 30 judge referees. Scoring for medal jury directly behind judges platform.
| 36 | Timekeeper | 2 x 7 Ringside platform for 4.
| 37 | ABC Commentator | 2 x 10 Ringside platform for 5. Immediately behind, 24-foot table for 10 radio telecommunication.
| 38 | ABC Camera | 3 x 6 Ringside platform for camera and scriv.
| 39 | Medical Commission | 40 seats behind radio commentaries.
| 40 | AIBA Executive Committee | 20 seats Behind scorer's table.
| 41 | Scorers | 3 x 40 Table and chairs, 10-feet from ringside, for 2 results staff, Swiss Timing staff, 3 announcers, 2 competition staff, 5 jury members, 1 television crew.
| 42 | Technicians | 28 seats Chairs behind executive committee.
| 43 | Delegations | 56 seats Seating for delegation members.

### Technology

| 44 | Message Center | 14 x 14 Communications and message center, reception center for staff and officials, 50 individual mail boxes.
| 45 | Results | 5 x 16 Input area 10 feet from ringside.
| 46 | Staff Office | 12 x 12 Office for 4.
| 47 | Swiss Timing | 9 x 10 Work area for 10 sponsors/vendors.
| 48 | Timing Control | 2 x 4 Timing control, 2 chairs at ringside.
| 49 | Telecommunications | 5 x 10 Radio distribution, recharging area.

### Television

| 50 | Administration | 32 x 34 Office for 10 shared with finance staff.
| 51 | Information | 2 existing windows for local information, номер tour tickets.

### Transportation

| 52 | Administration | 12 x 12 Office for 8 coordinators and dispatchers. All parking, athlete transportation and system administration for 3 vehicles, see parking, transportation and press operations facilities, see Spectator Services: Exposition Park, athletics and leisure. See the Exposition Park office, athletics and leisure.

### Venue Operations

| 53 | Maintenance | 10 x 10 Offices for venue director and staff.
| 54 | 36 x 64 Spectator Services | Office for support staff.
| 55 | Food Service | (4/10 x 40 Interior stands with 10 service lines each.
| 56 | Finance | (6/10 x 10 tents Storage compound for 3 market supply and 18 concession trailers.
| 57 | Novelties | 52 x 4 carts Portable program sales points.
| 58 | Public Information | 6 x 10 General public information points on arena concourse.
| 59 | Public Seating | 15,700
Canoeing and Rowing
Lake Casitas in Ventura County was the site for the canoeing and rowing competitions. The lake surface is 2,669 acres and is located within a 6,128-acre park. It serves as a domestic water supply and a fishing and recreaton area. All construction, at Lake Casitas for the Olympic Games was temporary and completely removed.

Because the lake is not normally used for rowing and canoeing activities, great concern was expressed by the owners (Casitas Municipal Water District), the local and state health officials and the State Fish and Game Commission regarding maintenance of the lake's water quality. All construction methods and materials were reviewed by these parties. Much of the preparation for the canoeing and rowing events was completed during the summer of 1983 for the Foster Farms International Regatta. The elements, built in 1983, included: grading, irrigation and landscaping, and construction of some portions of the finish tower, ramps and course. Changes were later made because of erosion created by heavy rain following the 1983 Regatta and to accommodate the large number of athletes and spectators expected for the Games.

The Lake Casitas venue was divided into three areas: the race course, the athletes' area and the area for venue management and spectators.

The course itself was installed in 1983. Setting the course required lengthy surveying and diving time. Pneumatic hammers were used to drive more than 1,000 arrowhead anchors into the lake bottom to hold 35 miles of underwater steel cable in place. The six lanes were designated by a cable and buoy system using both vertical and horizontal cables. The system was easily interchangeable between canoeing and rowing. Two starting bridges accommodated the two start positions.

The anchors were left in place after the 1983 event, land racks, underwater cables, lane buoys and most of the platforms were removed and stored locally until the Games. The judges' tower (finish tower) was also used for all timing and results. The tower was set on steel piles 60 feet off shore in line with the finish line. A modular steel scaffold structure with plywood decks was used to create a four-story, 48-foot structure. Steel angle braces and beams stabilized the tower to keep it from swaying. Chairs for the judges were anchored to prevent movement. Look graphics covered the tower and two vertical strips representing stars ran perpendicular to the tower. The vertical strips had a tendency to pull away from the structure in high winds. Host broadcaster and Swiss Timing cables were installed along with the course cables. Forty-foot telephone poles were connected and anchored for use as log buoys. Barriers of log booms were used to keep fishermen away from the course cables and to protect the course from wake. The booms were marked but fishermen had a tendency to hit the buoys because they rode low in the water and were difficult to see. There was also a problem caused by the use of telephone poles in domestic water, because of the chemical treatment of the poles. As a result, untreated poles were specially ordered. Chemicals used for treatment created damage to cables used for the 1983 Regatta and had to be replaced for the Games.

Aligner's huts, broadcast camera rafts, Swiss Timing rafts and other rafts measured 10 feet by 30 feet and were on pontoons. They were located at the 1,000 and 2,000-meter starting points and intermediate points along the race course. Jet Float was added under the top deck to stabilize the rafts. Jet Float is a modular (19% inches by 19% inches) floating unit system made of high density polyethylene. A pin was used to join units together whenever desired. Jet Float was used for all athletes' docks, the floating bridge that connected the operations area to the broadcast area, the operations area, broadcaster dock, support craft dock and the awards platform. The volume of Jet Float was enormous but very flexible, easily moved and very sturdy. The units were made in a special gray color to eliminate the heat on the surface and were specially dyed and embossed with the LAOC logo.

A Jet Float bridge was the major addition for 1984. A long section of the bridge was connected to the athletes area to the operations area. The fully secured athlete day village was located across the lake from other venue operations. The bridge served as a unifying link between the otherwise separate facilities. The athlete day village was designed to be aesthetically appealing as well as function smoothly for the athletes and included:

- Forty-seven 20-foot square tents which were used as private rest and meeting areas for the athletes. Based on total size of all NOCs, canoeing and rowing delegation, each NOC was assigned to one or more tents. Each tent had 10 to 12 Astroturf floors, coats, storage trunks, tables and chairs. These tents were well used during both training and competition. Four of the tents were used for language services, competition support and food services.
- Two 40-foot square tents were used for athlete food service. Lunch and snacks were served from portable tables and a refrigerated chest. One refrigerated storage trailer (40 feet) and one dry food storage (20 feet) were parked permanently and stocked daily.
- Four 20-foot by 20-foot recreation tents housed television, EMS terminals and various games.
- A small pool 20 feet in diameter by 4 feet deep was popular with the athletes. As no swimming was allowed in the lake, a temporary swimming pool offered great relief from the warm temperatures and arid conditions.
- There were 37 portable toilets in five locations in the athletes area. This proved to be a suitable quantity.
- Sports medicine and doping control were housed in two 20-foot by 60-foot trailers.
- A 30-foot by 30-foot coaches' tent was used for meetings. During the rowing and canoeing competition, it also became a press interview area.
- A team information kiosk was used for distributing written information, announcements and messages to the teams through the use of message boards and mail was assigned to each NOC.
- Showers were located in four 40-foot by 30-foot trailers, each containing 10 showers. An adjacent area had eight 15-foot by 15-foot tents for dressing. The facility was separated into men's and women's sections. Both temperature and flow rates were preset. Water was heated by propane tanks and monitoring was occasionally interrupted due to breakage in the water main. Each time the water main broke, the propane had to be relighted.
- Water for all purposes was stored or collected in 4,000 gallon and 15,000 gallon Baker Tanks. This water was used to fight fires, to supply the showers and run-off and to wash off boats. The tanks were painted with Look graphics to make them more visually appealing.
- A 40-foot tower was located at the highest point of the athletes' day village. The entire water area and the lake area could be observed from this point.
- Boats were stored in eight 20-foot by 20-foot units located in the two launch docks in the athletes' day village. Five tents housed rowing shells and two housed canoes and kayaks. These tents had a total of 17 bays, each 20 feet by 40 feet. There were problems because the site and guying was not feasible in some areas due to boat layouts and circulation. Tents were grouped two by two, the interior with cross cables and on the outside with internal cables. The cables did not interfere with circulation.
- Boat racks were tabular cast iron frames that had foam covers on the arms. Some of the racks required welding and were staked to the ground. This worked but the racks were heavy and burdensome to move. Oak racks were constructed so that the top was supported by the tent frame. Because of this, the tents were not high enough to accommodate all the cars and it was difficult getting to the cars when the racks were full. Special racks were built to house the longest oars.
- Boat repairs were done in a cluster of seven 20-foot by 20-foot tents. Two vocation tents were located in the presses in two 20-foot square tents directly adjacent to the boat houses. Because docks were located on the lake, boat maintenance causes some problems. Boat racks were also used to house the longest oars.
- The ramps with dock doors were located for easy access from each boathouse-three docks were used for rowing and two for canoeing. Three docks were in place for the 1983 event and two were added in 1984. The dock ramps were eight feet by eight feet and had varying degrees of rotation. The first unit on land was set on steel Piles while the remaining units were easily removed from the water and stored on land until needed. Jet Float was attached to the last unit.
- The following venue operations groups were housed in twelve trailers:
  - 12 by 60 feet, access control/staff check-in
  - 10 by 45 feet, construction
  - 12 by 60 feet, doping control
  - 12 by 60 feet, canoeing federation/commissioner
  - 12 by 60 feet, rowing federation/commissioner
  - 10 by 45 feet, fuel, material and supply
  - 10 by 45 feet, press photo lab
  - 12 by 60 feet, results
  - 12 by 60 feet, security
  - 12 by 60 feet, sports medicine
  - 12 by 60 feet, technology
  - 12 by 60 feet, venue management

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30 A natural lake is converted by the LAOOC for use as the site of canoeing and rowing. Note especially the unique temporary bridge for athletes between their area (foreground) and the spectator area (above right).

Trailer interiors were modified at the venue. Trailers became very dusty due to conditions of the site and were maintained by a cleaning service. Technical equipment was kept covered to keep out the dust.

Other venue operations were housed in tent structures. The tents had eight-foot sides on a ten-foot frame to allow air to circulate through the top of the tent. Those that had air movement on four sides remained cool, while those located between trailers were unbearably hot. All tents had Astroturf flooring to keep dust down.

Support staff were fed in two 20-foot by 20-foot tents. Due to the heat the tents were well used. Food was served from a refrigerated unit stocked from a refrigerated truck close by.

Eight 20-foot by 20-foot tents were used for meetings. These tents bridged the space between two trailers in three places.

Olympic Family hosting was held in a 30-foot by 30-foot tent. All restroom facilities were portable. They were cleaned and pumped on a daily basis.

All lighting at the site was temporary. Lighting was installed for the 1983 event, removed and installed again in 1984. Power requirements were underestimated.

The spectator service area was decorated with colorful banners, kiosks and tents as were the bleachers, toilets, refreshment stands and first aid areas.

Spectators were seated in bleachers (capacity 4,680) and on picnic grounds. Stanchions and chains were used to separate press, VIP and athlete seating from the public. Although the stanchion and chain was easily removed, a more solid permanent barrier would have blocked the view.

Television monitors were provided throughout the spectator area along the picnic grounds. Cabinets had overhangs because of the glare from the sun and the water onto the screens. Even so, the overhangs did not prove completely satisfactory.

Initially, 10 turnstiles contained at five entrances were used. One entrance (two turnstiles) became a pass gate.

Construction and maintenance was ongoing and difficult at Lake Casitas because of the expanse and the remote location of the site and the continued heat. Examples follow:

- The water level dropped considerably during the year following the 1983 event.
- Modifications had to be made to extend existing ramps.

Overall, however, the LAOOC succeeded in staging remarkable competitions in both sports using only temporary facilities. The ability to fully test the basic architectural and construction assumptions one year prior in a relaxed pre-Olympic setting proved very worthwhile.

Following the competition, all facilities were removed from the site and conditions were returned to as close to original condition as possible. A small portion of the spectator entry landscaping was left as a memorial.
Site plan of spectator and finish line areas of canoeing and rowing events at Lake Casitas
Site plan of canoeing and rowing athlete preparation areas connected to spectator area via causeway.
Canoeing/Rowing

Architectural and Construction

Introduction

Competition in canoeing and rowing took place at Lake Casitas. Competition in these sports did not overlap so all athletes and spectator services were shared. Modification of the course was required for canoeing. Elaborate temporary athlete and official support facilities were constructed in an area of the venue called the "Athlete Knoll." All activities at the lake area of the venue were due to the special needs of Canoeing/Rowing. The technology facility was returned to its original state as a recreation facility for boating, fishing and camping.

Department/Function

Space Use (in feet unless noted)

Office Use

Office area for 2 (see Ven-
uue Operations). Individual
lockers for 50.
Lounge for 25, primarily for
venue staff.
Lounge for 25.
Feeding area for 300 ath-
tletes and officials.
Adjacent to athlete feeding
area for hot food preparation.
Refrigerated storage trailer.

Office area for 6 (see Venue
Operations).

Office area for 6 (see Com-
net Management).

Office for competition
staff, radio receiver.

Office area for staff, radio re-
ceiver.

Office area for 6.

Lounge for 25, primarily for
venue staff.
Lounge for 25.

Lounge for 25, primarily for
venue staff.

Office area for 6 (see Com-
net Management).

Lounge with tables and
50 seats, elevated
platform.

Offices for 3.

Office for 3 staff, radio re-
ceiver.

Office area for 6.

Office area for 3.

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Cycling: Mission Viejo and Artesia Freeway

Men’s and women’s individual road races were held on the opening day of cycling competition at Mission Viejo as an estimated 275,000 spectators lined the 10-mile circuit.

The course was lined with 10,000 delineators, 4,000 traffic cones and 20 miles of yellow barrier tape. The start/finish area, as well as key intersections and team cabin eating areas, were lined with plastic fence held in place by stakes. Dangerous corners were padded with two tons of foam rubber stuffed into plastic bags. Forty-nine specific pedestrian crossings were controlled by course marshals. A 12-foot emergency lane ran adjacent to the entire course. The course marshals blew whistles to announce the approach of riders or vehicles. Forty supervisors used bullhorns to communicate with the spectators.

All spectator, athlete and venue management facilities were constructed on a temporary basis. Athlete services included an equipment storage area, a 10-foot by 30-foot equipment tent and 60 tents (10-foot by 10-foot) used for team meeting rooms. Showers and toilets were in an 8-foot by 30-foot trailer. Venue management facilities included venue staff offices in a 20-foot by 40-foot tent, an 8-foot by 30-foot trailer and two 10-foot by 10-foot food service stands.

Two motorcycles specially prepared to carry camera equipment and cameramen was used by the host broadcaster for its coverage. There were 12 commentator booths, each measuring 5 feet by 6 feet, installed near the finish line.

Immediately following the conclusion of the women’s race, the installation of the awards ceremonies area was completed. Some set-up for the awards ceremonies was completed during the gaps between finishing athletes. However, maintaining control over the start/finish area was difficult, as was completing the ceremonies in order to stage and start the men’s road race.

A set of plans which broke the course into 50 detailed segments proved to be the single most useful resource for competition management. It was used by competition management to design the course details, train staff and illustrate to the Architecture/Construction Department exactly what was needed to build an Olympic bicycle racing circuit.

The 100-kilometer team time trial drew an estimated 75,000 spectators to the Artesia Freeway on the final day of cycling competition on 5 August.

The 27 teams of four were staged on an on-ramp to the freeway. The start line in the merge lane was the same as and adjacent to the turn-around and finish line.

Twenty-five kilometers of freeway were closed in both directions although only the four eastbound lanes were utilized. Raised reflector/warning dots were removed from the turn-around areas to permit the smoothest possible conditions.

At the conclusion of the event, motorcycles were used to lead the cyclists safely through the corridor extending past the start/finish line. The team time trial was the single most difficult event to plan and conduct. Because it was important to keep freeway closure time to a minimum, the entire venue was constructed on the day of the race between the hours of 0530 and 0800. Equally fast was the scheduled tear down at the venue from 1210 to 1315. The team time trial was the last piece of equipment was removed from the freeway at 1259; 49 minutes after commencing tear down and 16 minutes before the contractually agreed deadline for clearing of the site and re-opening to public traffic.

An entire community turns out to cheer on competitors during the individual road races at Mission Viejo.

Temporary plastic fencing is used along with miles of yellow barrier tape to restrain spectators from the road racing course.
Architecture and Construction

Map of 100 km time trial course utilizing the Artesia (91) Freeway

Course of cycling individual and team road races at Mission Viejo

Gradient diagram of road race courses showing distances and elevations above sea level for each course
Plan of cycling road races start and finish lines with adjacent team areas; plan is typical for both the individual road race course and the team time trial course.
The 25 km course loop was placed on a section of public highway, the Arena Freeway. The LAOOC took possession from 0530 to 1315 hours on race day to prepare the course and facilities, race and then vacate the premises.

Cycling: Team Time Trial (100 km)

The Olympic road race course was located in a residential community on a public roadway in Mission Viejo, California. All spectator and athlete facilities were established on a temporary basis.

**Field of Play**

Race Course 100 km 4 laps at 25 kilometers, concrete surface.

**Sports Administration**

**Federation Services**

- **12 College of Commissioners** 12 x 20 Table and chairs for 18 on elevated platform at start/finish line.
- **12 Judges’ platform** 6 x 10 Elevated platform for 5 at finish line.
- **12 Judges’/Offici- r’s Lounge** 20 x 20 tent Rest area for 24, refreshments, television. Used as jury room and officials’ check-in point.
- **12 Protest Desk** 3 x 6 Table and chairs for 3, near start/finish line.

**Athletic Services**

- **13 Equipment Repair** 10 x 30 tent Work area for 20, bench-es, air compressor, air conditioning, television.
- **13 Team Cabins** (60)10 x 10 tents Each tent with 4 chairs, bike rack, snack and beverage refrigerator, television; also used as judges’ lounge.
- **13 Showers/Toilets** 8 x 30 trailer Mobile units, hand-wash facilities and showers.

**Competition Management**

- **14 Competition Staff** 20 x 30 tent Office area for 8, including commissioner and course manager.
- **14** (28)3 x 10 trailers Supplemental lounge and office facility.
- **15 Course** 190.2—km-men 75.2—km-women Course was lined with 10,000 delineators, 4,000 cones, 20 miles yellow barrier tape, dangerous corners padded with foam rubber stuffed into bags.

**Technology**

- **16 Messaging Center** 15 x 15 tent Communications and message receiving center for staff and officials.
- **17 Results** 6 x 10 Results output, photo finish tower 7 feet high.
- **17** (6)3 x 10 trailers Supplemental lounge and office facility for 3, 6 staff members.
- **18 Staff Office** 20 x 30 tent Office area for 6 staff, 6 sponsors/vendors, radio charging and distribution.
- **19 Swiss Timing** 6 x 10 Swiss Timing 6 x 8 Photo finish tower 7 feet high, at finish.
- **20 Swiss Timing Center** 6 x 10 Switzerland 20 x 30 tent Time and scoreboard control table for 3.

**Television**

- **20 Trainer** 32 x 36 Telephone and television transmission and produc- tion vehicles.

**Venue Operations**

- **21 Venue Staff Office** 20 x 40 tent Office area for 20, reception, finance, personnel, venue manager and staff.
- **21** 8 x 30 trailer Supplemental vehicle for lounge for venue management.

**Spectator Services**

- **21 Food Service** (210)10 trailers Temporary stand for Olympic Family only.
- **22 Public Announcer** 13 x 11 Platform for 8, elevated 10 feet.
- **22 Seating** 455 Television, 250 portable seats, placed every half-mile on course.
7.03.8 Equestrian

All competition in the equestrian events was held at Santa Anita Park except the speed and endurance portions of the three-day equestrian event which took place at Fairbanks Ranch in San Diego County.

The Santa Anita Park facilities were built in 1934 for the racing of thoroughbred horse races around a 6-furlong dirt track and a turf course set within the dirt track. The Olympic jumping and dressage events required a dirt floored arena setting and did not utilize the existing track or turf course. Thus, the major construction elements at this venue were the creation of a 62-meter by 174-meter arena over the existing tile apron and race tracks and the installation of approximately 23,000 temporary bleacher seats.

The original plans called for the construction of the arena by 12-inch sand fill layers which were edged by rolling the sand in engineering fabric. This detail proved unsatisfactory and the edge detail was altered by the insertion of 2-inch by 12-inch boards which created a vertical wall once the 12-inch layer of sand fill was superimposed on the previous layer. The height of the perimeter wall varied from 12 inches at the south side (over the tile apron in front of the permanent stands) to approximately 5% feet on the north wall (over the turf track). Temporary bleachers were built to the north, east and west of the arena with space in the west bleachers allocated to competition officials, results, timing control and public address announcers.

A jumping holding ring was built directly adjacent to the west bleachers with tunnel access to the competition arena. Dressage holding rings were built directly adjacent to the east bleachers. It, too, had access to the competition arena through a tunnel in the bleacher structure.

Ten schooling areas for dressage were created by fencing specific parts of the dirt track and grass infield. An area for demonstration horses was set up on the northeast corner of the infield. It had a schooling area for jumping on the northwest corner.

Thirty 10-foot by 10-foot tents were built for training and holding areas, primarily in the schooling areas around the venue. Two athlete compound areas were created using three 10-foot by 10-foot tents placed next to the reserve stable facilities in the northwest corner of the venue. One tent was built in the south corner of the competition arena for the competition results staff. A 20-foot by 20-foot tented drivers’ lounge was created in the horse trailer parking area.

Immediately prior to the opening of competition at the venue, three shade structures were built for first aid in the north and east bleacher areas. Venue management, competition management and concessions were all placed in existing buildings. No modifications were done to the facilities for these operations.

Look items were limited to the temporary seating facilities and the permanent grandstand overhang so as to not conflict with the existing appearance of Santa Anita Park. The take-down period for the venue was short. The temporary grandstands were removed, followed by the sand and edging of competition arena. The area of the turf track which had been under the arena was resodded, though only minimal damage was sustained.

At Fairbanks Ranch, the construction of the cross country course on an existing golf course was substantial and time consuming. The major construction was done by four highly skilled course builders. These course builders constructed 35 jumping obstacles and grading necessary for the event.

The preparation of the roads and tracks portion of the speed and endurance course, as well as the parking lots, took a considerable amount of time and money, but were structurally fairly simple.

The stable area consisted of a completely fenced-in area with 100 horse stalls. Additional venue and competition management areas were established using fencing and tent structures. Due to the brevity of the event, efforts were made to limit the scope of the temporary facilities built. The clubhouse of the golf course on which the competition took place was used to house the commissioner and federation offices, in addition to a VIP hosting area. Groom and athlete shower rooms were available in the existing tennis clubhouse facilities.

Santa Anita Park provides an excellent setting for the equestrian competitions, including temporary grandstands, excellent spectator facilities and a complete equestrian hospital.
Site plan of equestrian events at Santa Anita Park

Enlarged section through equestrian dressage/jumping arena (looking west)

A = Ground level: 1, 3, 7, 10, 13, 16, 20, 21, 24, 25, 29, 31, 33, 34, 36
B = Main level 4, 6, 22, 37, 38
C = Mezzanine level: 14, 15, 17, 19, 30, 31, 37, 38
Plan of dressage/jumping field of play with seating cut away to show support areas

The San Gabriel Mountains provide an impressive backdrop for the equestrian competition at Santa Anita Park.
### Architecture and Construction

#### Santa Anita Park

<table>
<thead>
<tr>
<th>Department/ Function</th>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accreditation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Admin.</td>
<td>(21 x 14) x 16</td>
<td>Offices for 1 each.</td>
</tr>
<tr>
<td>2 Staff Entry</td>
<td>(21 x 14) x 10</td>
<td>Staff entry and check-in point. Work area for 1.</td>
</tr>
<tr>
<td><strong>Food Service</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Admin.</td>
<td>10 x 12</td>
<td>Office for 1.</td>
</tr>
<tr>
<td>4 Athlete Dining</td>
<td>60 x 79</td>
<td>Seating for 200.</td>
</tr>
<tr>
<td>5 Eating Area</td>
<td>42 x 52</td>
<td>20 lounge chairs, tables and chairs for 52.</td>
</tr>
<tr>
<td>6 FEI-Officials</td>
<td>32 x 48</td>
<td>Dining room for 48.</td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Audit/Cash Control</td>
<td>18 x 22</td>
<td>Office for 2.</td>
</tr>
<tr>
<td>8 (31 x 10)</td>
<td></td>
<td>Office for finance, accountants.</td>
</tr>
<tr>
<td>(20 x 14) x 16</td>
<td></td>
<td>Payroll office.</td>
</tr>
<tr>
<td><strong>Health Service &amp; Medical Control</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Dressing Control- Athletes</td>
<td>4000 square feet</td>
<td>Walking area for 6, dressing area for 5, heath area for 2.</td>
</tr>
<tr>
<td>10 Spectator Free Aid</td>
<td>18 x 28</td>
<td>First aid room with 6 beds.</td>
</tr>
<tr>
<td>11 Athlete Medical</td>
<td>12 x 60 trailer</td>
<td>Walking area for 2, treatment area for 60.</td>
</tr>
<tr>
<td>12 Veterinary Hospital</td>
<td>50 x 100</td>
<td>Complete equine hospital with animal hold, operating room, laboratory and treatment area.</td>
</tr>
<tr>
<td><strong>Material Acquisition &amp; Distribution</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Administration</td>
<td>12 x 14</td>
<td>Office for 2.</td>
</tr>
<tr>
<td><strong>Olympic Family Services Administration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 Hosting</td>
<td>15,000 square feet</td>
<td>Office for 1 (see Technology).</td>
</tr>
<tr>
<td>15 Language Services</td>
<td>18 x 18</td>
<td>Walking area for 20.</td>
</tr>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 Administration</td>
<td>17 x 23</td>
<td>Responsible for timekeeping and staff scheduling.</td>
</tr>
<tr>
<td><strong>Press Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17 Press Interview</td>
<td>36 x 37</td>
<td>Seating for 50.</td>
</tr>
<tr>
<td>Press Seating</td>
<td>234</td>
<td>150 guests, incl. desk, 76 without desk.</td>
</tr>
<tr>
<td>18 Staff Offices</td>
<td>10 x 17</td>
<td>Office for press chief.</td>
</tr>
<tr>
<td>19 Sub-Center</td>
<td>40 x 90</td>
<td>50 working places.</td>
</tr>
<tr>
<td><strong>Security</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 Command Center</td>
<td>16 x 32</td>
<td>Work space for 20.</td>
</tr>
<tr>
<td><strong>Sports Administration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 FEI Offices</td>
<td>20 x 22</td>
<td>Office for FEI President and Secretary-General.</td>
</tr>
<tr>
<td>22 Office for 4 of Dressage</td>
<td>14 x 17</td>
<td>Office for 4 of dressage jury.</td>
</tr>
<tr>
<td>23 Office for 2 of Appeal</td>
<td>12 x 24</td>
<td>Office for 2 of appeal jury.</td>
</tr>
<tr>
<td>24 Judges/Officials</td>
<td>18 x 30</td>
<td>Lounge for 22.</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 FEI Compound</td>
<td>1800 x 2400</td>
<td>Area with 781 stalls, 109 tack rooms, 30 lead sheds, fenced quarantine areas with 126 stalls, 125 grooms rooms each 12 x 12 (sleeping quarters), 125 grooms rooms each 12 x 12 (sleeping quarters), 125 grooms rooms each 12 x 12 (sleeping quarters).</td>
</tr>
<tr>
<td>26 Equipment Storage</td>
<td>40 x 12</td>
<td>1 tack room for each team.</td>
</tr>
<tr>
<td>27 Equipment/Check-In</td>
<td>15 x 15</td>
<td>Information board, 40 individual team mail boxes, work area for 4.</td>
</tr>
<tr>
<td>28 Lounge</td>
<td>44 x 54</td>
<td>Comfortable seating for 117.</td>
</tr>
<tr>
<td>29 Meeting Room</td>
<td>32 x 72</td>
<td>Seating for 108.</td>
</tr>
<tr>
<td>30 Weigh-In/Technology</td>
<td>12 x 12</td>
<td>One official scale.</td>
</tr>
<tr>
<td>31 Commission-Offic</td>
<td>18 x 24</td>
<td>Office for commissioner and sports manager.</td>
</tr>
<tr>
<td>32 Competition Staff</td>
<td>12 x 16</td>
<td>Office for competition director.</td>
</tr>
<tr>
<td>33 Staff</td>
<td>10 x 10</td>
<td>Office for assistant competition director.</td>
</tr>
<tr>
<td>34 Training Area</td>
<td>(7) x 200</td>
<td>Sand arena for training.</td>
</tr>
<tr>
<td>35 Area for cross country training</td>
<td>500 x 1000</td>
<td>Area for cross country training.</td>
</tr>
<tr>
<td>36 Grass arena for lunging</td>
<td>225 x 425</td>
<td>Grass arena for lunging.</td>
</tr>
<tr>
<td>37 Grass arena for lunging</td>
<td>60 x 300</td>
<td>Grass arena for lunging.</td>
</tr>
<tr>
<td>38 Grain storage</td>
<td>60 x 300</td>
<td>Sand base arena for training.</td>
</tr>
<tr>
<td>39 Sand arena for lunging</td>
<td>300 x 300</td>
<td>Sand arena for lunging.</td>
</tr>
</tbody>
</table>

**Field of Play**

<table>
<thead>
<tr>
<th>Area</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>27 Holding Rings</td>
<td>100 x 300</td>
</tr>
<tr>
<td>28 Jumping Arena</td>
<td>205 x 570</td>
</tr>
</tbody>
</table>

**Technology**

- **Press Seating**
  - Office for press chief. |
- **Venue Staff**
  - Office for 2 staff; shared with protocol manager.
- **Sub-Center**
  - Office for 2 staff; shared with protocol manager.
- **Control Center**
  - Office for 2 staff; shared with protocol manager.

**Ticketing**

- **Ticket Office**
  - Office for ticket information.
- **Driver Lounge**
  - Office for 12 drivers.
- **Press Office**
  - Office for press information.

**Sports Administration**

- **Olympic Family Services Administration**
  - Office for 1 (see Technology).

**Material Acquisition & Distribution**

- **Auditorium**
  - Office for 2. |

**Equipment Storage**

- **Equipment Storage**
  - Office for 2 of appeal jury. |

**Press Office**

- **Press Office**
  - Office for 2 of appeal jury. |

**Ticketing**

- **Ticket Office**
  - Office for ticket information. |

**Sports Administration**

- **Olympic Family Services Administration**
  - Office for 1 (see Technology). |

**Material Acquisition & Distribution**

- **Auditorium**
  - Office for 2. |

**Equipment Storage**

- **Equipment Storage**
  - Office for 2 of appeal jury. |

**Press Office**

- **Press Office**
  - Office for 2 of appeal jury. |
Innovative jump designs are present throughout the endurance course at Fairbanks Ranch.
### Architecture and Construction

#### Equestrian-Fairbanks Ranch

**Introduction**
Fairbanks Ranch was the site of the equestrian venue for the three-day event. The cross-country portion was laid out over 4.5 miles of a newly constructed golf course with a total of 33 jumps. The steeplechase portion was laid out over 2.5 miles of the same golf course while 13 miles of two portions of the roads and tracks were laid out over areas around the course and in the immediate vicinity. Venue and competition management facilities were constructed utilizing tents. The athletes’ compound and animal facilities were also constructed on a temporary basis utilizing tents.

<table>
<thead>
<tr>
<th>Department/Function</th>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Entry</td>
<td>20 x 30 tent</td>
<td>Staff entry, badge issue, storage and distribution point. Work area for 15. Supplementary staff check-in and entry. Work area for 1.</td>
</tr>
<tr>
<td>Food Service</td>
<td>Staff members were issued a coupon to acquire food at spectator food service stands.</td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td>15 x 15 tent</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>Audit, Cash Control</td>
<td>Office for 4 (see Venue Management).</td>
</tr>
<tr>
<td>Health Service &amp; Medical Control</td>
<td>Doping Control 8 x 28 trailer</td>
<td>Waiting area for 6 outside, processing area for 2 and bedding area for 2 with toilet and handwash facilities.</td>
</tr>
<tr>
<td>Equestrian Medicine</td>
<td>5 veterinary services vehicles located around course with complete first aid, medical facilities, and 3 emergency vehicles and 2 equine ambulance vehicles in stable area. The five vet stands were in same location with athletes and spectator first aid facilities.</td>
<td></td>
</tr>
<tr>
<td>Spectator First Aid</td>
<td>(5)20 x 20 tents</td>
<td>10 chairs, refrigerator, television, examination table, 2 folding cots, peak tent.</td>
</tr>
<tr>
<td>2 Sports Medicine</td>
<td>12 x 60 trailer</td>
<td>Waiting area for 10 television treatment area with 2 tables, refrigerator, handwash facilities. Medical stations located around the course each with 5 chairs, 2 cots, 2 stretchers, ice chest.</td>
</tr>
<tr>
<td>10 x 10 tent</td>
<td>(5)20 x 20 tents</td>
<td>Medical stations located around the course each with 5 chairs, 2 cots, 2 stretchers, ice chest.</td>
</tr>
<tr>
<td>Material Acquisition &amp; Distribution</td>
<td>Administration</td>
<td>Operations and administration area for 15 staff (see Venue Operations).</td>
</tr>
<tr>
<td>Storage</td>
<td>(2) x 40 trailers</td>
<td></td>
</tr>
</tbody>
</table>

### Olympic Family Services

<table>
<thead>
<tr>
<th>Olympic Family Services</th>
<th>3 Hosting</th>
<th>1,000 square feet</th>
<th>Administration hosting area for 50, television, refrigerator in existing clubhouse.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Administration</td>
<td>Responsible for payroll timekeeping and staff scheduling (see Venue Management).</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Press Operations</th>
<th>4 Interview Room 20 x 20 tent</th>
<th>Seating for 20.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Sub-Center</td>
<td>40 x 40 tent</td>
<td>20 working places, staff offices for 4.</td>
</tr>
</tbody>
</table>

### Security

<table>
<thead>
<tr>
<th>Command</th>
<th>6 Judges/Officials Lounge 20 x 20 tent</th>
<th>Lounge for 15. Serving also as jury room.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6 Scorers’ Area 10 x 10 tent</td>
<td>Table and chairs for 6.</td>
</tr>
<tr>
<td></td>
<td>7 Farmers 10 x 10 tent</td>
<td>Lodging area in stables with 75 beds, 100 chairs, 1 grooms per horse.</td>
</tr>
<tr>
<td></td>
<td>7 Grooms/Vets (20/12 x 12)</td>
<td>Athlete information and message receiving, 60 individual mail boxes.</td>
</tr>
<tr>
<td></td>
<td>7 Information/Check-in 20 x 20 tent</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7 Lounge (4/20 x 20 tents)</td>
<td>Chairs for 20, soft drink dispensers in athlete compound.</td>
</tr>
<tr>
<td></td>
<td>7 Stables (8/6 x 12)</td>
<td>Included 40 washing mats, 80 hay nets, 60 water dispensers.</td>
</tr>
<tr>
<td></td>
<td>7 10 x 10 tent</td>
<td>For stable manager.</td>
</tr>
<tr>
<td></td>
<td>7 8 x 32 trailer</td>
<td>Living quarters for stable manager.</td>
</tr>
<tr>
<td></td>
<td>7 Storage (20/15 x 15 tents)</td>
<td>Field and equipment storage each with lockable storage cabinet.</td>
</tr>
<tr>
<td></td>
<td>7 Team Meeting Room 20 x 20 tent</td>
<td>Tables and chairs for 36.</td>
</tr>
<tr>
<td></td>
<td>7 Warm-Up Competition Management 10 x 10 tent</td>
<td>3 scales.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Olympic Family Services</th>
<th>9 Exercise Warm-up Area 500 x 700</th>
<th>30 jumps on and obstacles over 4.5 mile cross-country course, 8 chairs at each jump for jockeys. 60 water coolers for staff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 Start of Course</td>
<td>Course A.</td>
<td>Course B.</td>
</tr>
<tr>
<td>9 Start of Course</td>
<td>Course C.</td>
<td>Course D.</td>
</tr>
<tr>
<td>10 Start of Course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Start of Course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Start of Course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Vet Box 1,000 square feet</td>
<td>Officials’ box at race start point includes: bathroom; 3 veterinarians, oxygen, ice, washrooms, ice chest, first aid, beverages, scales.</td>
<td></td>
</tr>
</tbody>
</table>

### Technology

<table>
<thead>
<tr>
<th>Technology</th>
<th>4 Message Center 10 x 10 tent</th>
<th>Communications and message receiving center for staff and officials.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>3 x 18</td>
<td>Result input table for 6.</td>
</tr>
<tr>
<td>5</td>
<td>8 x 32 trailer</td>
<td>Result output, photo-copying and distribution.</td>
</tr>
<tr>
<td>Scoreboard</td>
<td>(2) x 30</td>
<td>Manual boards.</td>
</tr>
</tbody>
</table>

| Television | 16 Trailer Compound 60 x 200 | Television and telephone transmission and production vehicles. |

| Ticketing | Information 10 x 10 tent | Ticket sales and will call area. |

<table>
<thead>
<tr>
<th>Transportation</th>
<th>Administration</th>
<th>Office for 3 (see Venue Management).</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Driver’s Lounge 30 x 30 tent</td>
<td>Lounge for 100, television, refreshments.</td>
</tr>
</tbody>
</table>

### Venue Operations

<table>
<thead>
<tr>
<th>Venue Operations</th>
<th>18 Construction 60 x 75</th>
<th>Office for 3 for course builders and obstacle repair crew.</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 Venue Staff Officers 40 x 40 tent</td>
<td>Office for all competition and venue operation functions.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8 x 40 trailer</td>
<td>Office for 10 during course set up and after event demanded.</td>
</tr>
<tr>
<td></td>
<td>2,200 square feet</td>
<td></td>
</tr>
</tbody>
</table>

| Spectator Services | Food Service (24) x 10 | Food sales point for spectators. |
|--------------------| (8) x 60 foot           | 60 picnic tables for spectators. |
|                    | (3) x 40 trailers       | Storage. |
|                    | Program Stands (12) x 4 | Storage. |
|                    | Public Information (21) x 10 tents | Portable sales points for programs. |
|                    | Public Seating 50,000 | General spectator information. |

<table>
<thead>
<tr>
<th>Olympic Family Services</th>
<th>10 x 10 tent</th>
<th>Office for 1 (see Venue Management).</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 Venue Operations</td>
<td>Office for 3 (see Venue Management).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Office for 5 (see Venue Management).</td>
<td></td>
</tr>
</tbody>
</table>
The Long Beach Convention and Exhibition Center facility provides three venues for Olympic use, including two for fencing and one for volleyball.

7.03.9 Fencing and Volleyball
The Long Beach Convention and Entertainment Center hosted the Olympic competitions of fencing and volleyball. This complex consists of three facilities: the Arena, the Exhibition Hall and the Terrace Theater. The Arena, built in 1962, was used for the volleyball competition while the Exhibition Hall, built in 1977, and the theater were used for fencing. In addition, there were two volleyball warm-up and training courts in the Exhibition Hall and the lower portion of the theater was used for venue management and press support facilities. All three of the facilities were fully utilized with the exception of the existing facilities’ management offices.

This venue was unique in that two sports, requiring quite different support facilities, shared almost everything except the field of play and athlete support areas. This created a delicate balancing act for construction and venue management when they received requests from one sport that affected the facilities of the other sport.

Construction and modification at the Arena was simple because it was used as a volleyball arena on a regular basis prior to the Games. The synthetic flooring was laid over the existing concrete flooring. Steel supports in the flooring were installed to support the high tension standards. Spectator seats, restrooms and concessions all existed and required no changes although temporary novelty tents were added around the concourse level.

Facility modifications entailed temporary modifications by subdividing the existing athlete locker rooms, other support areas and the competition staff’s work area. There was no need to modify lighting or the scoreboard since both had recently been installed by the venue’s owner.

The volleyball warm-up court was a more difficult issue to resolve. There was no existing court adjacent to the one used for competition, so two temporary courts were created. The original plan called for the placement of the warm-up court in a tent outside the Arena, which would have required the installation of a concrete slab, air-conditioning and a large clear-span tent structure. The estimated cost of this construction was enormous.
Additional security problems would have been created and needed car parking spaces would have been lost. The revised plan placed the two warm-up courts in a corner of the Exhibition Hall. Although the fencing competition staff disagreed with this placement, the plan was approved and construction proceeded smoothly. The warm-up area required the construction of a wall, 100 feet long and 25 feet high. The wall was erected as a sound barrier so as to minimize interference with fencers either training or competing in adjoining parts of the Exhibition Hall. It was quite effective but not totally soundproof; this generated some complaints from the FIE. The ceiling was protected with light and sprinkler guards. Overall, minimal problems arose from the court placement during the fencing competition.

Construction for competition staff and athlete areas (locker and training rooms) entailed the subdivision of existing areas. Competition staffs were placed in existing storage areas with lighting and ventilation added to make four separate, private rooms. Fencing preliminaries were held in the Exhibition Hall and the finals in the Terrace Theater. Neither of these facilities were designed or used for sports prior to the Games. As a result of this, support facilities for the athletes were non-existent in the Exhibition Hall and were adapted from performer dressing facilities in the theater building. Compounding this problem was the fact that fencing is both an individual and a team sport which brought in a great many athletes who needed to be on-site for several bouts a day over an 8—10 hour period.

With the preliminary elimination rounds to be held in the Exhibition Hall, temporary bleachers for 2,500 spectators were put at opposite sides of the 16 competition pistes. An adjacent storage corridor was partitioned to provide technical services, equipment repair, sports medicine and athlete lounges. Lockers and showers were provided in two 32-foot self-contained trailers. These trailers were plumbed into a fire line adjacent to a nearby hotel. Existing concessionaires served the spectators.

Adjacent to the field of play, but behind the temporary bleachers, were 15 practice pistes. These pistes were separated from the volleyball warm-up court by an existing wall and a temporary partition.

Support and federation offices were housed in existing offices on the mezzanine level overlooking the floor of the Exhibition Hall.

Most support operations were shared by the two venues and housed in the existing meeting rooms under the Terrace Theater. Although this consolidated people and space, circulation became a problem at times. All construction at both venues was temporary and installed in a five-day period. Tear down was also carried out in an expedient manner. The end result demonstrated the success of a multi-sport effort within a single complex through close coordination and cooperation. Both sports ran smoothly and spectators were treated to excellent competition in venues that were as well-equipped as any other which hosted only a single sport.
Plan of training and qualifying facilities for volleyball and fencing at Exhibition Hall of Long Beach Convention Center

Plan of fencing finals at the Terrace Theater of Long Beach Convention Center

Plan of fencing support areas below theatre
Plan of volleyball arena at Long Beach Convention Center with roof removed and seating cut away to show access and support areas below.
## Fencing and Volleyball (shared services and facilities)

### Introduction

Fencing and volleyball were held in the Long Beach Convention Center which includes the following shared services and facilities:

- **Storage:** 2 rooms, 8 x 40 trailers
- **Refrigeration:** Food storage trailer
- **Diagnostic:** 20 x 30 trailer
- **Telephone:** 80 x 110 trailer
- **Computer:** 20 x 30 trailer
- **Office:** 68 x 98
- **Chairs:** 10 x 12 tables for staff and volleyball federation offices. All facilities were in the Long Beach Convention Center which was divided into several areas: Olympic Family Services, Administration (taped areas), Olympic Games, Olympic Planning, Spectator Services, and Press Operations.

### Facilities and Services

The following chart describes the facilities and services that were shared by fencing and volleyball.

<table>
<thead>
<tr>
<th>Department/Function</th>
<th>Space Use (in feet)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fencing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CA: Office area for 3, served volleyball and fencing (see Venue Operations).</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>CA: Staff lounge for 40, refrigerator, television, shared by fencing and volleyball.</td>
<td>20 x 30</td>
<td></td>
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<tr>
<td>CA: Waiting area for 15; all seats without view of competition.</td>
<td>15 x 15</td>
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<tr>
<td>CA: Interview room for 45, shared by fencing and volleyball.</td>
<td>30 x 40</td>
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<tr>
<td>CA: Backup interview room for 36, served for fencing and volleyball.</td>
<td>20 x 30</td>
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<tr>
<td>CA: Conference room for 10; for fencing and volleyball.</td>
<td>10 x 20</td>
<td></td>
</tr>
<tr>
<td>CA: Conference room for 40, served fencing and volleyball.</td>
<td>40 x 50</td>
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<tr>
<td><strong>Security</strong></td>
<td></td>
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<tr>
<td>12 x 60 trailer</td>
<td>Office area for 12, served volleyball and fencing.</td>
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<tr>
<td><strong>Technology</strong></td>
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<tr>
<td>10 x 10 trailer</td>
<td>Communication center: Offices for 2, radiobase, distribution and receiving.</td>
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<tr>
<td><strong>Television</strong></td>
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<tr>
<td>80 x 110 trailer</td>
<td>Television and telephone production and transmission vehicles.</td>
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<tr>
<td><strong>Ticketing</strong></td>
<td></td>
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<tr>
<td>20 x 20 tent</td>
<td>Information point for public at entry to facility; no on-site ticket sales.</td>
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<tr>
<td><strong>Transportation</strong></td>
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<tr>
<td>15 x 15 tent</td>
<td>Real area for 50, shared with volleyball and fencing.</td>
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<tr>
<td><strong>Press Operations</strong></td>
<td></td>
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<tr>
<td>Interview Room</td>
<td>30 x 40</td>
<td>CA: Interview room for 50, elevated platform for 6. Shared by fencing, volleyball and fencing.</td>
</tr>
<tr>
<td>20 x 30</td>
<td>CA: Interview room for 36. Shared for racing.</td>
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</tr>
<tr>
<td>20 x 30</td>
<td>CA: Backup interview room for 36. Shared for racing.</td>
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<tr>
<td><strong>Press</strong></td>
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<tr>
<td><strong>Food Service</strong></td>
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<tr>
<td><strong>Health Service &amp; Medical Control</strong></td>
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<td><strong>Material Acquisition &amp; Distribution</strong></td>
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<td><strong>Olympic Family Services</strong></td>
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<td><strong>Personnel</strong></td>
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<td><strong>Press</strong></td>
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</tbody>
</table>

### Press Operations

- **Press Operations**
  - **Interview Room:** 30 x 40
  - **20 x 30
  - **6 Sub-Center:** 20 x 30
  - **Security:**
    - **Chairman Center:** 12 x 60 trailer
  - **Technology:**
    - **Message Center:** 10 x 10
    - **Results:** 20 x 30
    - **Staff Office:** 20 x 30
    - **Television:** 80 x 110 trailer
    - **11 Telecommunications:** 18 x 18
  - **Television:**
    - **12 Television Compound:** 20 x 20 tent
  - **Ticketing:**
    - **13 Information:** 20 x 20 tent
  - **Transportation:**
    - **14 Diver Lounge:** 15 x 15 tent
  - **Press Operations:**
    - **15 Venue Management Office:** 40 x 50
    - **16 Venue Staff Office:** 68 x 38
  - **Press Operations:**
    - **17 Press Office:** 22 x 26 trailer
  - **Press Operations:**
    - **18 Program Stand:** 6 x 4 trailer
  - **Press Operations:**
    - **19 Public Seating:** 2500
  - **Press Operations:**
    - **20 Temporary free tickets:** 3000

### Food Service

- **Food Service**
  - **Eating Area/Lounge:** 40 x 40
  - **EH:** Fencing staff lounge, 40, refrigerator, television, 75 individual lockers.

### Health Service & Medical Control

- **Health Service & Medical Control**
  - **21 Doping Control:** 32 x 32
  - **22 Spectator First Aid:** 10 x 16
  - **23 Spectator Medical:** 12 x 40
  - **24 Administration:** 14 x 20
  - **25 Hosting:** 33 x 56
  - **26 Mixed Zone:** 16 x 40

### Olympic Family Services

- **Olympic Family Services**
  - **27 Administration:** 11 x 17
  - **28 Sport Operations:**
    - **30 Olympic Games:** 12 x 40
    - **31 Olympic Family Services:**
      - **32 Olympic Games:** 12 x 40

### Security

- **Security**
  - **29 Administration:**
    - **30 Olympic Games:** 12 x 40
  - **31 Press Operations:**
    - **32 Olympic Games:** 12 x 40

### Sports Management

- **Sports Management**
  - **33 Olympic Games:** 12 x 40
  - **34 Olympic Games:** 12 x 40
  - **35 Olympic Games:** 12 x 40

### Press Operations

- **Press Operations**
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Architecture and Construction

| Equipment | Storage | (70) x 2.1 | EH: Storage for individual athletes' bags at athlete entry point to venue.
| Equipment | Drug Control | (240) x 3.7 | EH: (405)-footwork tables, storage for 100 bags each 4 x 2 x 1.5.
| Equipment | Vendor | 22 x 16 | EH: Vendor area for clothing and equipment.
| Equipment | Self Help | 2 x 9.5 | EH: 7-foot work bench, (3) B-foot work benches, 3 vises, 1 grinder. Work area for wheelchairs.
| Equipment | Armory and Repair | 24 x 12 | EH: Work area for 5 mechanics with (26) foot work benches, (17) foot work bench, 2 vises, 2 grinders, storage cabinet.
| Equipment | Cloth Repair | 12 x 12 | EH: 3 sewing machines and operators.
| Equipment | Maintenance and Repair | 18 x 18 | EH: (26) foot work tables, 5 chairs, television, spare equipment sets each 2 x 3 x 3.
| Equipment | Measurement | 11 x 12 | EH: Equipment testing room w/6ft chairs, table.
| Equipment | Athlete Eating | 15 x 36 | EH: Eating area for 25, television, video games, adjacent to athletic lounge.
| Equipment | Vendor | (41) x 20 | CA: Meeting areas each holding 20.
| Equipment | Room | (3) x 18 | EH: Meeting rooms for 10 each, adjacent to competition piles.
| Equipment | Athlete Lounge | 40 x 40 | EH: Lounge with 60 chairs, television, 10 video games.
| Equipment | Equipment | 24 x 32 | EH: 6-cots, 4 sofas.
| Equipment | Check In | 8 x 10 | EH: Bulletin board and information desk in warm up area, 4 chairs.
| Equipment | Showers/Toilets | (22) x 32 | EH: Temporary shower and locker facilities, one each for men and women, including 10 showers, 2 portable toilets, 30 individual lockers (30 for men).
| Equipment | Warm-Up | 22.100 square feet | EH: Warm-up and training area with 15 piles, carpeted.
| Equipment | Warm-Up | 24 x 49 | TH: Warm-up area with 2 piles on theatre stage.
| Equipment | Finishing | 24 x 40 | EH: Office for 2.
| Equipment | Competition Management | 17 x 20 | EH: Office for secretary/secretary.
| Equipment | Competition Staff | 12 x 15 | EH: Office for competition director, sport manager and 2 guests.
| Equipment | Technology | 12 x 13 | EH: Office for 2, scoring card preparation area, +EH: Office for technical manager.
| Equipment | Field of Play | 13 x 32 | CA: Meeting areas each holding 20.
| Equipment | Competition Hall Preliminaries | 190 x 304 | EH: Area carpeted with 16 competition piles, elevated platform for director's technique.
| Equipment | Preliminaries | 46 x 140 | TH: 1 plate set on theatre stage; seating for armor.-er, 2 coaches, 2 referees.

| Architecture and Construction | Electric Scoreboard | 2 x 3 | EH: Each plate with.
| Architecture and Construction | Electric Scoring Box | 2 x | EH: Electric scoring box.
| Architecture and Construction | Connecting Cords | 2 x | 6-foot table, 6 chairs.
| Architecture and Construction | Touch Standards | 2 x | 2 touch standards.
| Architecture and Construction | Batteries | 2 x | 2 batteries.
| Architecture and Construction | Scoreboard | 1 x | Strip signal.
| Architecture and Construction | In-Cabin | 2 x | 2 in-cabin.
| Architecture and Construction | Stopwatch | 150 gram weight | EH: Stopwatch.
| Architecture and Construction | 500 gram weight | 150 gram weight | EH: Stopwatch.
| Architecture and Construction | Gauge-Height Gauge | 2 x | Gauge-Height Gauge.
| Architecture and Construction | Fencing | 2 x | 2 men.
| Architecture and Construction | Warm-Up | 18 x 50 | EH: Elevated platform for 15, protected desk.
| Architecture and Construction | Directives | EH: 12 x 64 | EH: Elevated platform for 150 VIPs and Federation officials.

| Technology | Results | 6 x 16 | EH & TH: Results input table for 6. adjacent to the DT platform.
| Technology | Swiss Timing | 2 x 6 | EH & TH: Scoreboard and timing control center.

| Venue Operations | Spectator Services | 50 x 20 | Sports Service: (50) x 20 EH: Concession stands with 20, 6 tables, 6 chairs.
| Venue Operations | Staff | 28 x 35 | Public Seating: 28 x 35 EH: Temporary bleachers.
| Venue Operations | Field of Play | 2500 | EH: Temporary bleachers.

| Venue Operations | Sports Arena | 28 x 38 | SA: Lounge for volleyball, staff and chairs for 30, refrigerator, television.
| Venue Operations | Administration | 16 x 20 | EH: Office for competition director, sport manager and 2 guests.
| Venue Operations | Computer | 12 x 13 | EH: Office for competition director, sport manager and 2 guests.
| Venue Operations | Technology | 13 x 32 | EH: Office for technical manager.

| Field of Play | 190 x 304 | EH: Area carpeted with 16 competition piles, elevated platform for director's technique.
| Field of Play | 48 x 140 | TH: 1 plate set on theatre stage; seating for armor.-er, 2 coaches, 2 referees.

| Plates | (162) m² | 18m | EH: Each plate with.
| Plates | Electric Scoring Box | 2 x | EH: Electric scoring box.
| Plates | Connecting Cords | 2 x | 6-foot table, 6 chairs.
| Plates | Touch Standards | 2 x | 2 touch standards.
| Plates | Batteries | 2 x | 2 batteries.
| Plates | Scoreboard | 150 gram weight | EH: Stopwatch.
| Plates | 500 gram weight | 150 gram weight | EH: Stopwatch.
| Plates | Gauge-Height Gauge | 2 x | Gauge-Height Gauge.
| Plates | Fencing | 2 x | 2 men.
| Plates | Warm-Up | 18 x 50 | EH: Elevated platform for 15, protected desk.

| Tournament | 12 x 64 | EH: Elevated platform for 150 VIPs and FIE officials on stage behind platform.

| Technology | Results | 6 x 16 | EH & TH: Results input table for 6.
| Technology | Swiss Timing | 2 x 6 | EH & TH: Scoreboard and timing control center.

| Venue Operations | Spectator Services | 50 x 20 | Sports Service: (50) x 20 EH: Concession stands with 20, 6 tables, 6 chairs.
| Venue Operations | Staff | 28 x 35 | Public Seating: 28 x 35 EH: Temporary bleachers.

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| Venue Operations | Computer | 12 x 13 | EH: Office for competition director, sport manager and 2 guests.
| Venue Operations | Technology | 13 x 32 | EH: Office for technical manager.
The Rose Bowl in Pasadena, California, was the main venue for the Olympic football competition. However, preliminary round matches also took place at Harvard Stadium, Navy-Navy Corps Memorial Stadium and Stanford Stadium. The Rose Bowl, dedicated in 1922, has a current seating capacity of 104,696. Harvard Stadium in Boston, Massachusetts was built in 1903 and was completely renovated in 1982. Navy-Navy Corps Memorial Stadium, located in Annapolis, Maryland, was dedicated in 1959. Stanford Stadium, in Stanford, California, was built in 1922. All of these facilities have played host to numerous American football games.

The Architectural and Construction Department hired a football project manager in June 1983. The planning, design and venue development process was fully engaged in November 1983. In January 1984, outside consultants were engaged to handle the Look design and construction management.

The Rose Bowl presented very few problems from a construction standpoint since it had presented many American football competitions to large crowds and from a functional standpoint, the Olympic football competition differed only in the size of the field of play. Olympic construction began in the Rose Bowl in July 1984 following a meticulous competition. Damage to the facility’s field was extensive and required the LAOOG to completely grade and re-sod the field of play. Three trailers were brought in to support construction and venue management efforts and were stationed just off Rose Bowl Drive, southeast of the stadium.

Existing office space in the southeast corner of the facility housed the Rose Bowl administration and the city of Pasadena police. Locker rooms, warm-up areas, sports medicine and doping control offices were located under the south end of the stadium. Concessions facilities, amounting to 45 permanent and temporary stands, were already in place and required only cosmetic additions. Approximately 2,500 linear feet of fencing were used to supplement the existing fences. More than 40,000 square feet of fence fabric were used to decorate both the fencing and seat areas. National and ceremonial flags were flown around the outside rim of the stadium. In addition, 48 large banners were acquired and 12 were placed at each of the quarter points of the stadium rim. As few modifications were required to the physical plant, a strong emphasis was placed on the Look. Three master Look structures were built and placed at Gates A, Band C. Three hundred signs of various types were added for spectator control.

Although Harvard Stadium was constructed for football competition, the sophisticated technology and size of the Olympic production required modifications to the facility. Construction installed the following items from Harvard Stadium and removed them after the Games:
- Security fence and gates around the Dillon Field House
- Security fence and gates at the ITT building
- Security fence and vinyl wrap around the lighting rectifier
- Torch platform
- Propane system for Olympic Torch
- Installation of a torch
- Backdrop wall
- Dry propane system with plywood and 12,000 pounds of sand
- Podium and two rail system
- Extension on the podium
- Paint, install, repair and remove expanded polystyrene panels around the field of play
- Photographer’s barriers
- Fabricate two types of corner flag systems
- Roof over the players
- Install ceremonial banners and glue country placards
- Flags of the nations at the bowl end of the stadium
- Banners throughout the stadium
- Look wrap columns in the stadium
- Wrap speaker towers
- Decorate VIP, press and athlete areas
- Plywood panels around the concession stands
- Wiring for photocopying machines and computers
- Temporary staff check-in booth
- Two ceremonies control shakes
- Guard shack at the Olympic village
-Eleven tents
- Performed numerous other small tasks for ceremonies, security, competition, food service, protocol, press and technology

Although Stanford Stadium was constructed for American football competition, the sophisticated technology and size of the Olympic production required modifications to the stadium facility and Branner Hall, the Olympic athlete housing facility. Site preparation included the following:
- Contracting and supervising the fencing project around Branner Hall, concession areas, management staff areas, law enforcement areas and areas within the field of play
- Contracting and supervising the temporary electrical work for the stadium as well as Branner Hall
- Contracting and supervising the painting of concession areas, doping control facilities, locker facilities and ticket booths
- Contracting for installation of the venue management trailers
- Contracting and supervising the tent installation at Branner Hall, VIP hosting area, sponsor area and the press interview area
- Contracting and supervising the concourse lighting project
- Installation of furniture within the venue management area

Look coordination for the facility included the contracting for and supervision of flag pole installation, field of play runner, scoreboard signage and all signage in and around the stadium. Construction responsibilities at Navy-Navy Corps Memorial Stadium in Annapolis were similar to those at Harvard Stadium. Trainers were brought in to house the venue management and competition officials, fencing was constructed to develop the proper circulation within the controlled areas and considerable attention was paid to the Look decorations. The centerpiece to these decorations was the construction of an Olympic torch structure at the west end of the field of play. Several goals of the Olympic design program were realized at the remote football venues. With the Look celebrating the festive qualities and international spirit traditionally associated with the Games, the vivid colors created an exciting backdrop for the drama of the opening ceremonies and football competition at each venue. Most importantly, the Look visually linked the geographically diverse soccer sites.
Architecture and Construction

Plan of football stadium at the Rose Bowl with seating cutaway to show team access and support areas.
Football

Introduction
Football competition took place at three sites in addition to the Rose Bowl. Eight preliminary matches and all final rounds were held at the Rose Bowl. The Rose Bowl is an existing outdoor multipurpose stadium with seating for more than 103,000 spectators and existing concession and spectator support facilities.

Accreditation

<table>
<thead>
<tr>
<th>Department/Function</th>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Entry</td>
<td>10 x 30 tent</td>
<td></td>
</tr>
<tr>
<td>Staff Entry</td>
<td>10 x 30 tent</td>
<td>Office for 6.</td>
</tr>
</tbody>
</table>

Food Service Administration
Office for 3 (see Venue Operations).

Eating Area

<table>
<thead>
<tr>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 lounges</td>
<td></td>
</tr>
<tr>
<td>3 x 30 tent</td>
<td></td>
</tr>
<tr>
<td>4 refrigeration units for box lunch storage.</td>
<td></td>
</tr>
</tbody>
</table>

Finance

<table>
<thead>
<tr>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 x 15</td>
<td>Office area for 10.</td>
</tr>
<tr>
<td>10 x 15</td>
<td>Office for 12.</td>
</tr>
</tbody>
</table>

Health Service & Medical Control

<table>
<thead>
<tr>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 x 20</td>
<td>Waiting area for 10 test- ing area with toilet and handwash facilities; pro- cessing or work area for change room, storage cabi- net, refrigerator.</td>
</tr>
<tr>
<td>20 x 20</td>
<td>Treatment area for 2, re- frigerator, television, air conditioning, box, toilet, waiting area for 15.</td>
</tr>
<tr>
<td>16 x 28</td>
<td>Waiting area for 8, 6 treat- ment tables, ice maker, refrigerator, handwash facilities.</td>
</tr>
</tbody>
</table>

Material Acquisition & Distribution

| Function | Office for 3 (see Venue Operations). |

Residential

<table>
<thead>
<tr>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 x 60</td>
<td>Existing residential rooms with toilets for 20, show- er, toilet and dressing area.</td>
</tr>
<tr>
<td>16 x 20</td>
<td>Existing dressing rooms with toilets for 20, show- er, toilet and dressing area.</td>
</tr>
</tbody>
</table>

Security

<table>
<thead>
<tr>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 x 12</td>
<td>Seating for 6.</td>
</tr>
<tr>
<td>12 x 12</td>
<td>Seating for 4.</td>
</tr>
</tbody>
</table>

Sports Administration

<table>
<thead>
<tr>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 x 60</td>
<td>Existing dressing rooms with toilets for 20, show- er, toilet and dressing area.</td>
</tr>
<tr>
<td>20 x 20</td>
<td>Office for 20 staff including competition staff and per- sonnel staff.</td>
</tr>
</tbody>
</table>

Technology

<table>
<thead>
<tr>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 x 10</td>
<td>Message center.</td>
</tr>
<tr>
<td>10 x 10</td>
<td>Message center.</td>
</tr>
</tbody>
</table>

Transportation

<table>
<thead>
<tr>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 x 20</td>
<td>Office area for 12.</td>
</tr>
<tr>
<td>20 x 20</td>
<td>Office for 20 staff including competition staff and per- sonnel staff.</td>
</tr>
</tbody>
</table>

Venue Operations

<table>
<thead>
<tr>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 x 20</td>
<td>Existing residential rooms with toilets for 20, show- er, toilet and dressing area.</td>
</tr>
<tr>
<td>25 x 60</td>
<td>Message center.</td>
</tr>
</tbody>
</table>

Olympic Family Services

<table>
<thead>
<tr>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 x 60</td>
<td>Office for 3 (see Venue Operations).</td>
</tr>
<tr>
<td>10 x 50</td>
<td>Office area for 3.</td>
</tr>
<tr>
<td>10 x 50</td>
<td>Office area for 3.</td>
</tr>
<tr>
<td>10 x 50</td>
<td>Office area for 3.</td>
</tr>
</tbody>
</table>

Field of Play

| Field | 60m x 105m | Natural grass turf field. |

Program

<table>
<thead>
<tr>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>212 x 24</td>
<td>Program director.</td>
</tr>
<tr>
<td>8 x 8</td>
<td>General information point for spectators.</td>
</tr>
<tr>
<td>103 x 100</td>
<td>Public seating for spectators.</td>
</tr>
</tbody>
</table>

131
7.03.11 Gymnastics
The building of a unique 20-foot high bridge and the set up of the field of play were among the most notable of the construction projects at the gymnastics venue at UCLA's Pauley Pavilion.

The bridge was constructed between Pauley Pavilion and the training gymnasium used by gymnasts at Wooden Center in the UCLA Village. The gymnastics required a direct route between the training site and the competition floor to isolate them from the public and the bridge allowed athletes to re-enter the UCLA Village without accessing the main walkway. Moreover, the layout of the gymnastics venue directly adjacent to the UCLA Village required the construction of the elevated walkway as a security measure. The bridge spanned the village security fence from Wooden Center to the Pauley Pavilion athlete entry tunnel and access was limited to athletes, coaches, FIG officials and medical and competition personnel.

Construction inside Pauley Pavilion included the erecting of the gymnastics podium, a one-meter-high platform on which all the gymnastic apparatus was placed. The podium had a large surface area shaped to accommodate the equipment and was used in the 1976 Games in Montreal, then purchased by the LAOOC. After the Games, it was sent to the United States Gymnastics Federation in Indianapolis. During the summer of 1983, the podium was set up in the LAOOC warehouse by the Canadian firm which manufactured it as a demonstration for the LAOOC staff. The podium was set up in 1983 at Pauley Pavilion for the McDonald's International Gymnastics Championships.

The podium was unique as several sections were constructed to withstand the high pressure of the gymnasts' performance. Guy wires were used to anchor the apparatus with weights securing them beneath the podium. The podium required three days to set up and 12 hours to tear down. Additional pieces were constructed to enlarge the podium at the high bar and uneven bar, and spare parts were constructed for broken or damaged units. During artistic competition, the men's and women's apparatus was changed on the podium every night as men and women competed on consecutive days. A perimeter fence was placed around the podium and created a walkway for photographers. Elevated platforms were located inside the perimeter barrier for FIG officials, judges and members of the national federations.

A number of complex wiring systems were installed. Wiring for telephone, electronic messaging system terminals, Swiss Timing, sound systems, television and electrical systems were located under a light gray carpet covering the podium and surrounding floor area. Wiring was routed to prevent electrical interference between systems.

Artistic gymnastics competition was completed at 1300 hours on 5 August 1984 with rhythmic training scheduled to begin at 0800 hours on 7 August. Crews began the work required to change-over the venue immediately after artistic gymnastics competition was completed. The crews removed the gymnastics apparatus and the podium. The judges’ tables and platforms were moved. Technology items, including the wiring, and television cameras were relocated. Additional floor level bleachers were set up. Platforms, scaffolding and the carpet were reworked where necessary and the rhythmic competition floors were installed. The job was completed by 2000 hours on 6 August 1984.

The last event at Pauley Pavilion ended at 2200 hours on Saturday, 11 August 1984. The venue was secured and technology sponsors began the removal of equipment. The field of play was cleared and restoration work began on Sunday, 12 August 1984 including painting, refreshing the floor, re-sodding Spaulding Field where the television compound had been, and reinstalling seating that had been removed for the press.
Plan of Pauley Pavilion with upper level seating removed to indicate support areas.

Section through Pauley Pavilion looking north.
Architecture and Construction

Gymnastics

Introduction
Gymnastics competition and training utilized 3 separate buildings: Pauley Pavilion (PP), competition facility; Wooden Center (WC), training and warm up facility and Morgan Center (MC), administrative center. The Wooden Center was located inside the Olympic village at UCLA. Pauley Pavilion was accessed by athletes from Wooden via a bridge. Pauley Pavilion and Wooden/Center are adjacent to each other and connected by an adjacent parking structure, thus no additional security was required. A common area with shared facilities or resources such as parking and staff feeding areas.

Health Services

1. Staff
20 x 40 tent
Outdoor work area for 8 assigned to the Wooden Center (see Venue Operations).

2. Food Service
20 x 300
Service and seating area for 200, including bleachers for gymnastics and tennis. Staff and administrative offices for U.S. Postal Service.

3. Lounge
10 x 20 tent
MC: Seating for 65, snack and beverage service.

4. Storage
(2) 10 x 45 trailers
Trucks located on Spradling Field. Refrigerated storage boxes and lockable distribution panels.

Finance

5. A/C, Cash Control
200 square feet
PP: Office for 5.

Health Services

6. Doping Control
450 square feet
PP: Warming area, 250 square feet with maximum capacity for 40, processing area for 10; ingenuity and inclusive storage facilities. One entering gate placed in 7 traffic islands in wooden floors.

7. Spectator First Aid
240 square feet
PP: Existing public first aid station with seating for 6; treatment area and offices; refrigerator, toilets; observation area and work area for staff.

8. Sports Medicine
290 square feet
MC: Athlete warm-up area within treatment facilities, 6 chairs, storage cabinet. One gate providing access to 10 treatment areas and 10 lockers; water cooler, ice maker, oxygen tanks.

9. Equipment
400 square feet
PP: Treatment area adjacent to podium for massage, treatment and competition vehicles; utilized for warm-up. Areas converted for rhythmic gymnastics at conclusion of the artistic competition. Desk for training coordinator located at entry.

Material Acquisition & Distribution

9. Administration 16 x 24
PP: Work area for 5.

10. Storage
(5) 10 x 44 trailers
PP: Existing lounge for 50.

Olympic Family Services

11. Housing
25 x 50
PP: Existing lounge for 50.

Personal Staff

Press Operations

12. Interview Room 32 x 40
MC: Seating for 84. Platform for 32 in room used in morning for security briefings and FIG judges meetings.

13. Mixed Zone
12 x 45
PP: In storage room adjacent to podium at athlete entrance/exit point of Pauley Pavilion.

14. Press Operations
160 square feet
Positions in stands and press pen. Press seating 405. PP: 211 without desks, 194 with desks. Combined sub-center for UCLA Village, gymnastics and tennis located in Adamson Clinic, a separate facility located approximately 250 yards from Pauley Pavilion. Gymnastics press staff work area with 2 large offices, 2 waiting areas plus 1 desk available in Morgan Center (see Ven-

Security

15. Command Center
28 x 32
PP: Office area for 6, reception area, interview holding area, meeting room for 6. MC: Office for 1 (see Venue Operations).

Sports Administration

16. Conference Room
(2) 15 x 20
MC: Rooms assigned to women’s technical committee and men’s technical committee each with conference table and chairs.

17. FIG Office
(2) 8 x 10
MC: Office areas for FIG president and secretary-greeter.

18. Athena Services
(3) 8 x 10
MC: Office area for each FIG technical director (men, women and rhythmic technical committee).

19. Locker Room Showers
(5) 400 square feet
WC: 10 individual rooms, 5 men’s, 5 women’s, each with seating for 5 with full length mirrors. Adjacent to toilet and shower area. WC: Rest area for 100, television, beverage service.

20. Warm-Up/Training
40,000 square feet
WC: 3 gymnasiums subdivided to establish 6 separate training areas with a total of 24 sets of apparatus for men and 12 for women; 1 area for men and 1 area for women utilized for training and competition. Warm-up/Training area converted for rhythmic gymnastics at conclusion of the artistic competition.

21. Competition Management
16 x 20
MC: Office for private office, arranged at entry to 10 x 1 service corridor and waiting area.

22. Competition Staff
11 x 26
MC: Office for competition director and assistant in 11 x 26 area.

23. Conference Room
(7) 7 x 10
MC: Office area for 7 competition staff.

24. Conference Room
600 square feet
PP: Existing conference room in immediate proximity to podium. Area, observation area.

25. Conference Room
20 x 20
MC: Meeting room for 2.

26. National Delegate-Seating Area
116 x 194
PP: Conference area. Field of Play

27. FIG Officials
99 x 178
PP: Office area for 6, reception area, interview holding area, meeting room for 6. MC: Office for 1 (see Venue Operations).

28. Jury Room
11 x 18
PP: Private video tape review room with seating for 6, screen, video projector.

29. Scorekeepers
3 x 36
Table and chairs for 12 manual scorers and results input.

30. Storage
12 x 42
PP: For spare artistic gymnastics and storage of rhythmic gymnastics (men’s apparatus during competition).

31. Technology
14 x 20
PP: Office area for 11 staff and equipment. Wired to 2,000 in shaded area, 8 x 10 work area for vendors.

32. Message Center
8 x 31
MC: Office area for 13. Additional area for Olympic tennis stadium.

33. Results Output
47 x 107
PP: Warming area for 6 monitors, desk and chairs for 3. Results 6 results staff, 8 results photocopiers. Temporary additional air-conditioner installed.

34. Press Input
Swiss Time 12 x 45
PP: Table top at field of play.

35. Telecommunications
75 x 350
PP: Telephone and television transmission and production vehicle; offices for technician and support team.

36. Ticketing
7 x 7 tent
Work area for 3 staff, information and will call.

Venue Operations & Administration

37. Architecture
20 x 24
PP: For storage and equipment issue.

38. Storage
28 x 32
PP: Existing lounge for 5.

39. Venue Staff Office
32 x 40
MC: Office for venue manager.

40. Venue Staff Office
22 x 22
MC: Office for assistant venue manager.

41. Venue Staff Office
(11) 8 x 10
MC: Staff assigned to work area with desk and chair. Concept—women 24, men’s apparatus during competition.

42. Food Service
(3) 10 x 30
PP: Inter-stands with 8 service lines each.

43. Food Service
(5) 10 x 10 tents
PP: Stands on exterior concourse.

44. Storage compound
15 x 60
Storage compound.

45. Novelty Stands
(6) 10 x 10 tents
MC: Office area, 42, additional air-conditioned.

46. Tent Office
24 x 26 trailer
Program staff

47. Public Information
8 x 8 tent
PP: Mobile sales points for program sales.

48. Public Seating
10,800
Kiosk for general spectators. MC: Staff assigned to work area with desk and chair. Concept—women 24, men’s apparatus during competition.

49. Venue Staff Office
20 x 24
PP: Existing lounge for 5.

Press Operations

16. Interview Room 32 x 40
MC: Seating for 84. Platform for 32 in room used in morning for security briefings and FIG judges meetings.

12. Mixed Zone
12 x 45
PP: In storage room adjacent to podium at athlete entrance/exit point of Pauley Pavilion.

13. Photographers
160 square feet
Positions in stands and press pen. Press seating 405. PP: 211 without desks, 194 with desks. Combined sub-center for UCLA Village, gymnastics and tennis located in Adamson Clinic, a separate facility located approximately 250 yards from Pauley Pavilion. Gymnastics press staff work area with 2 large offices, 2 waiting areas plus 1 desk available in Morgan Center (see Venue Operations).
7.03.12

Handball

The site selected for the handball venue was California State University, Fullerton. The gymnasium at the university included offices, dressing rooms and warm-up areas and was easily adapted for the staging of this competition.

The major problem faced by the LAOC in utilizing this facility was the difference between the sizes of a basketball court which the gymnasium was designed to accommodate and that of a handball court. Inasmuch as a handball court is both longer and wider, adjustments were made in the seating area. The existing bleachers required full outward extension in order to lock into place and meet safety standards. Due to the required width of the handball court, seating for 4,000 spectators was provided by augmenting existing bleachers with temporary ones. The existing permanent bleachers could be only partially extended. Temporary bleachers were erected in front of existing ones along the sides and around both ends of the court to maximize seating.

The existing hardwood floor was covered with Taraflex Sport M Green 5.12T from Bat Taraflex. This was a synthetic flooring with a single color playing surface and a contrasting color for boundaries.

In anticipation of the warm summer weather, 350 tons of temporary additional air-conditioning was installed. This proved adequate to meet the needs of spectators, competitors and staff.

Preliminary move-in was started on 10 May with the installation of the air-conditioning coils. Telephone company trailers were moved on site 14 May and fencing commenced 1 June. The official access date was 1 July when the balance of the construction modifications were started. Move-out began on 10 August and was complete by 14 August. The cooperation of the university in allowing some early construction activity was instrumental in completing the necessary modifications.

The finals of the competition were played at the Forum. A separate synthetic surface was installed there on an overnight basis following the completion of the basketball tournament.
Architecture and Construction

Handball

Introduction
The preliminary competition in handball was at California State University at Fullerton. The competition facility was an existing gymnastics facility; facilities were provided for athletes, officials, staff and spectators. Final in handball took place at The Forum (see blueprint).

Department/ Function
Space Use (in feet unless noted)

Accreditation
1 Staff Entry 20 x 20 tent
Staff check-in, temporary badge issue; badge storage; 2000 individual lockers.

Food Service
2 Administration 12 x 15
Office for 3 shared with Olympic Family Services staff.
3 Eating Area
4 Storage

Finance
5 Audit, Cash Control 12 x 28
Office for 3, shared with bookkeeping staff.

Health Services & Medical Control
8 Doping Control 25 x 65
Existing locker room; testing area for 14 process area for 6 with refrigerators, handwash for officials; and testing area with 1 portable toilet.
7 Spectator First Aid 12 x 20
First aid room with work area for 4, treatment table, refrigerator, television.
8 Sports Medicine 22 x 60
Locker room with treatment tables.
8 Medicine 8 x 12
Chief medical officer.

Material Acquisition & Distribution
9 Administration 9 x 27
Work area for 3.
9 Storage 6 x 30 truck

Olympic Family Services
Administration
Shared office space (see Food Service).

Hosting
10 Housing 21 x 27
Seating for 40, refrigeration, refreshment and snack service. IHF holding room.

Language Services
11 Language Services 10 x 10
Office for 5.

Personal
12 Administration 12 x 14
Office for 2; responsible for timekeeping and staff scheduling.

Press Operations
13 Interview Area 72 x 26
Seating for 20, raised platform with seats for 6; 85 positions without desk, 35 positions with desk.
14 Staff Offices (2) 12 x 15
Office for 5, shared with television coordinator.
15 Sub-Center 22 x 28
20 work spaces with typewriters, telex, photocopier equipment.

Security
16 Command Center 12 x 15
Private office for 1
16 Security 15 x 25
Office for 10 staff.

Sports Administration
17 IHF Offices (2) 12 x 15
Private offices for 2 each; IHF president, secretary-general, IHF director and secretary support.
18 Officials' Dressing Room 20 x 27
Private dressing room; IHF hosting facility.
19 Lounge (2) 10 x 10 tent
Outdoor shaded area with 40 chairs, television, beverage dispenser.
20 Team Locker/Shower Meeting Area (2) 38 x 30
6 separate team facilities, each 900 square feet, established in 2 existing locker area. Each team area with 20 lockers, 3 benches.
21 Warm-Up Area (2) 40 x 90
Existing gymnastics within competition building. 1 warm-up area in each gymnasium, 20 chairs, handball goals and protective nets.

Competition Management
22 Commission- er's Offices (2) 12 x 15
Private office for commissioner and administrative secretary/support.
23 Competition Staff 12 x 15
Office for competition director, 2 assistants, 1 assistant for television.

Field of Play
24 Competition Court
IHF Official Seating

10 chairs for each team
25m x 40m
Actual floor surface 29 m x 42m.
1. chairs for announcers, 2 mayors, 2 assistant Mayors, 1 TV camera operator, 5 platform: center court elevated platform;
2. elevated platform, 4 chairs for 3 IHF jury and LAOCO doctors;
3. elevated platform for 3 statisticians and 1 observer.
6 x 6 Table

Storage 4 x 12
Existing storage for extra fields and nets.

Technology
Results
3 x 12
Input area for 4 chairs, counterclockwise.
25
20 x 30
Results output, photography and distribution. Mon. Returned computer, 4 photocopiers, 4 chairs.
26 Staff Offices 12 x 15
Office for 4.
26 Office 20 x 40
Work area for 10 supplies; equipment; storage area for Swiss Timing.
27 Swiss Timing 2 x 6
Scoreboard control table, 2 chairs clockwise.
27 Telecommunications 15 x 24
Versa communications center; radio base station, radio distribution and recharging, 10 chairs and versus telephone switchboard.

Venue Operations
21 Construction 20 x 40
Office for 8.
22 Conference 18 x 24
Meeting room for 20.
33 Venue Staff Offices (2) 12 x 15
Office for venue director and assistant venue director.

Television
28 Televsion 60 x 220
Telephone and television production and transmission vehicles.

Ticketing
29 Information 7 x 7 tent
Ticket information point for spectators. No on-site ticket sales.

Transportation
30 Administration 20 x 40
Vehicle dispatch office and driver's waiting area, beverage service.
Parking 2,145 spaces
10 spaces for handicapped spectators.

Note: Handball trials held at The Forum with seating for 17,855.

31 Food Service 10 x 30 tent
Food sales point.
36 10 x 40 trailer
Refrigerated food storage.
34 75 x 30
Public eating area for 70.
41 10 x 10 tent
Beverage stand.
35 Novelties 10 x 10 tent
Sales point for novelty items.
38 Post Office 14 x 26 trailer
Sales and service point for U.S. Postal Service.
Program
39 5/12 x 4 carts
Mobile sales points for programs.
37 Public Information 8 x 8 tent
Outdoor kiosk to provide general spectator assistance.
35 Public Seating 3,300
15 places for handicapped spectators.

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7.03.13
Judo
The selection of California State University, Los Angeles as the site of judo competition for the Games of the XXlllrd Olympiad was announced on 7 January 1981. It was selected because existing facilities required little modification and the university was in close proximity to the central Los Angeles area. The facility could also serve as the training facility for judo competitors.

The LAOOC acquired the use of limited office space at the university in January 1984. Venue construction began in early May when air-conditioning coils were installed. Trenching for power and telephone lines was completed in June. All other venue modifications were made between 14 July and 21 August.

The university’s three-level physical education building was ideal for the sport. The field of play was located on the second level of the building, known as Eagles’ Nest Arena. International Federation rules specify that the competition area must be between 14 and 16 meters square and the LAOOC decided to use a 16-meter-square area for competition. This competition area was placed on a raised, resilient platform which was 18.3 square meters. The competition tatami covered the platform except for a one-meter zone around the perimeter. The tatami was held in place with three-quarter-inch round molding nailed around the perimeter of the platform. The 75-centimeter-high platform raised the tatami off the gymnasium floor to provide optimal viewing for officials and spectators. Athletes and officials accessed the platform by two sets of stairs.

Spectator seating was provided on existing bleachers located on the second and third levels of the gymnasium. Dignitaries and other officials were seated in 80 padded folding chairs which were located at the base of the bleachers. The chairs were arranged in two rows with the second row elevated by eight inches. Three overstuffed chairs were situated in the front of VIP seating and were used by the president of the International Judo Federation and other special guests. A total of 4,200 seats were provided.

Two scoreboards 3.5 feet high by 5.5 feet wide were located on opposite sides of the platform. The scoreboards were provided and operated by Swiss Timing.

A training room and press center were located on the west side of the building. The venue training facilities were equipped with 14 mats and located in the areas occupied by the bleachers when not extended for the competition period. The location of these facilities within the venue proved unfortunate as the air-conditioning was not sufficient to keep the areas comfortable during concentrated periods of use. The warm-up area, weigh-in room and saunas were located on the north side of the physical education building on the second level and locker rooms were located on the facility’s first level.

More than 350 tons of air-conditioning was provided in the main competition hall by air-conditioning units housed in portable trailers. The trailers were enclosed by a 12-foot-high fence decorated with Look fabric. Space in the main competition hall was limited. Concessions and novelties were located in tents and trailers outside the competition facility. Venue operations and International Federation offices were located in existing offices within the physical education building. Parking for VIPs, staff and spectators was provided in existing parking structures on the university campus.

Standard Look elements decorated the judo venue and were enhanced by the addition of a permanent ceramic tile mural which was placed on the west wall of the Physical Education building. Created by the internationally known outdoor muralist Guillermo Granizo, the mural, funded in part by the LAOOC, was a permanent addition to the university.

44 The interior of Eagles’ Nest Arena at CSU Los Angeles stands converted from a general-purpose athletic facility to the home of Olympic judo.
45 California State University at Los Angeles is fully prepared for Olympic judo competition after the installation of temporary modifications by the LAOOC.
Plan of Eagle’s Nest Arena with roof removed to show support areas; temporary seating cutaway to show training area beneath

Section through judo site looking north
Judo

Introduction

Judo competition took place at California State University at Los Angeles in an existing gymnasium and physical education facility. Few modifications were required.

Department Function Space Use (in feet unless noted) Notice

Accreditation

1 Guest Entry 10 x 10 tent Olympic Family entry point
2 Staff Entry 20 x 20 tent Staff entry, temporary badge issue, badge storage, work area for 4, Office for 1 (see Venue Operations).

Food Service

3 Eating Area/Lounge 20 x 40 tent Tables and chairs for 30, television, 100 individual lockers, food distribution area, refrigerator and work area for 4, Office area for 6.
4 Storage [4] 2 x 4 x 6 Box lunch storage refrigerators.

Finance

5 Audit, Cash Control 11 x 14 Office for 3.

Health Services & Medical Control

6 Doping Control 52 x 76 Existing locker room with waiting area for 72, permanent locker area, 2 private treatment areas of 120 square feet, waiting area, refrigerator and work area for 4.
7 Spectator First Aid 14 x 28 Operator first aid area with 2 treatment tables, refrigerator and work area for 3, waiting area for 6, existing toilet and hand-wash area and 50-square-foot storage area.
8 Sports Medicine 450 square feet Existing therapy/training room with work area for 6, refrigerator, 2 private treatment areas of 120 square feet, waiting area for 6, refrigerator and work area for 8, showers and toilet facilities.

Material Acquision & Distribution

9 Administration 12 x 14 Office for 4 shared with 2 construction staff.
10 Storage 8 x 40 trailer 10 x 30 truck

Olympic Family Services

11 Hosting 20 x 20 tent Olympic Family hosting area for 30, television, cappeting, beverage and snack service.
12 Language Services 20 x 30 tent Office area for 3 (see Venue Operations).

Personnel

Administration

Work area for 3; responsible for timekeeping and staff scheduling (see Venue Operations).

Press Operations

12 Interview 36 x 36 Seating for 30; chairs for 12 on elevated platform. Located at athlete entry and exit point to competition platform.
13 Mixed Zone 10 x 20 All positions in stands, 50 with desks, 115 without desks.
14 Photo Positions 30 Press Seating 103

15 Staff Offices 7 x 8 Office area for 6.
16 Sub-Center 36 x 38 30 working places with typewriters, telex, photocopiers, equipment, beverage and snack service.

Security

Command Center 10 x 40 Office area for 5

Sports Administration

Federation Services

16 UFF Offices 13 x 14 Office for 5, UFF president, secretary-general and secretary support.
17 14 x 14 Office for 2 technical delegates and 2 hosts representative.
18 Hosting 16 x 26 Lounge for 15, television.
19 Officials’ Meeting Room 12 x 14 Chait for 35 with lecture/display board, utilised athletes training area.
20 Officials’ Dressing Room 32 x 70 Existing washroom facility.

21 Check-in 6 x 24 Table at athlete entry for locker assignment.
22 Locker/Shower (2) 62 x 100 30 showers and 220 lockers, Existing locker area divided into 50 separate team rooms for 8 athletes each.
23 Lounge 25 x 20 tent Outdoor seating area with television, 20 chairs, food and beverage service. Additional indoor seating area.
24 Sauna 17 x 27 4 saunas: 2 official, 2 unofficial, located near sauna and showe in stripped dressing area.
25 Training Facility 39 x 106 Total of 15 tatamis for training and warm-up each 3 m x 8 m, located on upper and lower levels of gymnasium.

Technology

32 Results Output/Distribution 25 x 32 5 results photocopiers. Results output, distribution area, chairs for runners.
33 Staff Offices 26 x 32 Table and chairs for 21 staff. Radio distribution and recharging area.
34 Swiss Timing 6 x 15 Scoreboard control room with view of tatami.
35 Telecommunications 9 x 10 Timing control.
36 Telecommunications 12 x 45 trailer Venue switchboard facilities.

Television

34 Trailer Compound 50 x 320 Telephone and television transmission and production trailers.
35 Administration 10 x 10 Office area for 2.
36 8x8 tent 6x1 office and general information.

Transportation

Administration

Work area for 1 (see Venue Operations).

Driver Lounge 20 x 20 tent Lounge for 50, beverages, television.

Venue Operations

30 Maintenance 12 x 14 Office for 4 and supply storage.
31 Venue Staff Offices 12 x 14 Office for venue manager, 2 assistant managers, secretary/support.
32 Staff Offices 25 x 32 Staff work areas each with desk and chair for: Transportation, Olympic Family Services, Ceremonies, Personnel, television coordinators, youth coordinator, usher coordinator, message center.

Spectator Services

33 Food Service (2) 10 x 30 tents Office for 80 customers.
34 Food Service (2) 8 x 20 trailers Exterior food sales points.
35 Novely Stands (2) 10 x 10 tents Novely sales points located at main public entry.
36 Post Office 14 x 32 trailer Sales and service point for U.S. Postal Service.
37 Program Stands 4 x 4 cart Mobile program sales point.
38 Public Information 8 x 6 tent Outdoor kiosk for 2 persons to provide general information to public.
39 Public Seating 4,300 19 seats for handicapped spectators and 10 assistants.
Architecture and Construction

7.03.14
Modern Pentathlon

All but one of the events of the Modern Pentathlon competition were held at a single venue, Coto de Caza, located in the Saddleback Mountains in Orange County. Swimming, the only event not held on that site, was conducted at the Heritage Park Aquatic Center in the city of Irvine.

Coto de Caza was easily transformed into an Olympic Modern Pentathlon venue. An existing equestrian center was utilized for the jumping portion of the competition. Fencing took place in a converted 27,000-square-foot covered riding ring. Coto de Caza’s 24-target pistol range was built to LAOOC specifications by Coto and the running event took place on Coto de Caza’s rolling hills surrounding the Equestrian Center.

Only two of the construction modification projects remained following the Games: a hillside spectator seating section in the equestrian area and a covered pistol range with berms. Both of these projects were financed by Coto de Caza, per its contract with the LAOOC.

All remaining construction was geared toward renovating and adapting the existing facilities to fit the needs of the competition and installing temporary structures to stage the events.

Primary construction tasks were as follows:

Riding competition
Coto de Caza’s main riding arena (300-foot by 150-foot) was center stage for the competition. Fencing took place in a converted 27,000-square-foot covered riding ring. Coto de Caza’s 24-target pistol range was built to LAOOC specifications by Coto and the running event took place on Coto de Caza’s rolling hills surrounding the Equestrian Center.

Temporary stable facilities were added to bring the total capacity to 8,000. The LAOOC converted temporary stable facilities to house the 70 horses acquired from private donors for the three weeks of athlete training and competition preparation. Additional practice space was allocated for training and warm-up purposes. Additional construction included the renovation of jumping obstacles, water and bank obstacles inside the main ring, water and bank obstacles for practice outside the venue, the judges stand, horse wash areas, shade structures and chain-link fencing around the stable area.

Bleachers were installed on the western hill and at the north end of the ride. A television platform was placed between two separate bleacher sections. Two additional television platforms were located on the ridge, one at the top of the spectator hill south of the bleachers and the other at the south end of the jumping arena at ground level. The Coto de Caza arena was 142 feet by 285 feet. A 3.5-foot high metal fence around the arena provided a photographers’ alley. The judges’ tower was modified by adding an inside platform to raise the judges above ground level. A portable toilet was added for the athletes at the entrance to the riding arena.

Fencing competition
Coto de Caza’s existing riding arena was converted into a 27,000-square-foot air-conditioned fencing hall. Gray carpeting was installed over the compacted and leveled dirt floor, new light and temporary air-conditioning were installed and fabric walls totally enclosed the structure. Temporary bleachers accommodating up to 2,000 spectators overlooked the 12 pistes of epee fencing, which provided the only head-to-head confrontations of the modern pentathlon. A raised judges’ platform was constructed on the east side of the arena. A manual competition scoreboard, shade structures and fans were in place for the spectators. The armors’ tent was surrounded by security fencing and a fencing equipment storage container was located near the armors’ tent. The athlete rest area was also fenced, separating it from the horse areas.

46 Coto de Caza is well equipped for Olympic modern pentathlon competition; with space for all disciplines within a close-by area.

47 The existing riding ring at Co to de Caza provides the initial challenge for competitors in the modern pentathlon.
Swimming competition

The swimming event was held at the Heritage Park Aquatic Complex in Irvine. Two 10-foot-square tents were erected in the southeast corner of the pool deck to shade the results area. The rest rooms were located against a fence for ease of servicing. A 20-foot by 20-foot staff tent was located at the shooting site and another tent, utilized by venue management, was located by the pistol storage room.

Shade structures were provided for the athletes at both the competition and practice ranges. The practice range targets were stationary and were used for target warm-up on the competition day.

Additional construction involved competitor booths and tables, range berms, target backing frames and artificial carpet installation.

Shooting competition

Coto de Caza allocated funds to modify the practice range and to build the new range used for competition. The LAOOC constructed the facilities to Olympic specifications.

Coto de Caza increased its skeet-trap-pistol area with a 24-point, 25-meter International Rapid Fire pistol range. An asphalt chute with a 3.5-foot-high metal fence on both sides was installed at the east side of the building for use by the coaches. Spectators were allowed to stand behind the coaches. A shaded, standing area for 500 spectators was created and a closed circuit television system was installed to transmit target faces from down range into the spectator area. Temporary bleachers were added to increase existing spectator seating to 4,500 and Swiss Timing equipment was installed, featuring a touch-pad system and a results scoreboard.

Overall transport planning for the Modern Pentathlon events was almost as important as the planning for the competitions themselves. When the LAOOC estimated the spectator capacity of the Coto de Caza site, it was found that the single, two-lane entry road to Coto de Caza was a limiting factor. It was decided that the most efficient way of getting the large spectator population to the venue was to arrange a large, easily accessible parking lot outside the entry road to Coto and shuttle spectators from the parking lot to the events. The shuttle system reduced inconvenience to Coto residents and moved more people in and out of the venue than would have been otherwise possible. A fleet of 18 buses shuttled spectators and staff which was more than adequate for the venue's needs.
On the final day of competition, 4,000 spectators arrived to watch the shoot, an event that could accommodate only 1,000 spectators. Because the shuttle buses were the only means by which the people could get to the event, a reduction in the shuttle service controlled the crowd.

The LAOOC, through a financial agreement with Coto, built a new road through an area slated for subdivision by Coto. This road was built in part so the shuttle system could bring spectators up the hill to watch the ride and run. Decorative scaffolding and a mural were erected in the center of the shuttle bus drop-off loop to herald arriving spectators. A drivers’ tent was situated near the bus drop-off for the ride and run events and five barrel tents were used to shade spectators waiting for the shuttle.

Spectator, staff and Olympic Family parking lots were graded and landscaped.

A helicopter landing pad was located a quarter-mile south of the conference center on the baseball field. This was available in case of a medical emergency and for use by VIPs or other dignitaries.

To secure the competition area, 15,000 linear feet of chain-link fencing was erected around the entire venue at Coto de Caza. Fencing was also constructed at the swimming site. The fence fabric contractor and the Look installer worked together to complete fence fabric installation. An on-site building was used as a Look warehouse and storage space there was also used by the host broadcaster.

A spectator picnic area was located south of the conference center. The area was fenced, mowed and watered. A hospitality tent, barbeque and a country and western band entertained spectators during the breaks between the two sessions of the ride, shoot and run.

Other construction projects at Coto included installation of the following: complete electrical systems at all sites, complete water service at all sites, concession stands, water fountains, approximately 100 coin-operated telephones and 100 portable toilets. The Look of the venue included rented trees which lined the Astroturf walk from the entrance to the event. Also, flower masses welcomed spectators at the entrance. At the shooting area, Astroturf covered the ground in front of the shooters and the earth berms were sprayed with a green mulch.

The staff entry was adjacent to the horse barn. Horse owners and LAOOC staff mingled in this area. LAOOC security staff shared space with other law enforcement agencies and a dispatch center in a 60-foot trailer which was located north of the conference center. The conference center was utilized by the sports management and finance staff.
Modern Pentathlon

Competition in Modern Pentathlon took place at Coto de Caza, a resort community with existing facilities for shooting and riding competition. Other on-site facilities were adapted to create fencing and running facilities. The swimming portion of the Pentathlon took place at Heritage Park which had a 50 m pool. Described here are the 5 separate facilities, by discipline, for the pentathlon competition. At Coto de Caza, the riding, fencing and running facilities were located adjacent to each other, also at Coto, was located 3 miles away and certain temporary facilities were established exclusively for shooting. The swimming facility was approximately 20 miles from Coto de Caza. Fencing, riding and running had temporary facilities dedicated to them for the day. Each discipline had its own competition stall, but shared support staff.

Department/ Function | Space Use (in feet unless noted) | Notes
--- | --- | ---
**Accreditation** | | 
1 Staff Entry 20 x 20 tent | Staff entry, badge issue, storage and distribution point. Box area for 12. Staff entry for all disciplines except for shooting. Office for 2 (see Venue Operations). |
1 10 x 20 tent | Staff entry, badge issue, entrance area, distribution point for the swimming event. |
**Food Service** | | 
2 Eating Area/ Lounge 30 x 40 tent | Lounge for 80 venue staff at lunching, riding with television, beverage service. |
2 10 x 20 tent | Lounge for 30 at swimming site. |
3 Storage 8 x 40 trailer | |
**Finance** | | 
4 Aud/ Cash Control 15 x 19 | Office area for 6 Finance staff. |
**Health Services & Medical Control** | | 
5 Doping Control 20 x 20 | Hotel room. Athletes transported here after competition in fencing and running. Toilets and handicap facility in place, waiting area for 5. |
5 40 x 40 | Sample collection area at swimming with toilet and handicap facility. Waiting area for 5. |
5 10 x 20 tent | Testing area at shooting site. Only breath samples collected here. |
6 Speculator First Aid 8 x 30 trailer | Mobile first aid facility moved to discipline and site on its respective competition day. |
7 Sports Medicine 10 x 30 trailer | Washing area for 6, refrigerator, watercooler, ice maker, 2 examination treatment areas, 4 treatment tables, 2 oxygen units. |
7 40 x 40 | Existing locker area used at swim site for sports medicine with refrigerator, watercooler, ice maker, examination and treatment area. |
7 10 x 30 tent | Station at the riding site with examination area and waiting area for 5. |
**Veterinary Medicine** | | 
| Veterinary care and dipping control all conducted in stabling area. |
**Material Acquisition & Distribution** | | 
| Office area for 2 (see Venue Operations- Construction). |
8 Storage 10 x 40 trailer | Additional 10-ton van and 20-foot cargo vehicle for storage and movement of supplies to swimming and shooting sites. |
8 (3) 8 x 27 | Containers. |
**Olympic Family Services** | | 
| Office area for 2 (see Venue Operations). |
8 Housing 20 x 30 tent | Table and chairs for 50, television, snack and beverage service. No holding area at swimming or shooting site. |
| Language Services | Office for 1 (see Venue Operations). |
**Personnel** | | 
**Administrative** | | 
| Responsible for payroll, timesheets and staffing. Office area for 3 (see Venue Operations). |
**Press Operations** | | 
16 Interview Room 20 x 20 tent | 20 seats, elevated interview platform. No facilities at swimming or shooting sites. |
13 Sub-Center (2) 10 x 45 trailers | Shooting: 20 standing. 20 working pieces, staff offices for 3. No working area at swimming or shooting sites. |
11 20 x 20 tent | Press lounge for 20, beverage and snack service. |
**Security** | | 
10 Command Center 9 x 18 trailer | Mobile unit for 6, moved daily for facility in competition. |
12 15 x 15 | Dispatch room, office, conference room, television, storage closet. |
**Sports Administration** | | 
14 Conference Room 34 x 28 | Jury Room/ Athlete Services |
14 Equipment Storage 8 x 27 | Containers for storage. |
15 Locker/ Shower 40 x 40 | Existing locker/shower facility at swimming site only. |
16 Lounge (3) 20 x 20 tents | Table and chairs for 40, message center, with beverage service for riding, running and fencing sites. |
16 20 x 60 tent | Lounge for 40, beverage service, swimming site, swimming and fencing site. |
17 Stables 80 x 10 x 10 | Temporary stables. |
18 Toilets 15 x 20 | Horse wash-down area. |
19 Information Center 20 x 20 | Individual team mail boxes. |
**Competition Management Area** | | 
20 Commission- er's Office 20 x 24 | Office for 2, conference area. |
20 Sport Manager's Office 15 x 19 | Office for 2. |
21 Field of Play | |
21 Riding Course 150 x 285 arena | 600-meter course, 15 obstacles, arena is start finish point for the run. Elevated judges platform for 10. |
12 x 20 | 100 x 300 |
22 Swimming 50 meters | Pool with lanes, lane with touch pads, start and timing equipment, starting blocks. |
30 meters | Warm-up pool, adjacent to competition pool. |
23 Shooting 75 x 150 | 25 targets. |
23 20 x 140 | Shade structure for athletes at shooting line, 3 chairs per shooter. |
23 73 x 95 | 25-meter practice range 24 booths, 24 weapons, benches, 48 chairs. |
23 12 x 72 | Shade structure at prac- tice range. |
23 28 x 48 | Pistol storage compound with 9 x 27 lockable containers. |
24 Running 4000 meters | Course marked with tape on both sides, 4 meters wide, start/finish in the riding arena, 70 meter in change. Finish line 12 feet wide, 2 start lines. |
**Television** | | 
20 Trailer Compound 80 x 240 | Telephone and television transmission and productions vehicles at riding and running center. No facilities at shooting. Three vehicles at swimming compound. Compounds also used for venue storage. |
**Technology** | | 
27 Message Center 10 x 15 | Communications and message receiving center for staff and officials. |
27 16 x 16 | Message center at swim site. |
28 Results 12 x 60 trailer | Results output, photo- copier, computer, printer, 3 microfilm. |
**Swiss Timing 8 x 27 | Temporary storage container. Office for 5 table for equipment at running, riding and swimming site. |
Telephone and television transmission facilities. |
**Telecommunications** | | 
10 Trailer Compound | | |
**Ticketing** | | 
30 Information 10 x 10 tent | Office area for 4 (see Venue Operations). Ticket information and sell. No on-site ticket sales. |
**Transportation** | | 
20 Transportation | Vehicle dispatch point. |
20 Driver Lounge 20 x 20 tent | Lounge for 40, television, beverages. |
20 10 x 10 tent | Lounge at 10 x swiming site. |
**Venue Operations** | | 
32 Construction 12 x 60 trailer | Office for 7. Storage area for maintenance, material supply and construction. Venue manager office. |
Since the facility was designed for tennis, it was not necessary to modify the competition aspect of the facility except to allow for a greater number of spectators at the two primary courts. The Construction Department contracted for temporary seats for the LATC: 1,513 bench seats and 504 box seats around the center court and 1,128 bench seats around court number two. Several rows of permanent seating were removed from center court to provide seating for the handicapped. A press area was built in the southeast corner of the center court and included power and communication lines. Three light standards were removed from the southwest, northwest and northeast corners of the center court to provide unobstructed spectator viewing.

Nine new gates around the perimeter of the facility were built: three single, five double and one sliding. An eight-foot-high venue fence was built around the perimeter to restrict access from Circle Drive West, Bruin Walk and the gymnastics venue in Pauley Pavilion. A staff check-in area was built on the eastern edge of the venue by creating a limited access gate, a wooden deck raised off the ground and several 4-foot by 4-foot and 8-foot by 8-foot tents. A mixed zone press area was created using three 8-foot square tents several yards to the north of the check-in area.

Concession tents were placed near the east entrance to the venue, the northeast corner of the venue above the center court seats and in the northwest corner adjacent to Bruin Walk. All three of these concession points utilized Festive Federal colors and sorobubes. Concession facilities on the concourse around adjacent Pauley Pavilion were also accessible to tennis spectators.

The will-call and public information tent was erected next to public entry number two in the southeast corner of the venue. Program and novelty positions were established near both public entries along the eastern edge of the venue. Portable toilets were brought in and situated behind the temporary bleachers on the east side of the center court.

Temporary modifications were made to both the clubhouse and the storeroom areas beneath the north center court seats to accommodate the staff required to run the tennis competition. On the first floor of the clubhouse, offices were created for health services, technology, results, referees, competition administration, message center, sports manager, protocol, transportation, security, language services, International Federation officials and communications staff. This required little actual construction, mainly additional electrical and telephone lines.

The new Los Angeles Tennis Center is in place in time for the Games and is host to the demonstration sport of tennis during the Games. The Olympic Village at UCLA roses in the background. 48

7.03.15 Tennis

Competition in the demonstration sport of tennis took place at the Los Angeles Tennis Center (LATC) at the University of California, Los Angeles. Four courts were used in the competition with a seating capacity of 10,000 (7,000 at center court). Plans were under way for the construction of this tennis facility long before the LAOOC chose the LATC as the tennis venue. Construction began in December 1982 and was completed in the spring of 1984 in time to host the National Collegiate Athletic Association (NCAA) Women’s Tennis Championships.
Site plan of tennis facilities

Enlarged section of the Los Angeles Tennis Center's center court looking west
Tennis

Introduction
The Olympic tennis venue was built for temporary use during the Games and for ongoing use as a college athletics facility. Parking and press facilities were shared with gymnastics and the Olympic village at UCLA. Administrative offices were established in an existing 2-story clubhouse and a converted storage area.

Department Function Space use (in feet unless noted) Notes

Press Operations
9 Mixed Zone/ Sub-Center 20 x 62 tents 11 work stations, 30 seats, sound system, Scoreboard fixed at press conference level,新闻发布中心 on UCLA campus.

Press Seating 102 Office area for G.

Security
10 Command Center 12 x 14 Office for 1.

10 ITF Office 12 x 16 Office for ITF president and 4 guests.

Sports Administration
Federation Services
11 ITF Office 12 x 16 Meeting room for 12.

12 Conference Room 200 square feet

Athlete Services
13 Equipment Repair 10 x 15 Work bench for 2; racket stringing facilities.

14 Locker/Shower (2) 16 x 24 Existing facilities; 3 showers, 2 toilets; men's, women's.

15 Information/ Check-in 10 x 10 Tournament desk for 4 at athlete entry.

16 Lounge 16 x 28 Chairs for 12, television, video games.

Competition Management
17 Ball Boy/Ball Girl Lounge 24 x 32 Lounge area for 28.

18 Commissioner's Office 12 x 16 Office for 1, 4 guests, television.

19 Competition Staff 14 x 20 Office for competition director, assistant director, sports manager.

20 Conference Room 14 x 16 Meeting area for 10.

21 Head Lines- man/Umpire 10 x 20 Office for 2.

22 Reception Area 6 x 14 Office for 1, waiting area for 3; adjacent to ITF and commissioner's office.

Field of Play
23 Courts 4 courts used for competition with the following:

1 simple chair with microphone.
1 referee.
2 baseline judges.
1 service line judge.
2 near sideline judges.
2 center service judges.
1 net judge.
2 far sideline judges.
6 ball retrievers.
3 scorer's table.
4 chairs for players.
1 water cooler.

Technology
24 Message Center 8 x 16 Communications and message receiving center for staff and officials.

25 Staff Office 30 x 33 Office for 3 technology staff, 12 sponsor/vendor work area, results output and photography, radio issue and recharging.

26 Room 10 x 22 Results input office for 8, 6 computers.

Ticketing
26 Information 8 x 16 tent Will-call and ticket information tent, tie-in site sales.

Venue Operations & Administration
27 Venue Staff Offices 24 x 52 Work area for department staff: 2 Construction, Awards, television coordinator, 2 Material Supply, 2 Ticketing, 2 Food Service, 2 Finance, 2 secretary/support.

27 (2) 8 x 12 Private office for venue manager, assistant manager.

Spectator Services
28 Food Service Offices (8) 10 x 10 tents Food and beverage sales points.

28 10 x 10 Office for concession/ coordinator.

29 Novelties Stands (2) 10 x 10 tents Sales and service point for U.S. Postal Service, Portable program stands.

29 (3) 2 x 4 Post Office 24 x 26 trailer

30 Public Information Public Seating 7,000 Center court.

Temporary seats for court number 2; none for courts 3 and 4.
Olympic water polo competition was held in the Raleigh Runnels Memorial Pool on the campus of Pepperdine University in Malibu, California. The pool facility was opened early in 1975. This facility was chosen as the venue for water polo because of the availability of a suitable 50-meter swimming pool, adequate office and locker room areas in the adjacent Firestone Fieldhouse and Heritage Hall for athletes, venue management and staff and parking. As a bonus, the spectacular beauty of the Malibu area near the Pacific ocean was a perfect backdrop for the water polo competition.

The major drawback was that the design of the swimming pool did not meet FINA regulations for an Olympic-caliber water polo pool, as pool depth decreased 10 feet at the west end. To overcome this problem, the LAOOC received permission to make the length of the water polo field of play one foot shorter than its ideal dimension (30 m) while, at the same time, shutting off the water overflow system and allowing the pool water level to rise to the edge of the deck surrounding the pool. These alterations to the field of play gave the pool the required minimum depth of 1.8 meters in the area of the pool and were used as team benches and for the referee evaluation committee.

Temporary grandstand seating for 5,000 spectators was erected on the north side of the pool. Adjacent to these seats, a platform for handicapped spectators was constructed to accommodate 20 wheelchair-bound spectators and their attendants. On the south side of the pool, grandstands were constructed for VIP guests, spectator athletes and the press. Platforms were built at the back of the press seating to accommodate world broadcasters and camera positions. Shade structures were erected to protect the judges and technical delegates table alongside the pool. Another shade structure was added to protect the commentators.

Adjacent to the pool on the south side of the gymnasium was Firestone Fieldhouse. This building contained locker and shower facilities for athletes, venue management and staff and parking. As a bonus, the spectacular beauty of the Malibu area was a perfect backdrop for the water polo competition.

The only drawback to the water polo facility was the lack of permanent restroom facilities for staff and spectators. Temporary and portable facilities were used but were not well received.

An intensive effort was made to make the facility into a showpiece for the host broadcaster, telephone utilities, catering and other trailer-oriented operations. Other trailer operations and office supplies were located east of Heritage Hall.

Numerous chain-link fences and gates were temporarily constructed on the site to restrict entry to specific controlled zones and buildings. Access control tents were placed at entrances to the athlete bus compound, Heritage Hall, Firestone Fieldhouse and all non-spectator entries to the pool area. Tent structures were also constructed for the press, VIP hosting, concessions and for a drivers’ lounge.

Having had the benefit of a 1983 pre-Olympic event in the II FINA Water Polo Cup, the water polo venue required no last-minute changes to the construction plan. Tear down at the venue began on 14 August and was completed within a week.
Site plan of water polo facilities at Pepperdine University; roof removed from support buildings to show activities
Water Polo

Introduction
Water Polo competition took place at Pepperdine University. An existing 50-meter pool was slightly modified for the competition. All spectator facilities were installed on a temporary basis while all athletes and official facilities were located in the gymnasium, and an office building in close proximity to the competition pool.

Department/Function
Space use (in feet unless noted)
Notes

Accommodation
1. Administration
2. Guest Entry
3. Staff Entry
Office for 1.
Olympic Family entry point.
Staff entry, badge issuance, storage and distribution point. Wash area for 4; 40 individual storage lockers.

Food Service
4. Administration
5. Eating Area/ Lounges
6. Storage and Distribution
Office for 1.
Tables and chairs for 50.
Athlete and staff food distribution and storage.

Finance
7. Audit, Cash Control
Office for 2.

Health Service
8. Doping Control
Waiting area for 20, re- frigerators, desk, portable toilet, 2 handwash facilities, processing area for 6.

5. Spectator First Aid
Waiting area for 10, refrigerators, television, handwash facilities, 2 examination tables.

10. Sports Medicine
Waiting area for 10; 2 treatment tables, refrigerator, television, water cooler, 4 massage tables, wash area for 6.

Material Acquisition & Distribution
11. Administration
10 x 10
Office for 3.

Storage
10 x 40 trailer
Main storage facilities.

10 x 25 trailer

10 x 20 brush

Olympic Family Services
12. Administration
5 x 8
Office for 1.

13. Hosting
25 x 35
Lounge for 125.

14. Language Services
8 x 8
Office for 1.

Personal
15. Administration
10 x 10
Office for 2; responsible for payroll, timekeeping and staff schedules.

Press Operations
16. Interview Room
24 x 27
20 chairs, elevated platform for 6.

Press Seating
48
33 positions with desks. 15 without desks.

17. Staff Offices
16 x 24
Office for 2.

18. Sub-Center
20 x 28
20 work stations, telephones, typewriters.

Security
19. Command Center
400 square feet
Office for 9.

15 x 30
Office for 8.

Sports Administration

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<th>Federation Services</th>
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<tr>
<td>Administration</td>
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<td>Office (3) 112 x 18</td>
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<th>Press Operations</th>
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<tbody>
<tr>
<td>Field of Play</td>
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<tr>
<td>Competition</td>
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<tr>
<td>20 m x 30 m</td>
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<td>Both ends of pool have 30 m ball screen behind goal nets.</td>
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<tr>
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<td>Center</td>
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<td>Communications and message receiving center for staff and officials.</td>
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<th>Television</th>
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| 60 x 220 |

| Television and telephone transmission and production vehicles. |

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| 10 x 10 |

| Office for 1. |

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<td>36 Administration</td>
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| 6 x 8 |

| Office for 1. |

53 Temporary facilities in Festive Federal col- ores decorate the Pepperdine campus at the entry point for water polo spectators.

149
Architecture and Construction

7.03.17
Weightlifting

The LAOOC rented two gymnasiums, offices and locker space and had the use of surrounding athletic fields and parking lots at Loyola Marymount University for the weightlifting venue. The venue provided a complete and secure training and competition facility for the athletes. The major temporary change to the site involved the addition of an athlete warm-up structure. The 11,000-square-foot canvas-covered scaffold frame warm-up structure was erected in close proximity to the competition platform. The wood floor was carpeted and the structure air-conditioned. It contained 18 curtained 8-foot by 12-foot cubicles to provide each athlete with a private preparation area. Each was furnished with a cot, chair and table. The warm-up tent contained ten 10-foot by 10-foot warm-up platforms, each with adequate weights, rosin and chalk boxes and extra chairs. It had two large television monitors, an electronic scoreboard, a manual scoreboard, medical first aid equipment, administrative positions and electrical power. Look decorations were applied to the interior of the structure. The wood floor could not take the pounding of weights being dropped and began to bounce and vibrate, requiring daily repair.

The construction of the warm-up area scaffolding began in mid-May 1984. In mid-June, the LAOOC gained access to Gersten Pavilion, the main competition facility. The LAOOC commenced the installation of power, the scoreboard support structure, stage, commentator positions, television platforms and the television lighting and air-conditioning systems.

The main competition facility was carpeted with 920 square yards of carpet to protect the floor and add color for television coverage. Three large television screens were installed in the competition facility, allowing spectators to view the activities of the athletes in the warm-up room. A motorized flag apparatus was installed and used during awards ceremonies. A 12-foot by 30-foot electronic scoreboard was supplied by Swiss Timing. Major construction involved the building of a 40-foot-square carpeted lifting platform of one meter in height with stairs on each side and three inset judges positions.

Storage space was required behind the stage in the main competition facility for the awards platform, a spare lifting platform, ladders and spare weights. There was also a need for construction storage for electrical parts, a pneumatic lift, spare signs and bases and trash containers. Construction storage space was located in the concession truck storage area.

The competition facility was darkened and transformed into massage and first aid room and used during awards ceremonies. A 10-foot by 10-foot lifting platforms and chalk and rosin boxes. The floor was carpeted, and exercise equipment and Look decorations were added. The room was not air-conditioned but was well ventilated.

Athlete amenities included a 10-foot by 10-foot athlete information tent at the athlete entry to the site. Use was made of an existing athlete medical and physical therapy room in Gersten and office space in the training hall was transformed into massage and first aid rooms. The weight rooms were located in an existing equipment storage room. The LAOOC remodeled the LMU swimming pool for the benefit of the athletes during the day and for social gatherings in the evenings.

These improvements were left to the university as a gift. The athlete training facility was also a post-event party room. The lifting platforms were disassembled on the day of the super-heavyweight competition and the room was set up with tables and decorations for an awards banquet.

54 Many temporary facilities were erected outdoors for use by spectators including two entry tents, four turnstiles, one 10-foot by 50-foot concession stand and two 10-foot by 10-foot novelty stands, an information tent, a ticket problem/will-call tent and a 300-square-foot first aid tent. The venue had eight coin-operated telephones, with six inside the gates and two outside. A large outdoor eating area was provided with umbrella tables, trash cans, a music system and 4,300 pots of flowering annuals.

55 The massive scaffold structure provided the warm-up area for weightlifters just outside of Gersten Pavilion.
Staff facilities provided by the LAOOC included a 20-foot by 20-foot staff check-in tent with carpeting, tables, chairs and badge racks. Umbrella tables and chairs were provided along with outdoor serving tables. A racquetball court was converted to an indoor staff lounge by carpeting the floor and draping the walls. The lounge was furnished with sofas and chairs, televisions and lockers. A 20-foot by 20-foot tent was set up outside the venue for use by unaccredited drivers. Press facilities included a 30-foot by 30-foot press interview tent that was carpeted and had a public address system, tables, chairs and look decorations. The LAOOC constructed an indoor press workroom and lounge. One hundred press desks were provided on the main competition hall floor directly in front of the lifting platform. Fifteen raised commentator positions and two raised camera platforms were added for television use.

Hosting facilities included an indoor lounge and an outdoor area adjacent to the exit of the main competition gymnasium. A 10-foot by 10-foot tent served as demarcation of the entrance to the hosting facility. The area was covered with 1,600 square feet of Astroturf placed over the grass, umbrella tables and chairs, televisions, potted trees and serving tables. Security fencing and gates were added around the site periphery. Look installation was completed the night before competition began on 28 July. Platforms were removed from the training hall on the last day of competition, 8 August. The south-side scaffolding was dismantled by 21 August and the LAOOC worked with the university to restore the landscape to the university’s satisfaction.
Architecture and Construction

Weightlifting

16 Command Center 20 x 46

Security

16 Command Center 20 x 46

Work area for 12, briefing area for 21.

Sports Administration

17 IWF Offices 12 x 20

Office for IWF secretary-
general, 8 guests.

17 IWF Offices 12 x 20

Office for IWF president, 2 guests.

17 IWF Offices 12 x 20

Office for IWF staff.

18 Conference Room 12 x 28

Conference room for 16.

19 Judges/ Official/ Dressing Room 24 x 24

Existing powerhouse locker area.

20 Lounge 22 x 34

2 televisions, 25 chairs, couches.

21 Weigh-in Room 2 (2) 10 x 16

Weigh-in rooms with adjacent shower and toilet facilities.

Athlete Services

22 Information/ Check-in

In training area.

23 Sauna 100 square feet

2 dry heat saunas.

24 Team Meeting (7) 16 x 20

Individual team rooms with adjacent shower and toilet facilities.

Competition, Management

25 Competition- administra-
tion, office Field of Pay

Office for 2, 5 guests.

26 Competition Stage

Elevated 1 m with 16-foot secured perimeter on floor. On stage a compe-
tition platform 4 m x 4 m x 5% inches high.

27 Rest Area 18 (9 x 11)

Private room with bed, chair, table.

27 Warm-up Room 11,000 square feet

Tent; circular structure, complete structure with 10 platforms and barbells.

28 Training Facility (Gymnasium)

Training hall with 24 plat-
toms, each 12 x 12, 6 feet between each platform. Each platform had 325.5 kg barbell set of collars and weights, 2 weight racks, 2 equal racks, rack, and 4 benches. Each platform had access to outdoor seating area.

28 Training Room 42 x 78

Training hall with: 24 plat-
toms, each 12 x 12, 6 feet between each platform. Each platform had 325.5 kg barbell set of collars and weights, 2 weight racks, 2 equal racks, rack, and 4 benches. Each platform had access to outdoor seating area.

29 Locker/Shower 20 x 60

Existing facility.

30 Athlete Information

Athlete information point on training site schedul-
ing, transportation.

31 Lounge 16 x 32

Lounge for 25, television and beverage service.

32 Staff Office 12 x 22

Office for training manager.

Technoogy

34 Message Center

18 x 18

Communications and message center for staff and officials.

35 Results/Officies

22 x 52

Results output, photo-
copying and distribution center, radio issue and re-
charging, staff office area for 4.

Swiss Timing

14 x 40

Scoreboard and score-
board support directly behind stage.

Venu Operations

2 x 4

Scoreboard control table for 2 at stage.

Transportation

36 Administration 10 x 12

Office for 6.

37 Driver Lounge 20 x 20

Walking area for 30.

Venue Operations

38 Construction 12 x 16

Office for 6, shared with Material Supply staff.

39 Venue Staff Offices 18 x 20

Office for competition di-

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assistent director, assistant di-

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152
Olympic competition in wrestling was held in the Convention Center. This multipurpose facility was built in 1967 and is composed of several structures. The arena building, the lobby between the arena and North Hall, the North Hall and the north meeting rooms building were the only structures used by the LAOOC in conducting the competition. The only major construction required at the facility was three octagonal competition platforms. Support vehicles were placed in compounds west of the arena building. A utility truck, catering truck and communications center were established in a compound southwest of the maintenance warehouse. Food storage, materiel supply, transportation and accreditation trailers were placed in a temporarily fenced area north of the exhibit hall. A television compound was placed just west of the arena.

In the wrestling arena proper, seating and work tables were built for the press in the southeast loge level area. Handicapped seating was built in the first rows of loge seating on the southeast and northeast sides of the arena. Three competition mats were specially colored by the HGB Backstrand Company to match the Olympic Look and were set up on 30-inch-high octagon-shaped platforms in the Convention Center’s main arena. A light gray carpet was placed around the mats, down the sides of the platforms and over the entire arena floor to create a safe, uncluttered field of play. An awards podium was an integral part of the platform.

A press area was created from existing office space adjacent to the grand lobby of the arena. Press rooms were created using pipe and drape partitions and an adjacent formal interview area was blocked off using stanchions and chain.

Venue management offices were created in the grand lobby areas using temporary eight-foot-high hardwall construction and pipe and drape partitions. Additional office space was created one floor down, using similar construction techniques. The North Hall became a mini-day village for the athletes. LAOOC planners attempted to create a park-like atmosphere in the large, 100,000-square-foot area. Fifty carpeted team rooms, two temporary structures for 10 showers, two dry heat saunas for 10 wrestlers, and two whirlpools were just a small part of the total operation. Rooms were assigned based upon team size. Twenty teams received 24-foot by 25-foot semi-private rooms and 30 teams received 12-foot by 28-foot rooms. The walls of these rooms were established by use of pipe and drape partitions which were eight feet high. Two additional 14-foot by 25-foot hardwall private team meeting rooms were available and included a large conference table and chairs. In addition, training was available for the wrestlers in the North Hall. Six 10-meter by 10-meter mats were available for this purpose and were individually draped for privacy. Six stationary bicycles and two trial scales were also located in the North Hall.

The competition platform was an integral part of the Look. The three competition mats, each 12 meters (39.37 feet) in diameter, were made by HGB Backstrand of Sweden. They were colored to coordinate with the Look of the Games, with a chrome yellow competition zone, a red warning zone and a blue out-of-bounds area in concentric rings. The flags of the countries competing in the competition were strung across the ceiling of the arena. The centerpiece of the overhead decorations were two large wrestling pictograms.

Sonotubes, fence coverings, banners hanging on the outside of the area and a theme tower were all part of the Look constructed for the wrestling venue.
Site plan of wrestling facility at Anaheim Convention Center; roofs removed and some seating cut away to show access and support areas.
**Introduction**

Wrestling competition took place in the Anaheim Convention Center, an existing multipurpose sports facility. All support facilities were established in the arena and in the adjacent "North Hall" a 100,000-square-foot convention hall. Facilities established there were on a temporary basis.

<table>
<thead>
<tr>
<th>Department/ Feature</th>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accreditation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1  Administration</td>
<td>12 x 56 trailer</td>
<td>Office for 4. shared with Transportation.</td>
</tr>
<tr>
<td>2  Athlete Entry</td>
<td>10 x 20 tent</td>
<td></td>
</tr>
<tr>
<td>3  VIP/Staff Entry</td>
<td>12 x 34</td>
<td>VIP/Staff entry, badge in, sun, storage and distribution point. Work area for 4.</td>
</tr>
<tr>
<td><strong>Food Service</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4  Eating Area/Soup</td>
<td>40 x 40 tent</td>
<td>Tables and chairs for 180, telephones.</td>
</tr>
<tr>
<td>5  Audit, Cash Control</td>
<td>10 x 15</td>
<td>Office for 5.</td>
</tr>
<tr>
<td><strong>Health Service &amp; Medical Control</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6  Doping Control</td>
<td>14 x 24</td>
<td>Waiting area for 25.</td>
</tr>
<tr>
<td>7  Spectator First Aid</td>
<td>12 x 20</td>
<td>Existing first and facility, refrigeration, 2 treatment tables.</td>
</tr>
<tr>
<td>9  Storage</td>
<td>300 square feet</td>
<td>3 massage tables, refrigeration, work area for 6.</td>
</tr>
<tr>
<td><strong>Material Acquisition &amp; Distribution</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10  Storage</td>
<td>(2) 12 x 10 trailer</td>
<td></td>
</tr>
<tr>
<td><strong>Olympic Family Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11  Hosting</td>
<td>24 x 47</td>
<td>Lounge and bar for 50.</td>
</tr>
<tr>
<td>12  Language Services</td>
<td>16 x 37</td>
<td>Waiting area for 32, administration area for 6.</td>
</tr>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Administration</td>
<td>(see Sports Administration- Competition)</td>
<td>Responsible for payroll, timekeeping and staff scheduling.</td>
</tr>
<tr>
<td><strong>Press Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12  Interview Room</td>
<td>28 x 38</td>
<td>Seating for 36, elevated platform for 3.</td>
</tr>
<tr>
<td>13  Press Seating</td>
<td>169</td>
<td>90 positions with desks, 79 without.</td>
</tr>
<tr>
<td>14  Staff Offices</td>
<td>(3) 12 x 12</td>
<td>Offices for 6 each.</td>
</tr>
<tr>
<td>15  Sub-Center</td>
<td>50 x 50</td>
<td>36 work stations, telecommunications, snack and beverage service.</td>
</tr>
<tr>
<td><strong>Security</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Command Center</td>
<td>(4) 10 x 10</td>
<td>Private offices for law enforcement agencies. Work area for 8.</td>
</tr>
<tr>
<td>16 Command Office</td>
<td>10 x 15</td>
<td>Private office for 1.</td>
</tr>
<tr>
<td>17 Competition Staff</td>
<td>25 x 28</td>
<td>Office area for competition director, assistant director, 2 secretary/support personnel, personnel coordinator, venue coordinator, operations director.</td>
</tr>
<tr>
<td>18 Conference</td>
<td>16 x 20</td>
<td>Conference room for 25.</td>
</tr>
<tr>
<td>19 Lounge</td>
<td>16 x 18</td>
<td>Lounge for 8.</td>
</tr>
<tr>
<td>20 Competition Zone</td>
<td>120 x 134</td>
<td>3 competition mats on a 1-meter raised platform.</td>
</tr>
<tr>
<td>21 Offices Platform</td>
<td>10 x 10 m</td>
<td>48 chairs on raised platform for head officials, judges, doctors, Swiss Timing, assistant, FILA president and technical delegates.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Sports Administration</strong></th>
<th>Federation Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 FILA Offices</td>
<td>(2) 14 x 18</td>
</tr>
<tr>
<td>17 FILA Lounge</td>
<td>14 x 26</td>
</tr>
<tr>
<td>18 Office's Dressing Room</td>
<td>22 x 26</td>
</tr>
<tr>
<td>19 Draw Room</td>
<td>20 x 22</td>
</tr>
<tr>
<td>20 Weigh-in Area</td>
<td>2800 square feet</td>
</tr>
<tr>
<td>21 Medical Check</td>
<td>24 x 25</td>
</tr>
<tr>
<td><strong>Athlete Services</strong></td>
<td></td>
</tr>
<tr>
<td>22 Eating Area</td>
<td>32 x 36</td>
</tr>
<tr>
<td>23 Sauna/Shower</td>
<td>(2) 32 x 44</td>
</tr>
<tr>
<td>24 Team Rooms</td>
<td>(30) 12 x 28</td>
</tr>
<tr>
<td>25</td>
<td>(20) 24 x 25</td>
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<tr>
<td>26</td>
<td>(2) 14 x 25</td>
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<tr>
<td>27</td>
<td>56 x 60</td>
</tr>
<tr>
<td>28</td>
<td>16 x 20</td>
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<tr>
<td>29</td>
<td>8 x 10</td>
</tr>
<tr>
<td>30</td>
<td>(2) 24 x 32</td>
</tr>
<tr>
<td>31</td>
<td>(6) 42 x 42</td>
</tr>
<tr>
<td><strong>Competition Management</strong></td>
<td></td>
</tr>
<tr>
<td>32 Competition Staff</td>
<td></td>
</tr>
<tr>
<td>33 Conference</td>
<td>16 x 20</td>
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<tr>
<th><strong>Television</strong></th>
<th>Compound</th>
<th>Telephone and television transmission and production vehicles.</th>
</tr>
</thead>
<tbody>
<tr>
<td>37</td>
<td>80 x 160</td>
<td>Telephone and television transmission and production vehicles.</td>
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</table>

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<thead>
<tr>
<th><strong>Technology</strong></th>
<th>Message Center</th>
<th>Communications and message receiving center for staff and officials. Receives and transmits images and radio base station, work area for 6.</th>
</tr>
</thead>
<tbody>
<tr>
<td>38</td>
<td>14 x 15</td>
<td>Results input located in competition hall, 6 staff.</td>
</tr>
<tr>
<td>39</td>
<td>23 x 24</td>
<td>Results output, photocopying and distribution center, with photocopiers, typewriters, computer, telephones, work area for 6.</td>
</tr>
<tr>
<td>40</td>
<td>10 x 20</td>
<td>Storage area.</td>
</tr>
<tr>
<td>41</td>
<td>20 x 23</td>
<td>Office for staff and 10 sponsors/vendors.</td>
</tr>
<tr>
<td>42</td>
<td>(3) 6 x 6</td>
<td>Timing equipment for 2 operators at each mat schedule control room for 5.</td>
</tr>
<tr>
<td>43</td>
<td>9 x 9</td>
<td>Telephone switchboard, work area for 2.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Transportation</strong></th>
<th>Administration</th>
<th>Office for 6 (see Accreditation).</th>
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</thead>
<tbody>
<tr>
<td>42</td>
<td>10 x 10</td>
<td>Office for 6 assistant ve- nue managers, 4 material supply coordinators, 2 construction coordinators, 2 concessions coordinators, Office for 1 maintenance.</td>
</tr>
</tbody>
</table>

**Venue Operations**

<table>
<thead>
<tr>
<th><strong>Venue Operations</strong></th>
<th>Office for 3 assistant venue managers, 4 material supply coordinators, 2 construction coordinators, 2 concessions coordinators, Office for 1 maintenance.</th>
</tr>
</thead>
<tbody>
<tr>
<td>42  Vendor Staff</td>
<td>35 x 38</td>
</tr>
<tr>
<td>43  Food Service</td>
<td>4 stations</td>
</tr>
<tr>
<td>44  Food Office</td>
<td>10 x 10</td>
</tr>
<tr>
<td>44  Program Stand</td>
<td>30 x 20</td>
</tr>
<tr>
<td>45  Public Information</td>
<td>10 x 10</td>
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</tbody>
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<tr>
<td>40</td>
<td>10 x 20</td>
<td>Storage area.</td>
</tr>
<tr>
<td>41</td>
<td>20 x 23</td>
<td>Office for staff and 10 sponsors/vendors.</td>
</tr>
<tr>
<td>42</td>
<td>(3) 6 x 6</td>
<td>Timing equipment for 2 operators at each mat schedule control room for 5.</td>
</tr>
<tr>
<td>43</td>
<td>9 x 9</td>
<td>Telephone switchboard, work area for 2.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Transportation</strong></th>
<th>Administration</th>
<th>Office for 6 (see Accreditation).</th>
</tr>
</thead>
<tbody>
<tr>
<td>42  Vendor Staff</td>
<td>35 x 38</td>
<td>Telephone and television transmission and production vehicles.</td>
</tr>
<tr>
<td>43  Food Service</td>
<td>4 stations</td>
<td>Telephone and television transmission and production vehicles.</td>
</tr>
<tr>
<td>44  Food Office</td>
<td>10 x 10</td>
<td>Telephone and television transmission and production vehicles.</td>
</tr>
<tr>
<td>44  Program Stand</td>
<td>30 x 20</td>
<td>Telephone and television transmission and production vehicles.</td>
</tr>
<tr>
<td>45  Public Information</td>
<td>10 x 10</td>
<td>Telephone and television transmission and production vehicles.</td>
</tr>
</tbody>
</table>

| **Public Seating** | 7,200 | Telephone and television transmission and production vehicles. |
Yachting
The yachting venue, directly adjacent to the fencing and volleyball venues, utilized the first five gangways of the Long Beach Downtown Shoreline Marina and a portion of the adjacent beach. The area came to be called the "Olympic Harbor". Two paved parking lots and three boat-owner shower facilities were the only existing facilities utilized. The only on-site facilities provided for spectators were a series of bleachers for the award ceremonies and an information booth on the west edge of the site on the marina green. Spectators could sign up for space on a boat that circumvented the race courses.

A site plan was developed by the LAOOC in 1983 and a skeleton plan implemented during the 1983 Olympic Classes Regatta held at the Olympic Harbor. As a result of observations made during the Regatta, the site plan was modified. A landscape architectural firm developed the master plan and final construction documents. A site plan is located within the authority of the California Coastal Commission which required permits for the staging of both the Regatta and the Games.

The LAOOC agreed to finance the construction of a permanent boat hoist as part of the contractual agreement with the city of Long Beach. The hoist was designed and built under the direction of the city of Long Beach engineers. It was in place for the 1983 Regatta and problems encountered at that time were corrected in 1984.

All venue operations were housed in trailers and a total of 26 were installed. They were located on the paved parking lots in groups creating courtyards to provide a seal to the venue. Tents supplemented the trailers for meeting and hosting areas.

The venue had two entrances: one for people, including staff, athletes, press and team support officials; and one for vehicles and boats. The layout of the entry for people accommodated accreditation procedures.

Temporary facilities were housed in tents and trailers. Team tents were provided but were not regularly used. Teams, instead, congregated at their storage containers and shade structures adjacent to the storage containers were also utilized. Food and recreation areas were housed in large tents set on the existing lawn. Medical and doping control facilities were housed in a 60-foot trailer supplemented by an adjacent shade structure which was used as a waiting area. Temporary cold water showers were constructed using tents set on concrete slabs with adjacent lockers. Existing showers and restrooms belonging to local boat owners were also used.

Boats were stored on the beach, both on trailers and on dollies. The LAOOC provided 29 (40-foot by 8-foot) and 14 (20-foot by 8-foot) containers for the storage of yachting equipment. Many countries brought their own containers and electrical power was supplied for those requesting it. Some containers were air-conditioned with refrigerators as well as machine shops. At times, the site had insufficient electrical power and outlets. Temporary security lighting was manually operated, rather than by time clock or master switch, which made the operation tedious.

A major problem encountered during the design phase was the stabilization of the sand to facilitate boat storage and movement. Although materials are made for this purpose, the costs were prohibitive. A lengthy search for alternative, less expensive materials resulted in the use of Astroturf and woven stabilizing fabric. SuperTurf, the LAOOC’s official turf supplier, was able to supply turf from a used football field at a reasonable cost. The sand was rolled to compact the surface before the turf was installed. The turf functioned well but was not aesthetically pleasing. The woven fabric was used in storage areas where there was little traffic. The dark color of the fabric made it hot and difficult to walk on. During competition, the turf was extended to the water’s edge to create a stable walkway. Where it went beyond the high tide mark, it was covered with sand and had to be removed.

Boat measuring and repair were located in large tents to the far east of the site on a small paved parking lot. Adjacent trailers housed support offices. The beach adjacent to the measuring area was graded prior to the Olympic trials to accommodate boats and storage containers. A small portion of the Super Turf was laid as a test effort. It worked well and the remainder was subsequently installed. Most of the facilities were set in place from 6-13 July.

The most spectacular element of the site was the flags of the nations extending the length of the jetty on 30-foot flag poles and visible from the entire harbor. Bleacher seating for over 2,000 spectators was erected for use during the yachting Opening and Closing Ceremonies and the torch relay entry. The bleachers were located in the center of the venue on the lawn to the north of the paved lot.
Site plan of yachting shore facilities
at Long Beach Marina
Course diagrams

**Alpha Course**
Windgliders
Start, 1, 2, 3, 1, 2, 3, Finish
All marks left to port

**Bravo Course**
470s, Finns
Start 1, 2, 3, 1, 2, 3, Finish
All marks left to port

**Charlie Course**
Solings, Stars
Start, 1, 2, 3, 1, 2, 3, Finish
All marks left to port

**Delta Course**
Tornados
Start, 1T, 2T, 3T, 1T, 3T, 1T, 2T, 3T, Finish
All marks left to port

**Delta Course**
Flying Dutchman
Start, 1, 2, 3, 1, 3, Finish
All marks left to port
Village: USC

The athlete village at the University of Southern California had the largest population of the three villages. It was created on 49 acres of the USC campus, located in downtown Los Angeles and also included the 32nd Street School, an elementary facility of the Los Angeles Unified School District, and the Shrine Auditorium Exhibition Hall. Contractual agreements signed in March 1982 specified a 40-day period of exclusive use and the identification of all residential, recreational, sports and training facilities to be used by the LAOOC. The village was occupied from 14 July through 15 August by almost 7,000 athletes and team officials representing 79 NOCs.

Architects faced the challenge of creating a unified feeling to the USC village, as it was not contained wholly within the university but encompassed various other structures and city streets. The perimeter fence was constructed on properties belonging to USC, the city of Los Angeles, the Los Angeles Unified School District and several private property owners. Look elements were used not only to create a festive Olympic atmosphere but also to provide continuity between varied architectural spaces.

The University of Southern California reviewed all uses and construction details for compatibility with their requirements for continued use after the Games. USC paid particular attention to the way in which attachments were made to existing structures and to how construction operations would affect university programs which continued until the first week of July as well as during the Games, when over 1,200 USC employees worked in the village.

The physical layout and multiple property ownerships added to the complexity of securing almost 50 construction permits and approvals from various governmental agencies. A conditional-use permit was secured from the city of Los Angeles Department of Planning and Zoning as the existing zoning for the area did not allow for such uses as office trailers and tents. Permits were secured from the county of Los Angeles Health Department to construct and operate the food service facilities. The LAOOC obtained permits from the Los Angeles Department of Public Works and the Los Angeles Department of Transportation for fence and street modifications that had to be made on city property. The Bureau of Conservation of the Los Angeles Department of Building and Safety issued permits to the LAOOC for all temporary construction and for plumbing, mechanical and electrical system modifications.

The existing facilities at the University of Southern California required little modification to satisfy the space requirements of an athlete village. Temporary facilities were constructed for staff and guest entries, outdoor rest areas, additional kitchen and dining facilities, a wrestling training site and a transportation center. The only concrete and steel construction required was the building of a permanent two-story dining facility. Existing and necessary temporary facilities were organized into activity clusters that were visually connected by the Look elements. There were six distinct housing areas or pods, a transportation center, an administrative center and an area called the Village Square that included most of the general and recreational facilities required by the athletes and officials during their stay.

The layout of the facilities allowed for free movement of pedestrians and service vehicles. Athlete shuttle buses, maintenance vehicles and the electric carts used by the administration staff were the only vehicles allowed in the village. Buses entered the village from Jefferson Boulevard through a double gate system and proceeded to a central location. After passengers disembarked, the buses left the drop-off area and proceeded to a sweep area and a holding area before picking up passengers in the transportation center. The buses then headed out to training sites, venues and the other villages.

The main entrance to the village was located east of the Olympic Plaza. To the west, Taper Hall, a classroom building, was converted at ground level to an interior shopping mall including a bank, hair salon, convenience store, telephone center and video arcade. The second level of Taper Hall housed the NOC offices and meeting rooms. The International Zone was located south of the Olympic Plaza and tents were erected for informal interviews with news media.

The USC Village accommodated hundreds of non-residents on a daily basis. Up to 200 journalists gathered to watch the athletes training on Cromwell Field and held informal interviews in the International Zone. As many as 350 NOC guests were in the USC village at any given time. Athletes passed through the village to gain access to nearby swimming, wrestling and gymnastics training sites. The athlete shuttle system transported athletes to the Coliseum, Sports Arena and Exposition Park, a few blocks away.

The Village Square had two main pedestrian arteries, 34th Street and University Avenue, a pedestrian mall.
The LAOOC added decorative Look elements: painted scaffolding with elevated graphics and banners; tables, chairs and umbrellas; refreshment and sports information modules in special tents; a post office, specifically designed by the U.S. Postal Service; and thousands of plants to transform the mail into the Olympic Plaza, the village’s main gathering place.

The northern edge of the village square was 34th Street. It was converted to a pedestrian way or Main Street from which athletes entered the polyclinic, located in the USC Religious Center. The polyclinic was located in an existing USC medical facility. New equipment was provided to meet the athletes’ specialized needs. Refreshment and information kiosks equipped with EMS terminals and telephones were located throughout the village. To ensure proper security a double chain-link fence surrounded the village. Both fences were 8 feet high with three strands of barbed wire above the exterior fence. The fences were placed a minimum of 10 feet apart. The U.S. Department of Defense added an intrusion detection system, consisting of cameras and motion detection devices attached to the fences surrounding the athlete pods. The pods were located on the perimeter of the village. Each pod had one pedestrian entry, marked by a specialty tent that housed a guard station and magnetometer. The village boundary fence had 10 emergency access gates for use by the fire department. Only the gates at Jefferson Boulevard and a service entrance on McClintock Street were available for vehicular access. Each pod consisted of one or more existing residence halls. A survey of room and suite size and allowable densities identified the capacity of the contracted rooms at 8,549 occupants. The LAOOC designed rooms for a maximum occupancy of 7,002 resident athletes and team officials. Common recreation/lounge areas and laundry areas were provided in each complex. The LAOOC provided a 24-hour food service for village residents and guests. Existing and temporary facilities at the USC Village. Village efficiently. As no existing facilities were available, the LAOOC constructed a temporary dining facility in an existing L-shaped surface parking lot west of the Village Square and in the geographic center of the village. The temporary dining facility, the “Baron’s Bistro,” was open 24 hours a day with seating for nearly 1,300. The entrance to Baron’s Bistro facility was from a walkway under barrel-vaulted tents which opened on each side to 45-foot-square, magenta-colored, canvas canopies on steel frames. Unlike the other dining facilities, food was prepared on location. The 13.5-foot by 90-foot kitchen was a specially outfitted, prefabricated cooler building. A similar adjacent building contained a scullery. The Shrine Auditorium Exhibition Hall adjacent to the USC campus was transformed into a food preparation and distribution center. A 3,600-square-foot temporary kitchen was added to existing facilities. A 3,000-square-foot prefabricated freezer and cooler storage space, a 3,000-square-foot dry storage area and a 2,000-square-foot area for administrative use were also accommodated there. The prepared food was transported from this central location to each of the four village dining halls.

Athletic services were available in existing and temporary facilities at the USC Village. The physical education building contained gymnastics training, rest areas for athletes from the other villages and swimming facilities. Cromwell Field was a training and competition warm-up site for athletics competitors. An LAOOC-outfitted weight room and a temporarily modified hydrotherapy area were located in the basement of Heritage Hall. The wrestling training area was built on three existing tennis courts. A plywood deck was built over the courts and covered by canvas to provide nine mat areas. Village administrative offices were located in the 32nd Street School. Existing classrooms were modified with partitions to create the necessary office space. NOC administrative services were provided in the lobby of Annenberg Hall. The upper stories of Annenberg Hall, the second level of Taper Hall and the bungalow area of the 32nd Street School housed individual NOC offices and meeting rooms.
The village square is the main gathering point for many competitors relaxing within the USC Village.

The transport depot at USC is clearly marked for use by competitors and officials on their way to competition and training sites.

Information is available from LAOOC guides and hostesses at multiple sites within the village. Partitions, telephones and EMS terminals were added to all rooms. Rooms in the 32nd Street School were provided with temporary air conditioning and carpeting. Additional air conditioning was also added to the NOC photocopying center in Annenberg. Transportation services were provided for all athletes and team officials to and from all venues, training sites, villages and the airport. The bus program operated from the northeast section of the village.

The Olympic rings were located on all four sides of Phillips Hall, a tall university structure visible from the roads that accessed the university. The rings were made of plywood and cardboard facia and were illuminated at night. The globe atop another university structure, the VKC Tower was also illuminated with Tivoli lights.

Walkways and many temporary structures were illuminated at night, also with Tivoli lights. Tube balloons were hung in trees and marked the secondary access way from the sports service center in Heritage Hall to the Village Plaza. The balloons were filled with air and maintained by an air-pressure pump and a forced air system. The main entrance to the village at the VKC Tower was decorated with the flags of the nations. A bold entry was created by draping large banners in the building’s archways. The direct application of temporary banners and bunting created separate entrance ways for village guests and media and for athletes and officials.

In general, construction was completed on schedule. Early access to the Shrine Auditorium Exhibition Hall, permission to install exterior security fencing early and permission to get an early start on the technology command and data center trailers were major factors in meeting deadlines. Over 100 Look personnel, 30 fence installers and 30 electricians worked 18-hour days to complete the work on the USC Village which opened 14 July 1984.
Plan of village administration facilities at 32nd Street School

First floor plan of NOC offices in the Annenberg Communications Building
Plan of Main Street and the international zone
Site plan of the Olympic Village at USC
Architecture and Construction

Plans and furniture arrangements for athletes’ housing in a typical apartment style complex

Typical rooms layout

Second level of NOC offices
Introduction

The USC Olympic Village was created on 49 acres of the campus of the University of Southern California. More than 6,000 athletes and officials from 79 NOCs were housed in permanent residential halls and apartment style structures. Permanent residential halls were adapted to new uses and temporary facilities were installed to create comfortable living and recreational areas.

Accommodations

Olympic team accommodations at USC were provided in existing student housing structures. There are two basic types of housing units at USC: the residence hall complex and the apartment complex. Assignment of rooms met the requirements set by California law, with the minimum of 80 square feet per person and in more than 10 persons in a unit part 1 shower and 1 toilet facility.

1

The typical apartment buildings

12 x 15

Bedroom units with 2 or 3 beds per room, desk, chair, dresser, 3 and 4 bedroom complexes were available and slightly larger.

23 x 23

Living rooming room with couch, chair, dining table with 4 chairs.

9 x 12

Bedroom with sink, toilet, bathroom/.

2 x 15

The typical residence hall

Bedroom 2 with 2 beds, desk, chair, dresser, common mural and shower facility.

28 x 42

All units had a separate recreation or lounge room with chairs, television, video games.

Athletes typically were housed three to a bedroom NOC chef or doctor mission typically included training and consulting with the team doctor.

Within the apartment complexes, these were 152 units housing 1,112 athletes, using 972 athletes, 972 bed-room units housing 2,358 athletes, (27) 1-bedroom units housing 54 NOC chefs and athletes, (76) 41-bedroom units housing 140 NOC chefs and doctors, (40) 1-bedroom units housing 270 athletes and coaches, (12) 2-bedroom units housing 30 NOC chefs, or doctors and athletes, (19) 4-bedroom units with 2 bathrooms, (140) athletes, 25 double rooms housing 50 athletes, (4) single rooms housing 13 athletes or doctors, (29) 1-bedroom units housing 52 athletes, (4) 2-bedroom units housing 104 athletes, (2) 1-bedroom units housing 160 athletes and (14) 2-bedroom units housing 94 athletes for a total of 6,228 beds in the apartment complexes.

Within the residence hall complexes, there were 130 single units housing 130 athletes or doctors, 871 double rooms housing 1,742 athletes and 26 triple room units housing 349 athletes for a total of 4,350 beds in the residence hall complexes.

There were a total of 6,978 beds in the USC Village.

Architecture and Construction

| 10 - 11 tent |
| 6 x 10 tent |
| 4 x 10 tent |
### Material Supply

- **Administration**: 18 x 41
- **General Supplies**: 400 square feet
- **Office Supply Storage**: 8 x 20
- **Mayor's Office Manager**: 2 (8) x 9
- **Conference Room**: 12 x 14
- **Envy Manager**: 30 x 40
- **Envy Manager Hospitality**: 200 square feet
- **ICC Office**: 12 x 22
- **Mayor**: 13 x 14
- **Protocol Officer**: 12 x 10
- **Reception Area**: 12 x 18
- **VIP Holding**: 32 x 47

### NDC Offices

<table>
<thead>
<tr>
<th>Room</th>
<th>Size</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>46</td>
<td>500 square feet</td>
<td>All NDCs received on office floor based upon team size. Each office was provided 1 telephone, 1 typewriter, 1 safe. Each office was also provided a paper.</td>
</tr>
<tr>
<td>45</td>
<td>700 square feet</td>
<td>13 NDCs received: 1 private office, 1 secretary support work station, 2 staff work stations, conference room for 4, 7 NOCs received: 1 private office, 2 secretary/support work stations, 4 staff work stations, conference room for 12.</td>
</tr>
<tr>
<td>46</td>
<td>900 square feet</td>
<td>2 NOCs received: 1 private office, 1 secretary/support work station, 2 staff work stations, conference room for 6.</td>
</tr>
<tr>
<td>46</td>
<td>1200 square feet</td>
<td>2 NOCs received: 1 private office, 2 secretary/support work stations, 7 staff work stations, conference room for 10.</td>
</tr>
<tr>
<td>46</td>
<td>1500 square feet</td>
<td>6 NOCs received: 2 private offices, 3 secretary/support work stations, 10 staff work stations, conference room for 20.</td>
</tr>
<tr>
<td>46</td>
<td>1690 square feet</td>
<td>Conference rooms were available to all NOCs on a sign-up basis.</td>
</tr>
</tbody>
</table>

### NOC Services

- **NOC Conference Rooms**: (3) 15 x 15
- **NOC Storage**: (240) 8 x 20
- **General Assistance**: 9 x 17
- **Lounge**: 26 x 36
- **Messenger Service**: 10 x 10
- **NDC Service Counter**: 12 x 46
- **NDC Services**: 8 x 8
- **Office Manager**: 8 x 10
- **Photocopying**: (2) 32 x 32
- **Translation Services**: (6) 10 x 10
- **Typing**: 23 x 44
- **Conference Room**: 16 x 22
- **Consultation Room**: (7) 10 x 14
- **Dental**: (3) 12 x 14
- **Doping**: 14 x 16
- **Eye Care**: 6 x 14
- **Laboratory**: 16 x 24
- **Medical Records**: 12 x 14
- **Pharmacy**: 12 x 24
- **Primary Care/Trauma**: (7) 7 x 16
- **Radiological Services**: 16 x 42
- **Reception**: 17 x 20
- **Staff Lounge**: 14 x 20
- **Staff Office**: 12 x 14
- **Storage**: (3) 8 x 14
- **Triage**: 15 x 16
- **Physical Therapy**: 36 x 74

### Press Operations

- **Press Conference Center**: “International Zone”
- **Press Interview Room**: 10 x 20
- **Rest Area**: 10 x 40
- **Staff Office**: 10 x 20
- **TV Interview Room**: 20 x 20

### Security

- **Security Room**: 28 x 30
- **Conference Room**: 14 x 30
- **LAOC Staff Offices**: 9 x 12
- **Press Room**: 13 x 14
- **Radio Repair, Paper and Spares**: 12 x 14
- **Reception Room**: 10 x 16
- **Press Operations**: (4) 10 x 10

### Technology

- **Message Center**: 600 square feet
- **Paper and Copper Spacers**: (2) 10 x 45
- **Radio Paper, Spares, Storage**: 12 x 18
- **Radio Systems**: 16 x 36
- **Sponsors Work Area**: 38 x 42
- **Staff Offices**: 20 x 12
- **Telecommunications**: 20 x 22
- **Training Equipment Area**: 20 x 20
Transportation

69. **Athlete Bus System**
   - **52 x 200**
   - Athlete system bus dispatch, 42 bus and 18 x 125 loading/unloading bays. Destinations include: airport, venues.

70. **Athlete Waiting Area**
   - **10 x 10 tents**
   - Waiting area for 60, rest-rooms, beverage service, 8 x 25 x 40 meter board. Trans. boarded, route numbers.

71. **Coliseum Shuttle**
   - **28 x 110**
   - Shuttle for athletes to athletics and boxing site; 5 bus loading/unloading docks.
   - **28 x 48**
   - Shuttle waiting area, shaded: tables and chairs for 90. Beverage service. Magnetometer at entry/exit for shuttle boarding.

72. **Olympic Family (2) 30 x 30 tents**
   - Water cooler, television.

73. **Drivers Rest Area**
   - **250 chairs.**

74. **Transportation Management**
   - **10 x 10 tents**
   - Waiting area for 60, resting area rooms, beverage service. 8 x 26 x 40 reader board with bus system schedules and route numbers.

75. **Tower- 24 x 32**
   - Athlete System

76. **Athlete Wait-10 x 10 tents**
   - Waiting area for 60, resting area rooms, beverage service.

77. **Village Administration**
   - **12 x 16**
   - Private office for 1, 3 guests.
   - **22 x 28**
   - Reception and waiting area for 6, 2 separate, support stations, 2 staff work stations. Conference room for 16.

78. **Coordinators’ Office**
   - **26 x 30**
   - Office area for 11, each with desk and 2 chairs. Conference area, 2 6-foot tables, 6 chairs.

79. **Head Office**
   - **28 x 64**
   - Office for 17, each with desk and 2 chairs.

80. **Finance**
   - **28 x 31**
   - Office for 15, 5 staff, 10 chairs.

81. **Personnel Office**
   - **28 x 31**
   - Office for 10, 2 staff, 10 chairs.

82. **Public Relations Office**
   - **14 x 20**
   - Office for 2.

83. **Staff Work Center**
   - **20 x 30**
   - Chairs and table space for 10.

84. **Uniform Distribution**
   - **26 x 38**
   - 8 (6-foot) storage lockers, tables.

85. **Deliveries**
   - **10 x 20 tents**
   - Food Service vehicle pick-up and delivery loading bays.

86. **Main Entry**
   - **6 x 12 x 12 tents**
   - Guest reception area. Each tent with 2 tables, 2 chairs, telephone. Adjacent waiting area for 40.

87. **Press Entry**
   - **10 x 20 tents**
   - Guest credentialing area; 200 individual storage units for guest identity cards. Counter, work area for 14 staff.

88. **Service Vehicle Entry-MC**
   - **60 x 280**
   - Fenced area, sweep and inspection area for 23 vehicles, 70-foot turning circle. Staff work area for 4.

89. **Service Vehicle Entry-Hoover**
   - **60 x 280**
   - Fenced area, sweep and inspection area for 23 vehicles, 70-foot turning circle. 40-foot unloading area.

90. **Staff Entry**
   - **16 x 50**
   - Staff queuing area. 6 desks for preliminary identification check, 6 desks for credentialing, badge storage rack, holding area for 8, time clock and time card rack.

91. **Staff Quarters**
   - **30 x 60 tents**
   - 6 desks for preliminary identification check, 6 desks for credentialing, badge storage rack, holding area for 8, time clock and time card rack.

92. **Staff Housing**
   - **20 x 20 tents**
   - Village entry/exit point, 2 magnetometers, 2 staff, security.
The athlete village at UCLA had a different ambience than the one at USC. The campus of the University of Southern California is compact and urban in character, whereas UCLA’s is more park-like. Unlike the residential facilities used to house athletes at USC, the residential facilities in the UCLA Village were segregated from the rest of the campus. The UCLA Village design was simplistic in that a single fence system enclosed the housing sector and isolated it from the rest of the campus. The athletic training facilities at Drake Stadium, on the intramural field and at Wooden Center were also enclosed in the 65-acre village. A total of 4,400 athletes and officials were housed at UCLA. The four dining hall facilities had the combined capacity to serve 2,000 athletes simultaneously. There was a total of 33,000 linear feet of fencing surrounding the UCLA Village.

The construction task at UCLA was difficult, however, since the LAOOC construction crews gained access to the campus grounds only seven days prior to the opening of the village. Construction crews worked under the severe time constraint to complete all work within seven days. Early access was granted for infrastructure work such as the installation of power, telephone and technology cables. The village was extended to include the James West Alumni Center which commanded a prominent position at the end of Westwood Boulevard. The West Center was architecturally suited and ideally located to serve as the entry to the village. Use of the West Center was not included in the original agreement with UCLA, but was added later. The West Center was decorated with ceremonial arches and Look scaffold folding which were illuminated at night.

The UCLA campus was not as well equipped to handle the human needs of the athletes as was USC. The LAOOC developed an all-in-one solution by creating the “Main Street” concept, which consisted of a disco, coffee shop, barber shop, convenience store, video arcade, a park ranger station and telephone center along the 40-foot-wide concourse at the top of Drake Stadium. The concourse was suitable for pedestrians, with a concrete wall and restrooms on one side and stadium seats cascading down the other side. Scaffolding was extended over several rows of seats, creating a platform for the installation of tents. The necessary utilities, water and power, were available on the concourse and distributed through electrical wiring and pipes under the scaffold platform. Main Street became one of the most visible locations in the UCLA village and served as the focal point of social activities.

Additional entertainment facilities included a concert facility and four major concerts were held at UCLA (and at USC) during the course of the Games. An existing outdoor amphitheater was utilized for stage entertainment and also as an outdoor movie viewing area. The Sunset Canyon Recreation Center became a popular place for athletes to sun bathe.

A perimeter security fence was constructed around the dormitories, isolating the village from the rest of the campus. As the village was totally contained within the confines of the university, the necessary permits and approvals were easily obtained. The athletic facilities at Drake Stadium, the intramural field and the new Wooden Center were also enclosed with fencing. Existing residence halls and food facilities were adequate to service the needs of the village residents. The residential facilities were segregated from the rest of the university in the northwest section of the UCLA campus. The university improved the existing walkway by adding pavement and landscaping which greatly increased the accessibility of the campus from the residence halls.

A bus depot was located on the intramural field. The 25-stop depot was constructed south of Circle Drive East. Bus traffic was directed from a 350-foot-high scaffold tower constructed there. A decorative scaffold structure was erected adjacent to the transportation tower, providing shade for athletes waiting for buses. After the Games, the three lanes of asphalt that had been laid to create the bus loading area were removed and the area was resodded. Athletic training facilities were constructed at UCLA. The LAOOC resurfaced the Drake Stadium track with Rekortan and temporary training facilities, including a javelin throw runway and discus ring, were placed on the intramural field. The existing swimming pool and weight training room were utilized. Four wrestling platforms were constructed on raised scaffolding. Temporary group sauna facilities were also constructed. Scaffolding was used to construct a bridge between Wooden Center, the training and warm-up facilities used by gymnasts, and Pauley Pavilion, the venue used for gymnastics competition. The bridge linked Wooden Center, located within the security fencing of the village, and Pauley Pavilion which was directly adjacent to, but not part of, the athletes village. A bridge was constructed over the 8-foot grade change that existed between the two buildings. The scaffold bridge was covered with white sheer fabric to shield the athletes from view and was decorated with the Olympic rings and additional colored fabrics. The bridge became a ceremonial archway to pedestrians entering the UCLA Village. It led to the intramural field and the three concentric curve formation of the flags of the nations.
Athletes were housed in four high rise buildings and two apartment complexes. NOC office space was located in the residence halls and in temporary office trailers. Accommodations within the high rise buildings consisted of rooms housing two or three athletes with bathrooms located on either end of each floor. The low rise apartments were designed to hold eight athletes each, with a separate toilet facility and living room for each apartment. Air-conditioning was not supplemented.

Take-down procedures after the Games were as critical as the pre-Games construction efforts. Construction crews worked under a rigid schedule to disassemble the village and repair the UCLA campus for the start of university classes. The intramural field and other athletic facilities were made ready for the start of collegiate athlete training and practice sessions within days following the close of the village on 15 August.
Plan of disco/coffeehouse at UCLA Village
Plan for staff entry at UCLA

Site plan of athlete bus loading terminal at UCLA Village

Plan and furniture arrangements for typical residence hall

Typical rooms

- Chef de mission/single
- Athlete/ double
- Athlete/triple
- chef de mission/double
- Team doctor/double

Symbols

- Single bed
- Two bunked single beds
- Examination table
- Table
- File cabinet 2-drawer
- Side chair
- Lounge chair
- Portable refrigerator
- Examination light
- Telephone
Plan of Main Village entry/exit point at the James West Center for the Olympic Village at UCLA

66 Competitors train on the Drake Stadium track with the scaffold support structures for Main Street and the coffeeshop/discot- theque in the background.

67 A giant transportation tower rises above the UCLA Village’s bus depot in order to direct traffic.
The UCLA Olympic Village was created on 60 acres of the campus of the University of California, Los Angeles. More than 3,600 athletes residing in permanent student residential facilities. Existing training and athletic facilities, administrative areas and offices were adapted and temporary facilities installed to create comfortable living, recreation and administration areas.

**Olympic team accommodations**: Olympic team accommodations at UCLA were provided in existing student housing structures called residence halls and temporary areas were created. Assignment of rooms met the requirements set by California State Law of 1979. Existing training and athletic facilities, administrative areas and others were adapted and temporary facilities installed to create comfortable living, recreation and administration areas.

### Accommodations

- **Department/Space Use**:
  - **Athletics**: Facilities.
  - **Armory**: Facilities.
  - **Residence Hall**: Facilities.
  - **Gymnastics**: Facilities.

### Space Size (in feet)

- **Bicycle Repair**: 20 x 60
- **Bicycle Storage**: (5) 12 x 26
- **Gymnastics Training**: (5) 400 square feet
- **Residence Hall**: 16 x 20
- **Main Street**: 16 x 78
- **Infield Facility**: 10 x 10 tent
- **Main Street**: 11 x 24
- **Residence Hall Complex**: 12 x 16
- **Residence Suites**: 11 x 24
- **Armory**: 16 x 31
- **Architectural Engineering**: 8 x 12
- **Athletics Training Site**: 6 x 24

### Department/Function (in feet unless noted)

<table>
<thead>
<tr>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Olympic Committee Facilities. Existing training and athletic facilities, administrative areas and offices were adapted and temporary facilities installed to create comfortable living, recreation and administration areas.</td>
</tr>
</tbody>
</table>

### Department/Function (in feet)

- **20 Bicycle Repair**: 8 x 15-foot work benches and light; 12 headlight storage cabinets, 8 6-foot work tables with stools, 1 wood chipper, 1 12-foot sealed, 4 benches, 1 12-foot storage tank. 12 work stations provided in the suites. A total of 3,680 beds were provided in the suites. A total of 3,680 beds were provided in the UCLA Village.
- **21 Bicycle Storage**: Individual NOC storage areas for 294 bicycles.
- **5 Gymnastics Training**: 10 individual rooms assigned by team to changing and meeting; 5 men's, 5 women's with bench seating for 6 and full length mirrors. Adjacent to locker and shower area.
- **20 Residence Hall**: 20 x 35 Rest area for 100, television, beverage service. Full length mirrors. Area with seating to begin competition. Wired to public announcement system in Pauley Pavilion.
- **6 Residence Hall**: 92 x 117 100 x 129 64 x 114 3 gymnasia subdivided to establish 8 separate training areas with a total of 74 complete sets of apparatus for men and 4 for women; including 14 x 10 x 10 massage rooms, work lab, office for 1 coordinator.
- **6 Residence Hall**: (7) 31 x 11 12 x 10 Saunas for 8-10 each. 6 listening stations. Check out for 1,000 paperback, 30 cassette decks, 220 cassettes, 100 magazines, newspapers. Tables and chairs 250.
- **6 Religious Services Center**: 44 x 50 Meeting area for 100.
- **6 Residence Hall Complex**: 12 x 16 Office for director.
- **6 Residence Hall Complex**: (2) 9 x 12 Counseling offices for 3 each.
- **21 Residence Suites**: 11 x 24 Living room/dining room with couch, chairs, dining table with 2 chairs.
- **21 Residence Suites**: 6 x 24 Bathroom with sink, toilet, bathtub/shower.
- **5 Residence Suites**: At UCLA there were the following rooms: 30 single rooms for NOC chefs; 20 double rooms for NOC chef and team doctor; 1126 double rooms for 2 rooms each's all athletes. A total of 1,392 beds were available in the residence halls.
- **2 Residence Suites**: The residence suites provided the following: (20) 2-bedroom suites for 8 athletes and (17) 2-bedroom suites for team doctors and NOC chefs. A total of 1,318 beds were provided in the suites. A total of 3,680 beds existed in the UCLA Village.
- **4 Athletics Training Site**: 6-foot work bench; 3 vices; 3 work lights; 2 3-foot work table with 4 stools, 1 air compressor, 4 8-foot work benches, 4 straight cabinets, 1 existing roof 400, 2 work tables with stools, and 1 air compressor, 4 8-foot work benches, 4 straight cabinets.
- **Athlete Services**: 3 Armory 16 x 31
- **Athlete Services**: 4 Athletics Training Site 12 x 14
- **Food Service**: 132 x 136 Spurcal Residence Hall dining room with 506 seats, kitchen facility and serving stations.
- **Food Service**: 110 x 200 Residence Hall dining room with 506, kitchen facility and serving stations.
- **Food Service**: 20 Staff Food Service (3) 30 x 50 tents total.
- **Food Service**: 20 Staff Food Service Dispensing area.
- **Food Service**: 24 x 28 8 temporary toilet facilities.
- **Food Service**: (2) 10 x 44 trailers Refrigerated food storage.
- **Main Street**: 23 Bank 16 x 78 5 serving windows.
- **Main Street**: 24 Dining Center 16 x 60 Office area for 2; waiting area for 10; 30 calling stations.
- **Main Street**: 25 Convenience Store 20 x 60 tent Assorted products displayed on 30 adjustable shelves. Receiving point only.
- **Main Street**: 26 Dry Cleaning/Laundry 20 x 20 tent 20 x 20 tent.
- **Main Street**: 27 Flower Shop 20 x 20 tent 20 x 20 tent 20 x 20 tent.
- **Main Street**: 28 Hair Salon 20 x 40 tent 20 x 40 tent 20 x 40 tent.
- **Main Street**: 29 Information 20 x 40 tent 20 x 40 tent.
- **Main Street**: 30 Kiosk 20 x 20 tent 20 x 20 tent.
- **Main Street**: 31 National Park Display 20 x 25 4 beverage dispensers, snacks.
- **Main Street**: 32 Refreshment Tent 20 x 20 tent 20 x 20 tent.
- **Main Street**: 33 Travel Agency 20 x 20 tent 20 x 20 tent.
- **Main Street**: 34 Video Arcade 16 x 35 28 video game tables.
- **Material Supply**: 34 Storage 60 x 70 Lot 11 Trailer compound for food service, material inventory and dry goods storage. 22 trailers; 1 administrative trailer.
- **Mayor’s Office**: 38 Work Station 18 x 32 Office for 5.
- **Mayor’s Office**: 39 Mayor’s Office 10 x 16 Office for 5, 1 guest. Adjacent waiting area for 6.
- **Mayor’s Office**: 36 Secretary/Support 8 x 12 10 x 10 10 x 10.
- **Mayor’s Office**: 37 Outdoor shaded seating area for mayor with portable bar, snack service.
- **Mayor’s Office**: 38 Meeting room and lounge for 50 mayors and staff.
- **Mayor’s Office**: 39 Mayor’s Office 10 x 12 Office for mayor.
- **Mayor’s Office**: 40 Welcoming Ceremony 15 x 36 Stage for welcoming ceremony. Platform for atop receiving search flag, green light, adjacent warm up. All areas connected by 30 adjustable shelves for beverages, general information.

### NDC Offices

All NOCs received an office or trailer based upon number of athletes provided with 1 secretary, 1 typewriter, 1 safe. Each NOC was also provided a typewriter.

- **38 Work Station**: 16 x 32 16 NOCs received: 1 secretary/support, work station; 2 staff work stations; 1 office private office, waiting area for 7.
- **39 Mayor’s Office**: 8 x 10 44 trailers 8 NOCs received 1 private office, 2 secretary/support word stations, 7 office work stations, waiting area for 13, 6 staff work stations.
- **38 Work Station**: 44 trailers 4 NOCs received: 1 private office, 2 secretary/support word stations; 2 staff work stations, waiting area for 7.
- **38 Work Station**: 56 trailer 2 NOCs received: 2 private offices, 2 secretary/support work stations, 10 work stations; 6 staff work stations, waiting area for 13, 6 staff work stations.
- **38 Work Station**: 56 trailer 2 NOCs received: 2 private offices, 2 secretary/support work stations, 10 work stations; 6 staff work stations, waiting area for 13, 6 staff work stations.
The 20-acre Olympic village at the University of California, Santa Barbara (UCSB) was used to house more than 800 rowing and canoeing/kayaking athletes, coaches and others who competed and assisted in the competitions held thirty miles away at Lake Casitas. Although the village was frequently referred to as satellite housing, UCSB was a complete village in terms of services provided.

By contract, the LAOOC did not have exclusive access until 9 July 1984, but early access was negotiated so construction could begin during the spring. On 20 March 1984, installation of fences and trailers and the repaving of parking lot 2 north began. Full construction began on 11 June, at the beginning of summer break. Internal fences and an eight-foot high double chain link fence from eight-feet to 20-feet apart, was installed around the village.

Acceptance of construction plans required approvals from the various university entities: fire marshals, environmental health and safety, facilities management and the campus police department. The agreement between UCSB and LAOOC obligated the LAOOC to obtain university approval on all construction documents. In turn, it was the university's responsibility to obtain all other approvals if deemed necessary.

The village had three main entrances: the bus entry, the pedestrian entry and the staff and service entry. There was also a controlled gate located at the south end of Lagoon Road for University employees who required access to the marine biology laboratory. They were shuttled through the village to the laboratory via Lagoon Road in a bus provided by the LAOOC.

A security tent was located at the bus entry gate to limit access to athlete buses only. Lot 12 was used for bus staging, transportation operations and parking for guests and the Olympic Family. The pedestrian gate served the athletes, their guests and press when traveling by foot. A tent structure separated the guests and press entrance from the athlete entrance.

The third main gate, the staff and service entrance, was located in the southwest corner of the village in parking lot 5. In addition, the lot was used to store trash containers, and housed staff dining areas and restrooms.

A typical athlete room was 12-feet by 14-feet and contained two single beds, two dressers or desks, two bookshelves, two chairs, two closets and two mirrors.

Residence halls also contained ‘triple’ rooms used for team meetings and a lounge for recreation and videotape viewing. In all residence halls, existing furniture was utilized with the exception of a few extra long beds provided by the LAOOC. Santa Rosa Hall had eight single rooms, 200 double rooms and two triple rooms. Anacapa and Santa Cruz Halls had 12 single rooms and 204 double rooms each.

University House was used by the LAOOC for an administrative office and VIP hosting. Centennial House was used as an ecumenical center.

In addition to the permanent structures, tents were used for the main entry, staff entry, main street, cinema, disco/coffeehouse, sauna/massage/weightroom, staff dining, press interview, NOC service center, technology equipment, technology offices and supplemental space for the polyclinic functions. Trailers were used for NOC offices, the NOC service center, technology offices and equipment storage, press sub-center and to supplement the University House offices.
Main Street was comprised of eight large tents, 29 smaller tents and three trailers set on top of parking lot 2 south. Hundreds of reflector lights were removed from the street to level the surface, and portions of the street were covered with Astroturf. Main Street included a beverage kiosk, results and information kiosk, national parks display, video arcade, dry cleaners, flower shop, convenience store, newspaper office, Main Street staff offices and a 250-seat cinema, all housed in tents. First Interstate Bank provided its own trailer. The U.S. Postal Service also provided its own post office trailer and the LAOOC supplied a trailer for General Telephone’s calling assistance center. Additional recreational facilities—basketball and volleyball courts—were located adjacent to Main Street. The courts were refurbished by the LAOOC. A disco and coffeehouse tent located on the southeastern corner of parking lot 6 offered music and dancing.

The polyclinic inside the village provided physical therapy and other health care. These facilities were set up in the tent-covered patio of Santa Cruz Hall. The five physical therapy tanks required a temporary connection to an existing soil line for drainage. Temporary toilets were also added. All other medical services were available in existing facilities located in the university’s student health center outside village boundaries. Modifications required at the student health center included a new partition wall and chain link fence; supplemental medical equipment was provided and installed (except for a film illuminator and X-ray machine) by LAOOC supplier AMI. Three saunas, six massage tables, two showers and a small weightroom were installed south of Santa Cruz Hall.

The NOC service center was set up in a combination of tents and one trailer. Photocopying and telex services were placed in the air-conditioned trailer. All other services, such as the typing pool, language, transportation schedule, communications, billing clerks, NOC aides, sports and general information, training site coordinators and storage were located under a large tent structure. NOC offices were set up in four trailers. One was utilized as general work space, one was divided into two meeting spaces and two were divided and used for individual offices. The group of trailers was secured by a single eight-foot chain link fence. Power was provided in the following manner:

- Main Street, the NOC service center and NOC offices were served from a temporary transformer placed on top of an existing vault, located at the west end of the basketball courts. A distribution box, located adjacent to the post office trailer was connected to the transformer.
- Olympic Avenue, the ceremonies area, and the main entry were served from a temporary transformer. A distribution box was located at the east end of the basketball courts.
- The staff entry and technology trailers were powered by the electrical equipment room in the west wing of the De La Guerra Dining Commons.
- The administration trailers next to the University House, the security trailer and the staff dining area were served from a temporary transformer and distribution box in the northwest corner of lot 5.
- Polyclinic, weightroom, massage room and temporary sauna facilities, adjacent to Santa Cruz Hall, were served from an existing transformer located in the electrical equipment room of Santa Cruz Hall.

Athletes and team officials began arriving 14 July 1984. Village occupancy was at its peak on 5 August when the rowing competition ended. On 6 August, the two residence halls which housed rowing athletes, Santa Rosa and Anacapa, were returned to UCSB control and rowers were required to leave the village.
Site plan of the Olympic Village at UCSB
The UCSB Olympic Village was created on 20 acres of the campus of the University of California, Santa Barbara. The village was developed primarily for athletes competing in rowing and canoeing and offered a shorter commuting time to the competition venue than the USC or UCLA villages. More than 850 athletes and officials were housed at UCSB in three residential halls. Food was prepared and served in one facility. Complete recreational facilities and office space were provided for staff and team officials were available. All the accommodation of their respective competitions, rowers and canoeists were able to return to either the USC or UCLA village to join their NOCs.

**Athlete Services**

**2 Massage**

- 26 x 30 tent
  - 6 massage tables, adjacent changing rooms for men and women.

**Music Listening/ Library Recreation**

- 15 x 15
  - Lounge for 5 smokers with periodicals and newspapers.
  - Available for check-out: basketballs, volleyballs, soccer balls, tennis equipment, croquet sets, board games, jump ropes. Recreation facilities included: tennis courts; billiard and table tennis tables and game areas for football (soccer) and lawn games.

**Religious Services Center**

- 25 x 26
  - Service area for 20. Separate meditation area for 5.

**4 Sauna/Weight Room**

- 43 x 74
  - 23 x 32 weight room with universal weight machines and free weights. Towel issue and changing rooms. 3 sauna rooms. each 8 x 10 and 6 private massage rooms.

**5 Coffee Houses/ Disco**

- 60 x 60 tent
  - Temporary structure for use as coffeehouse and disco. 200 square foot dance floor, 300 chairs. 20-foot platform for performers, stand up coffee bar for 12, food preparation and display area, coffee maker, portable toilets and handwash facilities.

**6 Athlete Food Service**

- La Guerra Commons
  - Dining and food preparation area. Seating for 360 in main dining hall, seating for 108 in annex and for 100 outdoors. 24-hour food service facility.

**7 Staff Food Service**

- 30 x 50 tent
  - Staff lounge and adjacent eating area for 200.

**Main Street**

- 8 Bank
  - 10 x 20 trailer
  - 7 serving windows
- 9 Calling Center
  - 12 x 60 trailer
  - Office area for 2. 14 inter-national and national calling stations, office for area 9.

**8 Cinema**

- 250 square feet
  - 240 seats. projection area.

**9 Convenience Store**

- 20 x 20 tent
  - Cash register, merchandise display area, clothing racks.

**10 Information Kiosk**

- 10 x 10 tent
  - General information for athletes.

**11 National Park Service**

- 10 x 10 tent
  - Work area for 3 national park service personnel.

**12 Staff Office**

- 10 x 20 trailer
  - Office area for 1. 84 total.

**13 Video Arcade**

- 20 x 20
  - 15 video game tables.

**Material Supply Administration**

- Office for 1. (see Village Administration).

**9 Storage**

- (12) 8 x 40 trailers
  - Storage.

**Mayor’s Office**

- 41 x 44
  - Office area for 1. 41 x 44.

**10 Hotel Manager**

- 10 x 10
  - Office for 1.

**11 Conference Rooms**

- 12 x 60 trailer
  - 2 separate meeting rooms with tables and chairs for 80 people.

**12 Private Offices**

- (2) 12 x 60 trailers
  - Provided for 8 private offices. Each office had a television, chair and 2 side tables.

**13 Work Stations**

- 12 x 60 trailer
  - 8 tables, 6 typing tables, 20 chairs for use by small

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**UCSB Village**

**Introduction**

The UCSB Olympic Village was created on 20 acres of the campus of the University of California, Santa Barbara. The village was developed primarily for athletes competing in rowing and canoeing and offered a shorter commuting time to the competition venue than the USC or UCLA villages. More than 850 athletes and officials were housed at UCSB in three residential halls. Food was prepared and served in one facility. Complete recreational facilities and office space were provided for staff and team officials were available. All the accommodation of their respective competitions, rowers and canoeists were able to return to either the USC or UCLA village to join their NOCs.

**Accommodations**

Olympic team accommodations were provided in existing student housing structures called residence halls. Assignment of rooms met the requirements set by California state law providing a minimum of 90 square feet per person and no more than 10 persons in a unit with 1 bedroom and 1 toilet facility. There were three residence halls. The typical unit was 12 x 15 in size.

- 12 x 15
  - Bedroom with 2 beds, 2 desks, 2 chairs, lamp, dresser, Communing.
  - All halls had a main lobby recreation or lounge room with 1000 chairs, television, pool tables, table tennis and video games. An additional lounge approximately 20 x 22 was on each housing floor; televisions were in all lounges.

Athletes typically were housed two to a bedroom. NDC team leaders and team doctors received their own room or shared with each other. There were 100 single rooms for team leaders or team doctors with 375 square feet for 2 athletes and 530 square feet for 3 athletes. There was a total of 856 beds.

Room assignments met the requirements set by California state law providing a minimum of 90 square feet per person and no more than 10 persons in a unit with 1 bedroom and 1 toilet facility. There were three residence halls. The typical unit was 12 x 15 in size.

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- 12 x 15
  - Bedroom with 2 beds, 2 desks, 2 chairs, lamp, dresser, Communing.

- 36 x 52
  - All halls had a main lobby recreation or lounge room with 1000 chairs, television, pool tables, table tennis and video games. An additional lounge approximately 20 x 22 was on each housing floor; televisions were in all lounges.

Athletes typically were housed two to a bedroom. NDC team leaders and team doctors received their own room or shared with each other. There were 100 single rooms for team leaders or team doctors with 375 square feet for 2 athletes and 530 square feet for 3 athletes. There was a total of 856 beds.
### NOC Services

<table>
<thead>
<tr>
<th>Room Type</th>
<th>Room Size</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference Room</td>
<td>(3) 10 x 27</td>
<td>Meeting rooms for 24, on a reservation basis. Resort 54, work area for 10.</td>
</tr>
<tr>
<td>Copy Center</td>
<td>12 x 60 trailer</td>
<td>Facility provided services to each NOC and included information desk, 2 NOC billing desks, language services, transportation desk, conference room scheduling desk, office for NOC aides, office for coordinator, lounge for 10, 4 NOC aides. Resource center. Conference area for 54.</td>
</tr>
<tr>
<td>NOC Service Center</td>
<td>60 x 70 tent</td>
<td>Taxi and work area for 54.</td>
</tr>
</tbody>
</table>

### Polyclinc and Medical Services

<table>
<thead>
<tr>
<th>Room Type</th>
<th>Room Size</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casting Examination Room</td>
<td>10 x 14</td>
<td>Examination table, hand-washing facilities.</td>
</tr>
<tr>
<td>Clinic Room</td>
<td>10 x 10</td>
<td>Examination table.</td>
</tr>
<tr>
<td>Chief Medical Office</td>
<td>8 x 10</td>
<td>Office for 1.</td>
</tr>
<tr>
<td>Conference Room/Staff Lounge</td>
<td>12 x 24</td>
<td>Lounge or meeting area for 22.</td>
</tr>
<tr>
<td>Dental Room</td>
<td>10 x 10</td>
<td>Dental chair, handwash facilities.</td>
</tr>
<tr>
<td>Examination Rooms</td>
<td>(2) 6 x 7</td>
<td>2 examination tables, handwash facilities.</td>
</tr>
<tr>
<td>Linen Storage &amp; General Storage Rooms</td>
<td>(2) 10 x 10</td>
<td>Existing.</td>
</tr>
<tr>
<td>Medical Records</td>
<td>8 x 10</td>
<td>6 file cabinets and storage.</td>
</tr>
<tr>
<td>Nurses/Work Room</td>
<td>8 x 14</td>
<td>2 chairs, existing sink and counters.</td>
</tr>
<tr>
<td>Observation Room</td>
<td>8 x 8</td>
<td>Examination table.</td>
</tr>
<tr>
<td>Optometry</td>
<td>8 x 13</td>
<td>Examination room.</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>10 x 14</td>
<td>Storage cabinet.</td>
</tr>
<tr>
<td>Physical/Therapy</td>
<td>44 x 104</td>
<td>Registration and waiting area for 5. Equipment for college ice, freezer, dry therapy area, 8 massage/taping tables, 2 private offices, physical therapy area, 2 massage/taping tables, 2 private offices, physical therapy area, 2 massage/taping tables, 2 private offices.</td>
</tr>
<tr>
<td>Registration/Waiting Area</td>
<td>24 x 28</td>
<td>Registration; counter waiting area for 20.</td>
</tr>
<tr>
<td>Secretarial Station</td>
<td>8 x 8</td>
<td></td>
</tr>
<tr>
<td>Trauma Room</td>
<td>10 x 22</td>
<td>Examination table, chair, handwash facilities, oxygen.</td>
</tr>
</tbody>
</table>

### Press Operations

<table>
<thead>
<tr>
<th>Room Type</th>
<th>Room Size</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Press interview</td>
<td>20 x 20 tent</td>
<td>Chairs for 40</td>
</tr>
<tr>
<td>Staff Office</td>
<td>12 x 60 trailer</td>
<td>Staff offices; work area for press, 30 chairs, tabletops, television, faxes, telephones, 2 telecopiers.</td>
</tr>
</tbody>
</table>

### Security

<table>
<thead>
<tr>
<th>Room Type</th>
<th>Room Size</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Command Post</td>
<td>12 x 60 trailer</td>
<td>2 private offices, meeting room for 40, television, radio base station.</td>
</tr>
</tbody>
</table>

### Technology

<table>
<thead>
<tr>
<th>Room Type</th>
<th>Room Size</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Offices</td>
<td>12 x 60 trailer</td>
<td>Private office for 1. Radios, issue, recharging and storage room. Staff work area for 5.</td>
</tr>
<tr>
<td>Telephone Switchboard</td>
<td>8 x 40 trailer</td>
<td>Sweeping area for 8 buses.</td>
</tr>
<tr>
<td>Transportation</td>
<td>270 x 480</td>
<td>Sweeping area for 8 buses.</td>
</tr>
<tr>
<td>Athlete Bus System</td>
<td>8 x 45 trailer</td>
<td>Athlete system dispatch office.</td>
</tr>
<tr>
<td>20</td>
<td>20 x 40 tent</td>
<td>Rest area for 150 drivers.</td>
</tr>
<tr>
<td>20</td>
<td>8 x 100</td>
<td>4 athlete bus loading/unloading bays.</td>
</tr>
<tr>
<td>20</td>
<td>10 x 30 tent</td>
<td>Athlete loading zone, dispatch tent.</td>
</tr>
<tr>
<td>20</td>
<td>10 x 20 tent</td>
<td>Athlete waiting area.</td>
</tr>
<tr>
<td>21</td>
<td>8 x 45 trailer</td>
<td>Office area for 10.</td>
</tr>
</tbody>
</table>

### Administration

<table>
<thead>
<tr>
<th>Room Type</th>
<th>Room Size</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>12 x 60 trailer</td>
<td>Private office for director of administration; table space and work area for 10 finance staff, 4 personnel staff, 2 material supply staff.</td>
</tr>
<tr>
<td>22</td>
<td>8 x 45 trailer</td>
<td>Private office for program director, communications and message center.</td>
</tr>
<tr>
<td>23</td>
<td>12 x 60 trailer</td>
<td>Office for construction and graphics staff of 4, office for transportation manager.</td>
</tr>
<tr>
<td>24</td>
<td>22 x 26</td>
<td>Work area for director of operations, village administrator and assistant, housing manager.</td>
</tr>
<tr>
<td>24</td>
<td>14 x 18</td>
<td>Private office for LAOC vice-president/Northern Region (UCSB Village and 41 venues north of Los Angeles).</td>
</tr>
</tbody>
</table>

### Village Access Points

<table>
<thead>
<tr>
<th>Room Type</th>
<th>Room Size</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athlete Bus Entry</td>
<td>40 x 100</td>
<td>Bus entry to village.</td>
</tr>
<tr>
<td>25 Main Entry</td>
<td>(2) 10 x 10 tents</td>
<td>Security check point.</td>
</tr>
<tr>
<td>Staff Office</td>
<td>40 x 60 tent</td>
<td>Guest and press registration area, individual identification cards, counter.</td>
</tr>
<tr>
<td>26 Service Entry</td>
<td>20 x 120</td>
<td>Security check point.</td>
</tr>
<tr>
<td>27 Staff Entry</td>
<td>40 x 40 tent</td>
<td>Check-in desk for 4, office for entry manager, 4 check-in stations, 4 check-out stations.</td>
</tr>
<tr>
<td>27 Security check point</td>
<td>10 x 10 tent</td>
<td>Accreditation staff office for 12.</td>
</tr>
</tbody>
</table>

### Village Entry Points

<table>
<thead>
<tr>
<th>Room Type</th>
<th>Room Size</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshop Station</td>
<td>40 x 60 tent</td>
<td>Workshop station.</td>
</tr>
<tr>
<td>30 Mailroom</td>
<td>10 x 20 tent</td>
<td>Security check point.</td>
</tr>
<tr>
<td>30 Facility</td>
<td>12 x 60 trailer</td>
<td>Accreditation staff office for 12.</td>
</tr>
</tbody>
</table>

### Notes

- 71 Scaffold gateways decorate points within the UCSB Village.
The LAOOC flag flies high above the Biltmore Hotel, site of the 88th Session of the International Olympic Committee.

The Biltmore Hotel in downtown Los Angeles was selected as the official headquarters hotel of the IOC. Nine hundred rooms were reserved for a period of 17 days for members of the Olympic Family and their guests. Few construction modifications were made at the Biltmore. Move-in and set-up were accomplished in a one-week period and all functions were operational on 14 July. Major areas were as follows:

- In-processing and hospitality services were housed in the Galeria Room. These services consisted of LAOOC finance and accommodation functions, accreditation, transportation, travel, meal tickets, hostess request desk and the distribution of Olympic Family tickets. Temporary working areas were constructed for each of these departments and included desks and chairs, and, in some cases, screens which were set up to separate functional areas. Ropes and stanchions were set up to facilitate movement through the accreditation area.

- The LAOOC Protocol Office was located in the Olympic Room and also housed the Olympic Family Services and Government Relations Department. As in the Galeria Room, temporary working areas were constructed for each of these areas.

- The IOC Secretariat was housed in the Music Room. This consisted of work areas for approximately 25 administrative staff. Temporary work areas were set up for the administrative staff and areas were screened off to form a storage space and a private office.

- Office areas for technology and material logistics were housed in the Regency Room. Additionally, a results center operated at this location.

- Exhibit space was allocated in the Regency Room for the Seoul Olympic Organizing Committee and for bid cities for the 1992 Olympic Games and Olympic Winter Games.

- Olympic Solidarity headquarters was located on the Conference Level (mezzanine). This was a lounge area for members only. In this same area was an office for the IOC sports director and the sports secretariat. Offices for the IOC director of protocol and head of the IOC press commission were also installed. Other space was occupied by First Interstate Bank and two hospitality areas maintained by bid cities for the 1992 Games.

- Also on the mezzanine level was a security command center with representatives from the LAOOC, the LAPD and the Biltmore Hotel.

- Volunteer services occupied a large room on the lower level of the hotel. This contained a lounge area with large screen televisions, comfortable seating and refreshment area for volunteer staff waiting assignment.

To convert these rooms into functional office working areas, it was necessary to install additional lighting. Provisions also had to be made in each of the above rooms for the installation of photocopying and word processing machines, Electronic Messaging System terminals and telephone systems.

Three meeting rooms were set up as follows:

- The Session Hall was housed in the Crystal Ballroom. Interpretation booths were installed on balconies overlooking the room. Installation of Look items and equipment was done in one and one-half days.

- The IOC Executive Board had space in the Colonnade Room. Alterations were made to accommodate expanded Board meetings with other groups.

- The IOC Medical Commission was located on the third floor. A large one-bedroom suite and three adjacent rooms were utilized for all medical operations. Olympic Health Services provided medical care in two of the adjacent rooms. The main suite living room had simultaneous interpretation facilities to serve members of the Medical Commission at their daily meetings. A medical command center was installed in the bedroom of the main suite and adjacent room was utilized by the LAOOC medical director.

Special suites were designed for IOC Director Monique Berlioux, IOC President Juan Antonio Samaranch and LAOOC President Peter V. Ueberroth. All suites contained complete office facilities, telephone systems, conference rooms and dining areas. Design elements were also installed.
Plan of galeria level of Biltmore Hotel, the IOC hotel

Galeria Level

1 Athenian Room 23x37
Fallen hospitality room (bid city), 20-26 July.
Ernst & Whinney hospitality, 27 July-2 August.
Meeting room for up to 200. Used by IOC Executive Board and Commissions. IOC Executive Board/International Federation coordinator meetings.

2 Colonnade Room 48x88
Office for IOC director of protocol.

3 Cordoban Room 28x30
Office for IOC director of protocol.

4 Corinthian Room 24x47
Secretariat for Olympic Solidarity staff of 6, copier, waiting area for 7.

5 Corsican Room 16x28
Service center for First Interstate Bank.
Meeting room for 8th IOC Session. Booths for translations. Horsehair seating for 78, with inner "U" elevated seating for 13, podium. Reception room at the conclusion of the session.

6 Crystal Ballroom 67x91

7 Florentine Room 16x23
Office for 3 staff of IOC sports director secretariat.

8 Gala Room 61x90
LAOC staff office and service area (in process);
desk for 3 ticketing, 2 finance, 4 accreditation, 1 hostess coordinator, 2 travel service, 3 transportation, 1 insurance.

9 Gold Room 66x30
ANOC executive council meetings. Reception room for 250.

10 Grecian Room 22x23
Office for director of Olympic Solidarity, desk, meeting table for 4.

11 Mediterranean Room 18x37
Lillehammer hospitality room (bid city), 22 July-12 August.
Meeting room for up to 80. Used by IOC Executive Board and Commissions. IOC Executive Board/International Federation coordinator meetings.

12 Message Center
Main Galeria hall. Message board and message receiving center with 4 staff in main hallway adjacent to the Olympic room.

13 Moroccan Room 16x37
LAOC Security office with table space and chairs for 16.

14 Music Room 48x70

15 Olympic Room 26x34
LAOC secretariat protocol relations for 21.

16 Renaissance Room 54x101
IOC, NOC, IF dining room for 300. Breakfast, lunch, dinner.

17 Roman Room 24x47
Olympic Club Lounge with table and chairs for 30.

18 Valencian 18x23
Office for IOC sports director, desk, meeting table for 4.

Level/Room Size Notes

Biltmore Hotel

Introduction
The Biltmore Hotel was located in central downtown Los Angeles. It served as the headquarters for the Olympic Family and meeting site for the 88th IOC Session, IOC Commissions and Executive Board Meetings.

Level 2

20 Bimboe Bowl 120x140
IOC press briefings ANOC General assembly (29 July).

20 Hostess Room 44 x 64
Waiting area for more than 100 hostess/ hostesses.

Second Lower Level

20 Regency Room 120 x 140
Press sub-center with 56 working places. Results output and photostating area. Adjacent copy center for IOC, LAOC needs.

Office for IOC press liaison. Sponsor exhibit space and work area for 15. Offices for 2 material supply and 3 technology support.

Third Floor

Suite 3-235
IOC Medical Commission, LAOC Health Services infirmary.
Architecture and Construction

7.03.24
Main Press Center

The Main Press Center (MPC) for the Games was located at the Los Angeles Convention Center. Opened in 1971, this facility offered more than 334,000 square feet of open space. Utility ports and electrical outlets in the main area (Yorty Hall) cover the floor on regular 10-foot, 6-inch centers making this facility optimal for any kind of temporary construction using partitions or piping and drape.

Space planning for the Main Press Center began in late 1981. It was decided then that the main press working area must contain space allocations for a large photography lab, camera repair, typewriter repair, writing, results/information, telecommunications, television viewing and private agency offices. Additional space was required for press accreditation and conference areas.

Initial conversations with journalists who would be covering the Games indicated that one of the most desirable features of an Olympic press center would be the inclusion of solid wall and locking door office structures for news agencies, which became the keystone for construction planning within the Convention Center.

As a convention-holding complex, the Los Angeles Convention Center already had facilities for every imaginable use, including utilities, food service, offices, workrooms, lounges, and 21 meeting rooms. Parking existed on-site for 3,450 automobiles. All of these facilities made it ideal for conversion for use as a central press area for the Games.

By the end of 1982, Press Operations staff had worked out a general floor plan for the MPC. This plan was turned over to an outside design consultant who formalized the plans. This formal spacing, in keeping with the concept of a “main street” approach where all the common press functions—information, typing, telecommunications and television—were placed along the primary corridor. Office space was blocked out in units of 384 square feet (16 feet x 24 feet). Press agencies requiring private office space were changed for the wall structures; floor space was provided at no charge. By the end of 1982, Press Operations staff, revealed minor damage to the facility, which the LAOOC agreed to have repaired.

Details of the amount of floor space allocated to them were sent to press organizations who had requested space by December 1983. They were given the option of ordering additional space of wall units. Additional areas on the order forms allowed for agencies to request private darkroom areas within their office. This additional construction company was hired to set up the press center. In all, 17 custom-built darkrooms were installed within the main press hall. Light-proof ceilings, composed of double sheets of thick black plastic, were attached to the custom-constructed darkroom walls.

All of the office wall structures within the main hall were of hardwall construction to increase sound attenuation. Pipe and drape walls (at $1 per foot) were placed within large private agency offices to create sub-offices. This pipe and drape type of construction was also used in the administration offices outside the main hall.

The LAOOC was not given access to the Convention Center until 5 July 1984. The construction company came in on schedule to begin work was facilitated by the presence of the construction company’s order and freight desks in place at the MPC. Move out and tear down operations were originally scheduled to commence on 15 August but the press exodus from the MPC began on 11 August, allowing the LAOOC to begin these operations earlier. Tear down began on 13 August and was completed by 16 August. A survey of the facility, conducted by the venue’s owners and LAOOC staff, revealed minor damage to the facility, which the LAOOC agreed to have repaired.

The LAOOC was not given access to the Convention Center until 5 July 1984. The construction company came in on schedule to begin work. The company whose bid was selected was given the contract primarily on the basis of their price for fabrication, placement and tear down of the private office wall structures ($11.50 per running foot), although the price and scope of the other furnishings offered was considered. This company researched the available type of wall and partition units available and selected a manufacturer from the FRG.
Site plan of Main Press Center at Los Angeles Convention Center

Plan of Main Press Center showing Main Hall with upper level indicated to the right
### Main Press Center

**Introduction**
The Main Press Center was housed at the Los Angeles Convention Center, an existing convention facility in downtown Los Angeles. Media Transportation and Awards Ceremonies departments were located in the North Hall, adjacent to the main building.

<table>
<thead>
<tr>
<th>Department/Function</th>
<th>Space Use (in feet unless noted)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support Functions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1: <strong>IPS office</strong></td>
<td>28x44</td>
<td></td>
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<tr>
<td></td>
<td>Tables and chairs for 12.</td>
<td></td>
</tr>
<tr>
<td>2: **Archives/</td>
<td>14x24</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Storage</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cabinets, table storage spaces</td>
<td></td>
</tr>
<tr>
<td></td>
<td>for 3.</td>
<td></td>
</tr>
<tr>
<td>3: **Editorial and</td>
<td>56x88</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Video services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Video viewing room with 48</td>
<td></td>
</tr>
<tr>
<td></td>
<td>VHS video and 24-inch closed</td>
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<tr>
<td></td>
<td>circuit television monitors</td>
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<td></td>
<td>Circulation room</td>
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<tr>
<td></td>
<td>Observation room, over-</td>
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<td></td>
<td>looking main floor.</td>
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<td></td>
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<tr>
<td>4: <strong>Interview</strong></td>
<td>14x15</td>
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<tr>
<td></td>
<td>Holding area</td>
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<tr>
<td>5: <strong>IOC Press Office</strong></td>
<td>28x44</td>
<td></td>
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<tr>
<td></td>
<td>2 private offices each</td>
<td></td>
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<tr>
<td></td>
<td>with conference area for 4.</td>
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<tr>
<td></td>
<td>2 private offices, 2</td>
<td></td>
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<tr>
<td></td>
<td>secretarial stations.</td>
<td></td>
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<tr>
<td>6: <strong>Language</strong></td>
<td>28x44</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3 private offices, work area for 16.</td>
<td></td>
</tr>
<tr>
<td>7: <strong>Lounge</strong></td>
<td>16x44</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lounge for 24.</td>
<td></td>
</tr>
<tr>
<td>8: <strong>Main Press Center</strong></td>
<td>Administration Headquarters</td>
<td></td>
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<td></td>
<td>2 private offices each</td>
<td></td>
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<td></td>
<td>with conference area for 4, 2</td>
<td></td>
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<tr>
<td></td>
<td>secretarial stations.</td>
<td></td>
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<tr>
<td>9: <strong>Main Press Conference Room</strong></td>
<td>100x112</td>
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<tr>
<td></td>
<td>Seating for 694, elevated</td>
<td></td>
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<tr>
<td></td>
<td>speakers platform for 12,</td>
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<tr>
<td></td>
<td>elevated platforms for 10</td>
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<tr>
<td></td>
<td>television cameras</td>
<td></td>
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<td></td>
<td>Video cassette recorders</td>
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<tr>
<td></td>
<td>for recording all press</td>
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<td></td>
<td>broadcasts.</td>
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<td></td>
<td>Seating for 242,</td>
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<tr>
<td></td>
<td>work area for 24.</td>
<td></td>
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<tr>
<td></td>
<td>Seating for 120.</td>
<td></td>
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<tr>
<td>10: <strong>Media Protocol Services</strong></td>
<td>14x22</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Office for 2.</td>
<td></td>
</tr>
<tr>
<td>11: <strong>Conference Room</strong></td>
<td>44x56</td>
<td></td>
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<tr>
<td></td>
<td>Meeting room for 30.</td>
<td></td>
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<tr>
<td>12: <strong>Room</strong></td>
<td>56x56</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Meeting room for 120.</td>
<td></td>
</tr>
<tr>
<td>13: <strong>Message Center</strong></td>
<td>22x44</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Technology services</td>
<td></td>
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<td></td>
<td>for 160.</td>
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<td></td>
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<tr>
<td>13: <strong>Technology</strong></td>
<td>14x44</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Office for 24.</td>
<td></td>
</tr>
<tr>
<td>14: <strong>News</strong></td>
<td>28x46</td>
<td></td>
</tr>
<tr>
<td>Department</td>
<td>Public information service</td>
<td></td>
</tr>
<tr>
<td>15: <strong>IOC Press Office</strong></td>
<td>28x44</td>
<td></td>
</tr>
<tr>
<td>Attaches</td>
<td>Table space and chairs for 40.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10 private offices for 4.</td>
<td></td>
</tr>
<tr>
<td>16: <strong>Office Area</strong></td>
<td>14x44</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 private stations for</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Language Services, 1 station</td>
<td></td>
</tr>
<tr>
<td></td>
<td>each for Finance and Material</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Supply department staff.</td>
<td></td>
</tr>
<tr>
<td>17: <strong>Press</strong></td>
<td>16x24</td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Conference room</td>
<td></td>
</tr>
<tr>
<td>Conference Rooms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18: <strong>Office Area</strong></td>
<td>28x46</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4 private offices, work area for 9.</td>
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<tr>
<td></td>
<td>Work area for 4.</td>
<td></td>
</tr>
<tr>
<td>19: <strong>Public</strong></td>
<td>14x56</td>
<td></td>
</tr>
<tr>
<td>Information Office/</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Village Newspaper</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20: <strong>Reception</strong></td>
<td>14x16</td>
<td></td>
</tr>
<tr>
<td>21: <strong>Rest Area</strong></td>
<td>10x24</td>
<td></td>
</tr>
<tr>
<td>22: <strong>Results</strong></td>
<td>14x44</td>
<td></td>
</tr>
<tr>
<td>Publication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23: <strong>Security</strong></td>
<td>28x44</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2 private offices, 16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>work areas.</td>
<td></td>
</tr>
<tr>
<td>24: <strong>Television</strong></td>
<td>28x46</td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Closed circuit television monitors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Circulation room</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>25: <strong>USOC Press Office</strong></td>
<td>18x28</td>
<td></td>
</tr>
<tr>
<td>26: <strong>VIP Interview Room</strong></td>
<td>23x24</td>
<td></td>
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<tr>
<td></td>
<td>Private office for 1, work</td>
<td></td>
</tr>
<tr>
<td></td>
<td>area for 4.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Seating for 6.</td>
<td></td>
</tr>
</tbody>
</table>

### North Hall

| 27: **Awards Ceremonies** | 18 x 32 | Office area for 9. |
|                          |        |                   |
| 28: **Calligraphy**      | 16x26  | Storage.          |
| 29: **Conference**       | 6x28   | Office for 10.    |
|                          |        |                   |
| 30: **Food Service**     | 12x16  | Meeting room for 10. |
| 31: **Message Center**   | 6x24   | Food preparation area. |
| 32: **Staff Lounge**     | 6x45   | Meeting room for 20. |
| 33: **Transportation**   | 48x92  |                  |
| 34: **VIP Interview Room** | 180x300 | Holding for 408 buses. |

### Press Functions

| 32: **Accreditation Center** | 84x112 | 6 information desks, 18 bureaus, television, 16 accreditation work stations and 8 back up work stations, data input room with 46 work positions, 4 private "double photo booths" for 4 film stands in main hall. |
| 33: **Food Service**        | 116x224 |                      |
| 34: **Mail and Check**      | 24x52  |                      |
| 35: **Main Lobby and Entry Area** | 92x110 | 8 security stations, 10 roll call stations, 20 housing coordinators' work stations, calculator/Restaurant seating 411, separate publicuse seating 2204 fixed stands in main hall.  |
| 36: **Photo Messengers**    | 12x28  |                      |
| 37: **Postal Service**      | 24x26  |                      |
| 38: **Storage**             | 52x56  |                      |
| 39: **Support Services**    | 10x12  |                      |
| 40: **Television**           | 28x44  |                      |
| 41: **Video Viewing**       | 32x52  |                      |

### Main Press Working Area

| 41: **Results**             | 48x48  | Results receiving and distribution room within 24 terminals. Result desks surrounded this area. |
|                            |        | 30 on-line telexes and 86 work areas, 10 telecopiers, 18 off-line telexes, 24 coin operated phones. Space for 50 private operators, 36 charge-e-call telephones, 130 lounge chairs. |
| 42: **Telecommunications Center** | 56x88 | Service area run by Brother Industries, 286 individual work spaces, 324 individual work spaces. |
| 43: **Telephone**           | 54x102 |                      |
| 44: **Television**           | 50x74  |                      |
| 45: **Typewriter Repair**   | 54x34  |                      |
| 46: **Work Area I**         | 68x96  |                      |
| 47: **Work Area II**        | 74x96  |                      |
| 48: **Agency Work Areas**   |        |                      |

### Blocks

| 48 Block A | 130 x 152 | Associated Press (USA), Bunda Publications (FRG), International News Photo Pool, TASS (URS), National Photo Pool, Los Angeles Times (USA), International Olympic Photo Pool, 12 x 16 film drop office. |
| 48 Block B/C | 48x176 | ABC Sports (USA), Agenzia Stampa e Comunicazioni (ITA), New York Times (USA), Asahi Shimbun (JPN), Asahi Shimbun (USA), ANSA (ITA), All Sport (USA), ANSA (ITA), Information Technology (USA), Information Technology (JPN), Associated Press (USA), All Sport (USA), Associated Press (FRG), Associated Press (JPN). |
| 50 Block I/D | 72x176 | Agence France Presse (FR), ANSA (ITA), All Sport (USA), Associated Press (FRG). |
| 51 Block I/D | 48x176 | All Sport (FRG), NBC News (USA), L'Equipe (FRA), Yonhap News Agency (KOR), Chicago Sun Times (USA), Algemeen Nederland Nieuwsdiensten (ANP) (NL), Agence France Presse (FR), Associated Press (USA), Associated Press (ITA), Associated Press (JPN), Associated Press (USA), United Press International (USA), Associated Press (USA), Associated Press (FRG). |

### Areas

- **North Hall**
  - **Awards Ceremonies**
  - **Calligraphy**
  - **Conference**
  - **Food Service**
  - **Message Center**
  - **Staff Lounge**
  - **Transportation**

- **Press Functions**
  - **Accreditation Center**
  - **Food Service**
  - **Mail and Check**
  - **Main Lobby and Entry Area**
  - **Photo Messengers**
  - **Postal Service**
  - **Storage**
  - **Support Services**
  - **Television**
  - **Video Viewing**

- **Main Press Working Area**
  - **Results**
  - **Telecommunications Center**
  - **Telephone**
  - **Television**
  - **Typewriter Repair**
  - **Work Area I**
  - **Work Area II**

- **Blocks**
  - **Block A**
  - **Block B/C**
  - **Block I/D**
  - **Block I/D**

- **Areas**
  - **VIP Interview Room**

---

**Architecture and Construction**
Olympic Arrival Center

The arrival center facilities at the Los Angeles International Airport were planned to in-process a majority of the Olympic Family, including the athletes. This system for greeting and processing of the Olympic Family consisted of the following elements:

- Reception/information at all airport terminals
- Immigration, customs proceedings and VIP reception at the Bradley International Terminal
- Transportation to the in-processing center by means of infield routes from the Bradley International Terminal and loop shuttle from all other terminals
- In-processing of the Olympic Family in the Olympic Arrival Center "bubble" adjacent to Terminal 2
- Transportation of athletes to the Olympic villages and the other Olympic Family members to their respective hotels

Negotiations were started with the Department of Airports of the city of Los Angeles to establish a leasing agreement for the use of the bubble structure. Contingency plans were established to relocate the OAC to the LAOOC Administrative Headquarters complex in Culver City if the Bradley International Terminal was not completed on time and the Department of Airports had to use the bubble for normal airport business.

On 18 June, the Board of Airport Commissioners granted permission for the placement of the Olympic Arrival Center in the bubble. Work on modifications began immediately using contracted services outside of the Department of Airports.

In addition to the modifications made to the bubble, several other LAX sites required minor structural or cosmetic changes. At the Bradley International Terminal, a ticket counter and back office were converted into a coordination center for hosting, inbound baggage, intra-airport transportation, NOC aides and VIP greeters. In Terminal 2, a ticket counter and back office were converted into a hostess lounge and secondary coordination office. An airline lounge on the mezzanine level of Satellite 2 was converted into a VIP waiting and hosting area. Also in Satellite 2, office space was established for a government relations office in the U.S. Immigration and Naturalization Services (INS) area. A partition was designed to separate the east and west halves of the U.S. Customs Service baggage inspection area. Budget Rent-A-Car (an LAOOC supplier) booths were converted to information counters and required extensive placement of signs. Signs were also placed to indicate Olympic Family bus pick-up points on the arrival level of the vehicle loop.
Modification to the sites used by the Olympic Arts Festival were limited to decorative elements. The design staff was charged with design, procurement, installation and maintenance of Look items for 43 Olympic Arts Festival sites located throughout Southern California. The objective was to decorate all sites with a Look consistent with that developed for the various sports venues, villages, training sites and streets. A separate kit of Look parts was developed for the OAF sites, using the same color scheme but varying scales, patterns and shapes.

In addition to exterior decorations, separate interior kits were developed by Architecture and Construction. These kits were comprised of three-foot by nine-foot OAF banners, plain nylon banners, posters, styrene and cut-outs. These were installed in 14 different OAF sites with an additional eight kits given to the L.A. theatres for them to install. Approximately 400 miscellaneous signs were fabricated to supplement existing signage.

The venue owner approval process began on 6 April 1984. Proposed designs, installation methods and schedules were presented during a weekly meeting at the LAOOC’s Design Center. Between two and eight designs were presented at each meeting. This process was completed on 23 May 1984—nine days after the first installations. The OAF staff was responsible for getting final approval from the venue owners. This was accomplished by sending a letter, an installation document and a list of elements to the venue owners summarizing the Design Center meeting.

Procurement of the kit began 1 May 1984. The majority of the kit fabrication was completed by 14 May 1984 with the exception of long lead time items. Because of the early OAF start date, procurement and warehousing of kit items was done separately from other venues and villages. All items not installed by the fabricator, for example, the three-dimensional plywood fragments, were warehoused and packaged at the installation company.

<table>
<thead>
<tr>
<th>Exterior kit elements</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>30-inch by 20-foot zebra-striped sonotubes</td>
<td>22</td>
</tr>
<tr>
<td>36-inch by 20-foot Arts pattern sonotubes</td>
<td>4</td>
</tr>
<tr>
<td>30-inch by 15-foot zebra-striped sonotubes</td>
<td>2</td>
</tr>
<tr>
<td>30-inch by 15-foot Arts pattern sonotubes</td>
<td>2</td>
</tr>
<tr>
<td>5-foot square fabric fragments</td>
<td>15</td>
</tr>
<tr>
<td>5-foot triangle fabric fragments</td>
<td>22</td>
</tr>
<tr>
<td>5-foot, 6-inch star fabric fragments</td>
<td>26</td>
</tr>
<tr>
<td>5-foot, 6-inch star fabric fragments</td>
<td>9</td>
</tr>
<tr>
<td>18-foot star fabric fragments</td>
<td>24</td>
</tr>
<tr>
<td>18-foot star-on-bars fabric fragments</td>
<td>N/A</td>
</tr>
<tr>
<td>14-foot star fabric fragments</td>
<td>5</td>
</tr>
<tr>
<td>14-foot bar-on-motion fabric fragments</td>
<td>10</td>
</tr>
<tr>
<td>14-foot stars-on-bars fabric fragment</td>
<td>1</td>
</tr>
<tr>
<td>10-foot star fabric fragments</td>
<td>1</td>
</tr>
<tr>
<td>10-foot stars-on-bars fabric fragments</td>
<td>3</td>
</tr>
<tr>
<td>10-foot bar-in-motion fabric fragments</td>
<td>2</td>
</tr>
<tr>
<td>21-foot, 3-dimensional plywood stars with signs</td>
<td>10</td>
</tr>
<tr>
<td>22-foot, 3-dimensional plywood star-on-bar</td>
<td>3</td>
</tr>
<tr>
<td>20-foot high scaffold entrances</td>
<td>5</td>
</tr>
<tr>
<td>15-foot high scaffold entrances</td>
<td>1</td>
</tr>
<tr>
<td>3-foot by 9-foot single face OAF banners</td>
<td>60</td>
</tr>
<tr>
<td>3-foot by 9-foot double face OAF banners</td>
<td>24</td>
</tr>
<tr>
<td>square feet of plain nylon banners</td>
<td>42</td>
</tr>
<tr>
<td>linear feet of 54-inch weft coat banner</td>
<td>30</td>
</tr>
</tbody>
</table>

These items were successfully installed at the OAF sites and clearly identified their affiliation with the Olympic Arts Festival.

Specially designed elements are mounted to mark the sites of the Olympic Arts Festival.
Transportation sites

Many remote support sites were required by the Transportation Department for staff parking, athlete bus parking and vehicle maintenance. Due to the late acquisition of these sites, the Architecture and Construction Department minimized detail design work and focused on on-site design.

Listed below are the transportation site locations, functions and scope of work done by the department:

There was one construction manager, two site superintendents and two temporary site superintendents used to construct the transportation sites. These people managed a group of contractors.

Construction on these sites began in April 1984, with VA Lot #1, and did not end until 15 September 1984 when restoration of these sites was completed.

<table>
<thead>
<tr>
<th>Work summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site</td>
</tr>
<tr>
<td>VA Lot # 1</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>VA Lot #2</td>
</tr>
<tr>
<td>VA Lot #3</td>
</tr>
<tr>
<td>VA Lot #4</td>
</tr>
<tr>
<td>Intersection</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>GM South Gate</td>
</tr>
<tr>
<td>Plant</td>
</tr>
<tr>
<td>Post Office Lot</td>
</tr>
<tr>
<td>Airport College</td>
</tr>
<tr>
<td>Main Press Center</td>
</tr>
<tr>
<td>Jefferson and Grand Blvd.</td>
</tr>
<tr>
<td>Pershing Square garage</td>
</tr>
<tr>
<td>International Broadcast Center</td>
</tr>
<tr>
<td>Bell Lot</td>
</tr>
<tr>
<td>LAX</td>
</tr>
<tr>
<td>World Trade Center/Long Beach</td>
</tr>
</tbody>
</table>
7.04 Decoration of the sites: Look Items

The LAOOC Look organization began in January 1982 and it was located at the LAOOC Design Center in downtown Los Angeles. The center began under the direction of the Jerde Partnership, an architectural firm and Sussman/Prejza &Co., a graphic design firm. The LAOOC entered into separate consulting contracts with the two firms and each recruited additional firms and individuals to assist in the creation and realization of the Olympic Look program.

The Design Center functioned independently from the LAOOC’s administrative headquarters in Culver City. An environment was maintained to afford the designers the liberties needed to experiment with a myriad of concepts in developing a temporary Look unique to Los Angeles. The centralization of all design participants maximized the opportunity for a cross-pollination of thoughts and ideas.

The single most unifying element of the Look was the color palette. The palette ultimately represented the Mediterranean environment of the original Greek Olympic Games and the Mediterranean-like climate that exists in the Los Angeles area. The colors were magenta, chrome yellow, aqua, green, lavender, information yellow, light blue, french (dark) blue, vermillion, pink and violet. These colors provided a distinctive presence which visually united the geographically diverse sites in the Los Angeles area, presenting the spectator television audience with an identifiable degree of unity from site to site.

Design strategies included:

- Discretion use of the LAOOC logo and the Olympic rings; the objective was to instill a sense of quiet dignity to the unique way in which the Games were being staged in Los Angeles.
- An expression of the international qualities of both the Games and the host city; graphics and signing created an environment responsive to the world-wide participants and spectators.
- Color and form used to demystify the environment for visiting athletes and spectators.

A series of pre-Olympic international events were staged in Los Angeles during the summer of 1983. These events gave the Look organization the opportunity to implement early concepts and designs and experiment with actual application.

In January, 1984 the Look organization expanded as it began to finalize plans. A contracts and procurement organization was established to locate material, fabricators and contractors of more than 100,000 Look elements.

The first major contracts were executed in February, 1984, and included:

- An initial order of 250,000 yards of nylon in the eleven colors of the Olympic palette; many of these orders were of special dye lots matched precisely to the established colors.
- The painting of 1,500 (8-foot) sonotubes. The total number of tubes painted ultimately would be over 3,500.
- Fabrication and installation of 600 specially designed tents to be used at nearly every venue.
- Contracts with growers identifying the types, colors, plant sizes and blossom size of the annual flowers to be used at the venues; the Look organization was responsible for overseeing the growing of these plants to ensure maximum color and blossom when the Games commenced. Growers were required to pinch back the buds on flowers at certain intervals to ensure plants were in full bloom when used. Over 400,000 quarts of flowers were finally ordered and placed at the venues.
- As the Look of the 1984 Games continued to evolve, the potential complexities of the task became more and more evident. The logistics of receiving, sorting, distributing, shipping and installing more than 100,000 Look elements was a monumental assignment. As a result, the Look organization continued to evolve and in May 1984 consisted of the following sections:
  - Design; responsible for the finalization of the design of all Look elements at each venue.
  - Procurement/contracts; responsible for the procurement and contacting of all Look elements, including the field installation of the elements.
  - Supplier quality expediting network; responsible for ensuring that all Look items procured were delivered on schedule and that the desired quality was achieved.
  - Support operations; responsible for providing computer support for procurement, inventory and warehouse operations.
  - Warehousing operations; responsible for receiving all Look materials and for sorting items for delivery to the venues.
  - Look coordination; responsible for assigning a look coordinator to each venue to oversee implementation and installation of the Look.

In order to effectively fabricate the Look elements and make them uniform from site to site, a “kit of parts” was developed. The kit was a catalogue listing Look elements which could be used at each venue. Implementation of the kit of parts concept was important in minimizing the complexities of production. Each item designed was assigned a material identification number and produced in quantity. Production time requirements and long-lead time materials were evaluated to gain an understanding of the constraints associated with the procurement process. The most serious material lead-time constraints were with the specially dyed nylon fabric required for the flat Look elements. The nylon material had to be ordered early to ensure availability when production commenced. However, in February 1984 design was not complete and a firm estimate on the quantities of nylon material had not been determined. An order was placed for 240,000 linear yards of 60-inch wide nylon material. The Look organization designed around the quantity ordered.

The next step in the procurement process was to find sufficient sources to fabricate the thousands of banners and thirty-five miles of fabric to cover fences. Although the final design requirements were greater than industry capabilities, the procurement organization had to rely on a few firms to modify their production facilities to accommodate the long, continuous...
The overwhelming number of Look items and tasks included:
- Approximately 1,500,000 cubic feet of fence and the oversized banners. Due to time constraints, it was not possible to modify the design so that the work could be distributed among several firms.
- Approximately 2,300 Look elements were designed.
- In excess of 110,000 Look items were requisitioned.
- More than 3,000,000 square feet of fabric (mostly open weave and vinyl) were fabricated and installed on temporary and permanent chain link fences.
- Over 11 miles of banner strips were utilized for the decoration of scaffolds, stages, award backdrops, etc.
- Approximately 20,000 informational and directional signs were produced.
- 20,000 street banners were fabricated: 10,000 banners were installed on the streets of Los Angeles and the remaining 10,000 banners were allocated to other cities.
- The total number of sonotubes utilized was in excess of 3,500.
- In excess of 2,000 flags of the nations were procured.
- 600 specialty tents designed by the LAOOC were produced and erected at nearly all the venues.
- Entrance theme scaffold decorations included 300 (3-foot) stars and circles, 120 (42-inch) diameter spheres, 60 (36-inch) square cubes, 50 hardwood panels and thousands of soft flat decorative panels.
- More than 200 specially designed canopy shade structures utilized for decorative and shade purposes.
- Twenty-four 13-foot helium-filled balloons were staged at various venues.
- The Look warehouse received more than 500 shipments from more than 50 manufacturers.
- 280 trucks were dispatched from the Look warehouse to the 34 venues.

Installation contracts were entered into with seven local decorating companies. Each company was responsible for installing the Look at specific venues. The professional expertise of these firms was invaluable in achieving successful installation. While many of the Look elements used in the 1983 events were installed by LAOOC staff members, the number of venues, large volume of items to be installed and the complexity of the installation made it impossible to do so for the Games.

Thirty Look coordinators joined the LAOOC to manage the installation process and was responsible for overseeing installation at one or more venues. The coordinator was also responsible for the following:
- Coordinate Look element deliveries from the warehouse
- Verify that all Look materials were available on the dates needed
- Devise alternate plans in the event of late deliveries or construction delays
- Finalizing contracts with the Look installers

All of the original contracts entered into with the Look installers were based upon lump sum figures. In nearly every case, these contracts were converted to a time and materials-used basis. The rationale for this was:
- Actual conditions often differed dramatically from those presented during negotiations.
- Delays in the completion of construction or the delivery of materials forced the installers to deviate from their original schedules.
- Changes in scope increased the work load.
- Changes were requested by venue managers and commissioners in the field.

The change to time and material contracts contributed to the three-fold increases in installation cost estimates, but was unavoidable due to the uncertainty of the condition of the sites when installation began. After all, the LAOOC’s approach to both construction and Look had never been tried before.

The installation of Look elements commenced on 25 June 1984 at the UCLA and USC Villages. Installation at the first competition venue (rowing and canoeing) started on 5 July. Two primary considerations were the availability of materials on the dates needed and their timely delivery to the site. Logistics were especially difficult because the Look was installed at 34 venues nearly simultaneously.

It was difficult to accurately estimate and budget time and money for installation. The Look items could not be installed until after construction at the venues was complete, as much of the Look was attached to completed construction items. All Look installation was done on a compressed time schedule (only three weeks) and any slip in the construction schedule made a major impact on the Look schedule. Any deviation in the availability of materials at any venue forced immediate adjustments. Any schedule slips or temporary material shortages resulted in added installation costs.

The actual Look installation was more time consuming than originally forecasted and required a great deal of overtime hours to be worked. In excess of 100,000 man-hours were expended over the actual five-week installation period, nearly three times the original estimate.

Delays often prevented close inspection of packaged Look items prior to shipping and resulted in items that were shipped incorrectly. Daily communication with production coordinators was required to guarantee substitutions when the wrong items were shipped.

Upon completion of each venue, the Look organization evolved into Look maintenance. Individuals were assigned to one or more venues to oversee the maintenance of the Look elements during the Games. The primary responsibility of the Look maintenance crews was to ensure the integrity of the Look and to arrange for any repair or replacement of damaged items.

During the first week of the Games, requests came from many facilities to increase the quantity of decorative elements. It became necessary for coordinators and installation crews to return to the venues to determine how the Look could be embellished. Maintenance of the decorative elements began almost as soon as they were installed. Prior to the opening of some venues, items needed to be adjusted to accommodate various venue contractors, i.e., electricians who were rewiring over banners and lawn mowers which were catching handrail skirts on the fields of play. In
addition, daily repairs were necessary due to the accessibility of the decorative elements to the general public. Signage was stolen, mustard and catsup stains were found on refreshment skirts, beer-soaked and warped cardboard signs were useless and some fabrics were torn.

Replacement of the Look items was part of the daily routine.

Overall, however, the goals of the 1984 Olympic Games design program were realized at the venues. The Look celebrated the festive qualities and international spirit traditionally associated with the Games. The vivid colors created an exciting backdrop for the drama of the Opening and Closing Ceremonies and of the competitions at each venue. Most importantly, the Look visually linked the geographically diverse sites.

The Look added vivid color to existing flagpoles and scoreboards, and colorful backdrops were designed for the field of play at each venue. Additional Look elements included skirting, fence fabric and vinyl banners which were added to the environmental decoration of each site.

The Look of the Games of the XXIIIrd Olympiad was established for two clearly identified audiences: those watching over television and those watching in person. Remote viewers saw the decorative elements as a colorful and festive backdrop to the competition. Spectators were exposed to the visual flavor of the Games from the moment they entered the individual venues. They were greeted by balloons, majestic magenta gateways and huge pictograms. The use of color on the individual fields of play maintained the simple, elegant treatment of the Look without distraction to the competitors.

The sports facilities took on a dynamic character at night. Selective lighting at some of the venues brought certain Look elements to life. Scoreboards were lit with various messages. Entry structures and various sculptures had lighting integral to the structures.

In order to gather the local support required to implement community decoration programs, multi-media presentations showcasing the Look of the Games were presented to business, civic and community leaders. Understanding of the design scheme bred enthusiastic acceptance of the Look. Daily contact with various civic leaders and community representatives was required to schedule, coordinate and finance the street banners program.

The colorful “invasion of butterflies” descended and although the greater Los Angeles area and the city of Los Angeles were not totally shrouded in Look, the program captured the imagination of those with the Olympic spirit and assisted in the transformation of the 1984 Games to an unforgettable experience for the Southern California area and much of the world. The enthusiasm which evolved in the heart and mind of the public and represented by the athletes themselves in the harmonious display of international brotherhood during the Opening Ceremonies and the Games was founded in the Olympic spirit itself. But the Look contributed to the uniqueness of the experience of the Games of the XXIIIrd Olympiad.
7.05 Street banner program

7.05.1 Goals and parameters of the banner program

An important feature of the overall decorative effect of the Olympic Games on the Southern California area was the street banner program. The objective was to decorate the streets of the city of Los Angeles and other outlying cities in such a way as to announce the arrival of the Games. These same decorations remained up during the Games as a reminder that the Games had commenced. The banner program was also concentrated in location to support the Look efforts at the specific Olympic and Olympic Arts Festival sites around the city.

In April 1984, a decision was made to implement two distinctive banner programs. One was aimed at the city of Los Angeles only and the other was aimed at the non-Los Angeles cities.

7.05.2 Los Angeles banner program

Initially, 7,050 banners of twelve basic designs of a three-foot by nine-foot configuration and two of a four-foot by 12-foot configuration were produced. In an agreement with the city, the LAOOC arranged for the installation and removal of the banners as well as the hardware. These banners were originally planned to be concentrated in pre-determined areas of the city upon approval of the Los Angeles City Council.

Actual installation of the banners commenced 28 May 1984 and was completed 14 July 1984. The LAOOC contracted with one company for the installation, maintenance and removal of all the banners. It took an average of five minutes to install each banner. Prior to the completion of the installation of the initial order of banners, the LAOOC ordered an additional 4,046 banners to supplement existing locations and to decorate certain additional areas of the city not previously considered. These additional banners ensured that the entire route of the marathons would be adequately covered. Two additional banner designs were added and three additional companies were used in the fabrication process.

Originally, the total number of banners and associated hardware were to remain the property of the LAOOC, but following the completion of the Games, the LAOOC gave the banners to the city and in return the city assumed the obligation of removing them from their street positions.

7.05.3 Non-Los Angeles city banner program

Ten thousand Olympic banners were purchased for this program. The Community Relations Department of the LAOOC chose six of the 12 three-foot by nine-foot styles for the non-Los Angeles program. The difference between the two programs was that the other cities were required to install the banners with their own hardware prior to the start of the Games. These cities were also given the opportunity to purchase additional banners from the original fabricator to further decorate their cities.

7.05.4 Design and fabrication

The banners were fabricated in a combination of six LAOOC Olympic colors—aqua, vermillion, magenta, chrome yellow, green, lavender and blue. In addition to these color combinations, there were four three-foot by nine-foot silkscreen-type banners:

- Stars and confetti Olympic Arts Festival banners used at the OAF sites
- LA84 banners in two variations
- Star in Motion banner
- Plain banner with Olympic rings

The banners were all made of nylon and dyed to the Olympic color palette with an ultra-violet inhibitor chemical in the fabric. Unfortunately, the chosen colors for the banners were sensitive to the bright summer sun of Los Angeles and the banners tended to fade after several weeks. However, the fading did not occur until the last week of or after the Games.

7.05.5 Results of the banner programs

With over 20,000 Olympic banners placed on the streets of Southern California cities, the banner programs were an unqualified success. Although it is impossible to attribute the greater community involvement and civic pride solely to the street banner program, it was a major factor.

This program was quite possibly the single largest banner program in history. The banners covered 125 miles of streets in the city of Los Angeles alone and used approximately 40,000 linear yards of 60-inch wide fabric.
7.06 Signage

7.06.1 Goals and parameters of the signage program

From a functional standpoint, the Olympic sign program was designed to direct pedestrian and vehicular traffic and to instruct and inform all users of Olympic facilities. From a design standpoint, the signage program had more specialized goals. The signs within the program had to appear as an integral part of the Look of the Games: a sign had to be a decorative element as well as a source of information. And, to avoid confusion with non-Olympic signage already in place at these facilities, Olympic signs had to be visually unique so that they stood apart from existing signs. The program was also designed to provide a flexible, modular system with a minimum number of installation conditions and details while, at the same time, deterring the actions of would-be Olympic souvenir collectors.

Conditions for the implementation of the signage program varied from venue to venue. At existing facilities, such as The Forum or the Los Angeles Memorial Coliseum, there was a sign system already in place. Regular spectators at these facilities moved about in established circulation patterns. The LAOOC signage program at this type of facility masked the existing system and modified the accepted circulation pattern to work for the facility’s new functions. This type of signage program also worked at the Olympic villages since they already had existing university signage. At new or temporary facilities, such as the shooting and rowing/canoeing venues, the signage program was more simple and direct—signage was created to operate solely for this new environment with concern for other sign systems or circulation patterns.

The size of the signs was greatly affected by the requirement that all signs utilized by the Olympic Family must have bilingual messages. 7.06.2 Responsibilities of the signage program staff

The staff of the signage program worked in the Architecture and Construction Department. Requests for signage were usually initiated in other departments and directed to the signage staff. The Transportation Department was responsible for initiating the largest number of sign requests. In most cases, the signage staff handled the design and coordination with the outside fabricators, while Transportation worked out the location planning and paid for the fabrication and installation costs. The most expensive of these signage requests was the freeway overhead and off-ramp system.

The street guide sign system was designed and coordinated by the signage staff, but the arrangements with the cities was handled by Transportation and varied from city to city. In simple form, guide signs in the city of Los Angeles were fabricated, installed and maintained by the city, while unincorporated host cities were responsible for locating, installing and maintaining the signs. Transportation provided them. The cost of fabrication (one sign and three replacements per sign location) was covered by the LAOOC.

The staff, athlete and media shuttle sign systems were designed and coordinated by signage staff with Transportation picking up the cost for the staff and media shuttle sign systems.

Standard event vehicle directional signs, such as “exit” or “one way” were rented or purchased by Transportation, with no input from the signage staff.

During the planning stage, field of play signage was a questionable area of responsibility. After duplication of effort by several departments, including the signage staff, this area was given over to the Look group. They worked directly with sport equipment manufacturers to create the desired effect on such items as athletics competition numbers, archery distance markers and equestrian bridle numbers.

The only other area of debated responsibility was the Look decorative pieces with messages on them. Since the fabrication of these items was based on different constraints than that of the sign program, the Look staff handled these items from design through installation.

7.06.3 Development of the signage program

In temporary installations, signs run the risk of being eyesores, distracting and jarring to the eye. The Olympic signage, as part of the Look program, were seen as objects of art and an integral part of the Olympic decorations.

The colors, stars, bars and confetti which were the background to the signs’ messages, tied the signs into the overall Look of the Games. Their decorative qualities were enhanced by architectural forms and substantial sizes. These colors and forms were also chosen to make them readily identified as Olympic-related information. In the sign, the colors took on the additional purpose of codifying major groups.
The user groups were stratified in the following manner:

- Vehicles
- Buses and limousines: 1) Athletes and officials, 2) media, 3) staff, 4) spectators and, 5) VIPs and patrons
- Delivery and maintenance trucks
- Passenger vehicles: spectators and physically challenged
- Pedestrians: 1) athletes and officials, 2) physically challenged, 3) media, 4) spectators, 5) staff, 6) VIP and patrons

These groups were also overlaid with the accreditation zone and security systems.

The second part of the programming sequence was to identify special user requirements. This type of signage varied from venue to venue depending on the needs of the commissioner or the governing sports federation. For example, the rowing and canoeing venue at Lake Casitas needed signs which prohibited the spectators from wading into the lake.

The next step in the sequence was the selection of appropriate sign types. The staff, using the sign types list as a menu, selected the sign type which most fit the bill concerning the siting, mounting condition, required visibility and size, number of messages and whether it needed to be printed in both English and French or English alone.

Once the programming sequence was completed, the data from the programming was documented. All of the sign information was logged onto forms (one for perimeter access and another for the Olympic villages). It was structured as follows:

- Review of site plans and Venue Development space plan
- Site visit and walk-through
- Meeting with coordinating architect
- Production of preliminary sign plan
- Presentation to commissioner/mayor
- Period of review by commissioner/mayor
- Correction of sign plan
- Production of final sign plan
- Minor additions and corrections to the final plan

Several of the sign needs were of a repetitious nature. These included signs for first aid and doping control and many versions of vehicular and pedestrian restrictive signs. These signs were produced in bulk, and wherever possible, given to the responsible department to distribute. Accreditation and access control signs were handled in a similar fashion. Due to the fact that most of the controlled access points had slightly different combinations of restrictions, the sign staff developed two standard sign forms (one for perimeter access and one for internal access). To create the appropriate access restrictions, the access control staff placed special decals on the signs. This flexible yet uniform solution served well.

The entire evaluation and programming process took 10 to 14 days per venue and just under a month for each of the villages. It was structured as follows:

- Review of site plans and Venue Development space plan
- Site visit and walk-through
- Meeting with coordinating architect
- Production of preliminary sign plan
- Presentation to commissioner/mayor
- Period of review by commissioner/mayor
- Correction of sign plan
- Production of final sign plan
- Minor additions and corrections to the final plan

7.06.4 Fabrication of the signage

The LAOOC instituted a bid program to determine which companies would produce the signage. The bid package consisted of working drawings, specifications, schedules, a time line and a preliminary estimate of quantities for the items to be produced. The bidding was done by invitation after the LAOOC reviewed the abilities and facilities of various fabrication companies. The original bid called for a single entity to take the entire scope of the work, which included fabrication, installation and removal of signage. The completed bids came back at approximately four times the proposed signage budget so an alternative strategy was developed where installation and removal were handled as part of the Look program via a budget shift from the sign program. The fabrication process was then divided into component parts and awarded to two major fabricators with a number of smaller contracts awarded to other companies. The contract quantities were estimates based on plans for 80 percent of the sites. During fabrication, additional material was ordered when the actual quantities were established. The dominant sign blank material was styrene (plastic) with silk-screened graphics applied. The sign blanks, after copy was applied, were either installed as signs or applied to the backing panels to make larger, more decorative signs.
Two different structural materials were used to make backing panels: hollow core door for hard surface installations and multibber for ground and sloped installations. Both types of material were painted and received pressure sensitive vinyl graphics.

The vinyl graphs consisted primarily of die-cut words and phrases. Due to time delays and application problems with the die-cut process, the signage program was put weeks behind schedule. The computer-cut, process which had immediate turnaround and unlimited letter size but difficult to monitor since the fabrication process was implemented to assist the fabricator. The computer lettering system also became the basis for the emergency sign system used during the Games.

Additional materials used in the signage fabrication were:

- Cardboard tent card signs with silkscreened graphics and applied copy
- Rigid tent valences made from multibber with painted and applied graphics
- Soft tent valences made from vinyl with color graphics and applied copy
- Sonotubes with painted graphics and applied copy
- Concrete bases for hollow core door backing panels
- Posts and hardware for multibber board backing panels

Several programs occurred in the fabrication process due in large part to the extremely tight production schedules. Errors in letter spacing, overall assembly, silkscreening, color matches and spelling all slowed down the process. Bilingual messages were cut by the vinyl printer and formatted it for the computer lettering machine to complete its assignments. All orders for signs were placed via the Electronic Messaging System. The information coordinator used a print-out of each requested sign and formatted it for the computer lettering machine to input. Once entered into the computer, the letters were cut by the vinyl printer and transferred to the applicators. The applicators prepared and applied the messages to standard blank sign stock, which was then inventoried. The information coordinator then notified the requesting party and arranged for delivery.

7.0.6.5 Installation, maintenance and repair of signage

The installation of the sign program was within the scope of the original bid package but when the bid response caused the LAOOC Games staff to break out the component parts of the work, the installation function was given to a few sign installation companies to complete. When it became apparent that the same companies who were bidding on the Look installation were also bidding for the sign installation, and that separating the work would cause scheduling difficulties, the sign staff decided to lump all sign installation into the Look contracts. At this point, on-site sign installation was inherited by the Look coordinators.

Several programs occurred in the Games period. The emergency sign system was an essential part of the signing effort for the Games. A single sign shop was established in a centralized location in Los Angeles. The staffing was as follows:

- Information coordinator/quality controller
- Computer lettering machine operator with two machines
- Letter applicators/sign assemblers (two)
- Driver with van

The sign shop depended heavily on Games technology to complete its assignments. All orders for signs were placed via the Electronic Messaging System. The information coordinator used a print-out of each requested sign and formatted it for the computer lettering machine to input. Once entered into the computer, the letters were cut by the vinyl printer and transferred to the applicators. The applicators prepared and applied the messages to standard blank sign stock, which was then inventoried. The information coordinator then notified the requesting party and arranged for delivery.

During three weeks of operation, the sign shop filled 215 orders, amounting to over 3,000 signs. The average turn-around time for service was 24 hours. Installation and maintenance of these new signs was handled by the venue management at the requesting site.

7.0.6.7 Post-Games disposition

A majority of the signs in place around the venues and villages were offered to the LAOOC Games staff as keepsakes once the sites were closed. Structural signs placed on freeways were auctioned off by sealed bid by the California Department of Transportation. The more elaborate signs of the venues and villages were brought back to the Materiel Distribution Center and auctioned off with other Olympic memorabilia.

### Examples of signage installation at the venues

<table>
<thead>
<tr>
<th>Sign type</th>
<th>Quantity</th>
<th>Mounting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sonotubes</td>
<td>1</td>
<td>Post</td>
</tr>
<tr>
<td>Hollow core doors</td>
<td>30</td>
<td>Concrete base</td>
</tr>
<tr>
<td>Tent menu boards</td>
<td>30</td>
<td>Canopy clip</td>
</tr>
<tr>
<td>Styrene wall signs</td>
<td>150</td>
<td>Neoprene tape</td>
</tr>
<tr>
<td>Cardboard wall signs</td>
<td>30</td>
<td>Neoprene tape</td>
</tr>
<tr>
<td>Cardboard desk signs</td>
<td>150</td>
<td>None</td>
</tr>
</tbody>
</table>

### Hockey—East L.A. College (an existing stadium)

<table>
<thead>
<tr>
<th>Sign type</th>
<th>Quantity</th>
<th>Mounting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sonotubes</td>
<td>5</td>
<td>Post</td>
</tr>
<tr>
<td>Multibber boards</td>
<td>3</td>
<td>Post</td>
</tr>
<tr>
<td>Hollow core doors</td>
<td>25</td>
<td>Concrete base</td>
</tr>
<tr>
<td>Tent valences</td>
<td>30</td>
<td>Cable</td>
</tr>
<tr>
<td>Tent menu boards</td>
<td>25</td>
<td>Canopy clips</td>
</tr>
<tr>
<td>Styrene wall signs</td>
<td>225</td>
<td>Neoprene tape</td>
</tr>
<tr>
<td>Cardboard wall signs</td>
<td>5</td>
<td>Neoprene tape</td>
</tr>
<tr>
<td>Cardboard desk signs</td>
<td>10</td>
<td>None</td>
</tr>
<tr>
<td>A-frames</td>
<td>10</td>
<td>None</td>
</tr>
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</table>

### Swimming—USC Swim Stadium (temporary outdoor stadium)

<table>
<thead>
<tr>
<th>Sign type</th>
<th>Quantity</th>
<th>Mounting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sonotubes</td>
<td>45</td>
<td>Post</td>
</tr>
<tr>
<td>Multibber boards</td>
<td>60</td>
<td>Post</td>
</tr>
<tr>
<td>Hollow core doors</td>
<td>15</td>
<td>Concrete base</td>
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<tr>
<td>Tent valences</td>
<td>120</td>
<td>Cable</td>
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<tr>
<td>Tent menu boards</td>
<td>25</td>
<td>Canopy clips</td>
</tr>
<tr>
<td>Styrene wall signs</td>
<td>175</td>
<td>Neoprene tape</td>
</tr>
<tr>
<td>Cardboard wall signs</td>
<td>350</td>
<td>Neoprene tape</td>
</tr>
<tr>
<td>Cardboard desk signs</td>
<td>75</td>
<td>None</td>
</tr>
<tr>
<td>Food flags</td>
<td>1,800</td>
<td>None</td>
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### Sign quantities

<table>
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<th>Sign type</th>
<th>Size</th>
<th>Mounting</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wall or fence</td>
<td>5 by 7-inches to 4 by 2-feet</td>
<td>Double tape or plastic ties</td>
<td>2,130</td>
</tr>
<tr>
<td>Freestanding</td>
<td>6-feet, 8-inches by 2-feet, zero inches</td>
<td>Post or concrete base</td>
<td>1,725</td>
</tr>
<tr>
<td></td>
<td>8-feet, zero inches by 3-feet, 6 inches</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 O-feet, zero inches by 3-feet, 6 inches</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sonotube</td>
<td>10, 12 or 15-feet high</td>
<td>Post with spacers</td>
<td>340</td>
</tr>
<tr>
<td>Desk cards</td>
<td>6 by 18-inches</td>
<td>None</td>
<td>1,250</td>
</tr>
<tr>
<td>Food markers</td>
<td>3-inch diameter</td>
<td>None</td>
<td>3,500</td>
</tr>
<tr>
<td>Tent valence</td>
<td>10 and 15-feet</td>
<td></td>
<td>1,000</td>
</tr>
<tr>
<td>A-frame and sandwich</td>
<td>Various</td>
<td></td>
<td>29,315</td>
</tr>
</tbody>
</table>

**Totals** 29,315
To add to the challenge of the cere-
monies, staff, worldwide expectations could spill over into the competition phase of the Games; moreover, the lasting impres-
sion of Los Angeles could be a negative one if the Closing ceremonies were bad.

To add to the challenge of the cere-
monies staff, worldwide expectations for spectacular shows were high since the Games were being held in Los Angeles, long heralded as the entertainment capital of the world.

8.02 Opening Ceremonies

8.02.1 Concept and early development

Two years before the start of the Games, the LAOOC asked Walt Disney Productions, Inc. to draw up preliminary plans for the production of the Opening and Closing Ceremonies as well as the venue award ceremonies. Disney’s plan for Opening Ceremonies called for a parade through the streets of Los Angeles, temporary spectator stands near the Los Angeles Memorial Coliseum/Sports Arena, street decorations from Figueroa Street (adjacent to the Los Angeles Memorial Coliseum/Sports Arena) to downtown Los Angeles and an officials’ grand review stage built over the seats at the Coliseum peristyle.

The LAOOC senior management wanted to hold costs for the cere-
monies to half of a projected budget total and asked Disney management to guarantee that figure. Disney did not feel it could, so the LAOOC decided to explore other options. Eventually, David L. Wolper, an inter-
nationally respected filmmaker and a member of the seven-person commit-
tee that was instrumental in bringing the Games to Los Angeles, was asked by senior management to take responsi-
bility for the Ceremonies Department as commissioner and producer.

Tommy Walker, who had directed the ceremonies and awards for both the Squaw Valley and Lake Placid Olympic Winter Games, was later asked to join the LAOOC as director of ceremonies.

Planning for both the Opening and Closing Ceremonies began in earnest just nine months before the Games. In January 1984, the LAOOC decided that the ceremonies and awards should be divided into two separate departments so each area could receive proper attention.

8.02.2 Development of the actual plan

In November 1983, there was no script, no music, no performers and no costumes for either the Opening or Closing Ceremonies. Planning for both ceremonies began at the same time by obtaining available video tapes of previous Olympic ceremonies, studying them and deciding which ideas worked and which did not. As the video tapes of the previous ceremonies were viewed, it became apparent that each of the previous organizing committees presented a tough act to follow.

During this preliminary planning stage, many wild, extravagant ideas were formulated. Slowly, each element of the ceremony was pieced together. The staff wanted to present Opening Ceremonies that were emotional, majestic and inspirational. Wolper, who had attended six previous Olympic Games, understood the importance of the Opening Ceremonies and also understood that if they were not spectacular, Hollywood’s entertainment industry in particular and the United States in general might be subject to severe criticism.

From the beginning, the LAOOC was besieged by famous entertainers who wanted to be a part of the ceremonies. At one point, more than 35 entertainers had offered to sing the United States’ national anthem. However, it was decided that although considerable well-known talent was available for use in the Opening Ceremonies, none would be used. It was feared that by using established stars, the audience would take a passive attitude and wait to be entertained. By using youths from the Los Angeles area, the ceremonies staff hoped to encourage a sentimental, positive response from the audience for the youths to do a good job.

Two other factors were considered in the development of the Opening Ceremonies program. Because a large number of athletes was expected to attend the Games, the entertainment segment of the program was placed before the entrance of the athletes since the number of athletes alone was enough to fill the entire infield of the Coliseum. The other factor taken into consideration was the start time of the ceremonies. To lessen the effect of the mid-summer heat, the entrance of the athletes was scheduled for late afternoon when the Coliseum floor would be cooler.

The organization of the Opening Ceremonies script progressed steadily as new elements of the show were identified. The show had to include something that had not been done in past ceremonies, but also followed the tradition of showcasing the host nation’s culture. The music of the United States was thus chosen to tie all of the elements of the ceremony together.

Although there is a rich heritage of music in the United States, there were certain events within the Opening Ceremonies for which no suitable music could be found. When Disney began its preparations for the Opening Ceremonies, composer John Williams was asked to write a theme for the Los Angeles Games. Williams was asked to continue writing the theme after the LAOOC took responsibility for planning the ceremonies.

In addition, a meeting was held of leading members of the music community to gather information and obtain suggestions for additional music and composers for the ceremonies. One piece that could not be found in existing form was an appropriate “welcome” song. Composer Marvin Hamlisch was contacted and asked if he would write the music. Hamlisch was instructed that the staff wanted a song that would repeat the word “welcome” in a dramatic, rather than sing-song style, since it would be the first song to follow the introduction. Hamlisch completed the music in three weeks and suggested lyricist Dean Pitchford for the words.

The third piece of original music commissioned for the Opening Ceremonies was written for the final lap of the torch relay and lighting of the Olympic flame. Something classical in style and reminiscent of the ancient Greek torch races was desired, so the music committee recommended classical composer Philip Glass, who had previously written for opera, film and theatre. Glass was sent video tapes of past Opening Ceremonies to study and the result was “The Olympian” which was ultimately used during the lighting of the torch.

To include an element representative of United States culture, a marching band, the origin of which has been traced to the fife and drum corps of the Revolutionary War, was included. The band numbered approximately 800 members and produced the only live music during the Opening Ceremonies. All other music was pre-recorded.

To complement the marching band, another staple of United States culture, the drill team, was included. The staff felt that many of the dance numbers could be performed by drill team members, reducing the number of professional dancers needed for the ceremonies.

As each part of the program was planned, it was important to note that with the Coliseum field provided a gigantic “stage,” to compensate, 85 pianos were used to fill the arches of the peristyle.

Each portion of the show was similarly designed. The “Pioneer Spirit” segment, which depicted the United States westward expansion during the 19th century, utilized Hollywood-type sets which were moved onto the field by the dancers, set up and then quickly taken off the field by the cast.

The rest of the “Music of America” portion of the show traced the chronological progression of American music from jazz, gospel and ragtime through the Big Band sounds of the 1940s to contemporary music.
The peristyle end of the Coliseum during Opening Ceremonies.

LAOC Ceremonies Commissioner David Wolper presents Opening Ceremonies plans at a news conference.
Ceremonies

While the musical portion of the show was being planned, other details of the show were worked out. Since it was felt there was no way to improve on the precision of the card stunts performed in Moscow, one spectacular stunt, which involved the entire stadium was planned. The ceremonies staff worked in conjunction with a firm which designed card stunts for several Southern California universities. It was decided that depicting flags of the participating NOCs would be appropriate, so the planners used a computer and a seating manifest of the Coliseum to design the card stunt seat by seat. The theme of the card stunt was kept as secret as possible.

While the ceremonies staff was given free reign to plan the entertainment portion of the Opening Ceremonies, a large portion of the program was dictated by the 1978 provisional edition of the Olympic Charter. However, the ceremonies staff requested one change in the Charter-mandated sequence and was granted the change by the IOC.

The Olympic carrier is exchanged.

Olympic flag is raised as the Olympic Sober or head of state declares the Games open.

The theme song from Disney's "It's a Small World" exhibit was also cause the ceremonies to be moved to a porch and in direct line with the cauldron. From there, it was a simple matter to arrange stairs that could be erected to the top of the archway where the final torchbearer could light the rings and the flame could then travel through a tube, up the peristyle and to the cauldron. A "slip-star" was chosen which could remain out of view and then be raised hydraulically at the appropriate time. For the finale, an emotional, inspiring theme was needed. Beethoven's "Ode to Joy" was suggested, but it was felt that it didn't project enough emotion. The theme song from Disney's "It's a Small World" exhibit was also suggested, but discarded because it was cute rather than powerful. Finally, the song "Reach Out and Touch" number served as the inspiration behind the cover of the Opening Ceremonies program. The cover was a reproduction of a Pablo Picasso drawing entitled "La Ronda des Enfants" (The Dance of Children) that belonged to Wolper. The drawing depicts children joining hands and dancing in a circle with a bird of peace flying overhead. Ironically, the dance was one that IOC President Juan Antonio Samaranch performed as a child in his hometown of Barcelona where Picasso produced the drawing. It is important to note, that while a great amount of planning went into the Opening Ceremonies, the continuous creativity surrounding the production caused changes to occur in the program as late as two days before the actual ceremonies. Some production numbers were dropped because they did not fit into the overall scheme. In one case, a number was dropped because the star performer, a bald eagle, died just days before the show.

802.3 Formation of the cast and greeting of the technical elements

With the basic plan of the Opening Ceremonies completed, the process of recruiting cast members and arranging for props, wardrobes and support services began. Wolper began by recruiting some of the top professionals in the fields of choreography, marching bands, choirs, drill teams, props and wardrobe design, production and lighting to help in the planning of the different segments of the program. Each of these professionals was responsible for planning the details of their areas and recruiting the necessary staff. To begin assembling the marching band, the ceremonies staff contacted University of Southern California band director, Dr. Arthur Bartner. Bartner contacted university band directors from across the United States and invited them to a three-day conference to help plan the process for recruiting the best band members. The directors decided to recruit outstanding band students from all 50 states for a four-week band camp which was held at Pepperdine University just prior to the Games. The LAOOC utilized Pepperdine's facilities for housing, training and rehearsing. Band members were sent the Opening Ceremonies music program prior to arriving in Los Angeles so that rehearsals could concentrate on the marching element of the performance. A similar method was used to organize the Olympic Honor Choir. In late 1983, Dr. Charles Hirt, also of USC, contacted choir directors at colleges and universities in the Southern California area. Hirt requested that each choir director recommend top students by quartet (soprano, tenor, bass, alto) and designate the quartets in order of talent. The students were also required to demonstrate ability to read music well. The choir directors responded by recommending more than 3,500 students from which 1,000 were chosen. The students were required to attend two of the three rehearsals which were scheduled in spring 1984 in the Westwood, Long Beach and East Los Angeles areas. A separate choir was used for the gospel number in the "Music of America" sequence. Members from these three choirs were combined into one choir for the number.

To organize a 1,200-member drill team, Southern California drill team instructors were notified of a drill team try-out and a contest was conducted to select the finalists. The greatest difficulty was in recruiting a large number of highly-skilled dancers. While a portion of the simpler, repetitive dance numbers could be performed by drill team members, the more complex dance numbers, such as the "The Pioneer Spirit," required professional dancers. Approximately three months before the Games, a tryout was held in the Los Angeles area, but not enough quality
The hydraulic slip-stair used by the final dancers were found. Since the majority of professional dancers live in San Francisco, Las Vegas and New York where Broadway-style shows are produced, the LAOOC sent assistant choreographers to these areas to hire the 300-400 dancers needed. Because professional dancers are expected to learn their routines quickly as part of their profession, the dancers were not brought to Los Angeles until two weeks before the Opening Ceremonies.

One of the most important acquisitions was Lieutenant Colonel Tom Gruppel who was given a leave from the U.S. Army to organize the march of the athletes. Gruppel was instrumental not only in planning the athletes’ seating in the Sports Arena, their precisely timed march into the Coliseum and their placement on the infield, but also in obtaining the national anthems for all competing nations for use in the awards ceremonies. Information was obtained regarding delegation sizes from each NOC’s chef de mission. However, the information obtained was rarely accurate which complicated the planning of the march.

The culturally diverse Los Angeles area provided an almost endless resource area for recruiting the participants, who eventually numbered more than 1,500. The participants were required to provide a costume that was representative of their ethnic origin. The selection of the singer for the “Reach Out and Touch” number happened almost by accident. A recording of the number was needed to check the arrangement and the choir director was asked to make one during the next rehearsal. The director picked one of the choir members, Vicki McClure, to sing the song for the taping session and sent it to the ceremonies staff. Sticking with the original concept of not using star performers, the staff was fully satisfied with the tape made by the choir director and decided to use the same singer during Opening Ceremonies.

Even before the ceremonies script was completed and the cast members were selected, the props and wardrobe staff began planning for necessary support materials such as costumes, placards, spectator stunt cards, balloons, banners and flags. The design and production of costumes was a tedious process that was complicated by an ever-changing ceremonies script and a turnover of volunteer performers. Approximately one and one-half years before the Games, preliminary costume planning was completed under the direction of Walt Disney Productions. Wolper then retained some of Disney’s wardrobe staff.

The marching band uniforms were the first wardrobe pieces planned since the band was one of the few constants in the ceremonies script. The LAOOC asked Levi Strauss & Co. to provide the costumes for the ceremonies in addition to Levi’s commitment for LAOOC Games staff uniforms. However, the LAOOC and Levi’s could not reach an agreement regarding a final design for the uniforms and the LAOOC eventually contracted all uniform production to various other companies.

New costumes were designed as each portion of the show was developed. The production of the costumes was done by different vendors including costume houses and regular retail manufacturers. While the costumes were in production, a warehouse was located where costumes could be fitted and distributed. On 1 May 1984, a warehouse which had previously been occupied by the LAOOC’s Design Department was converted for ceremonies’ use.

Once the costume distribution center was identified, a paid staff of 40 was hired to supplement a staff of 100 volunteers to distribute and alter the costumes. The center served as a storage house for the costumes and was equipped with rental sewing equipment for alteration purposes. Opening Ceremonies performers were notified of fitting date assignments through their production coordinators during rehearsals. In some cases, performers were also contacted by letter. In all cases, performers were given a card that indicated the type of costume they were to receive at the distribution center.

Costume fittings began eight weeks before Opening Ceremonies. Approximately 5,000 performers were processed through the center and were fitted for both shoes and costumes. Alterations were performed on-site while the performers waited and was complicated by an ever-changing costume. Choir robes and pages’ outfits, which did not require fitting, were packaged and sent to rehearsals for distribution. In limited cases, where slight alterations were necessary, arrangements were made on an individual basis.

Overall, the costuming process worked well. However, many performers did not report to the distribution center at their assigned times and were asked to report back to the LAOOC with their original fitting and scheduling replacement performers for their first fitting. Props were divided into two groups: those used in the performance and those not. Props for the performance included wagons, balloons, banners, flags and the “Pioneer” segment western town and wagons. Some props, such as the Pioneer town and country placards, were designed by ceremonies staff. Additional props, such as balloons, were acquired from outside firms. Also included in the performance props was a field grid which was installed on the grass and had a specific location mark.
Ceremonies

for each performer to use as a point of reference. The major components of the non-performance prop grouping were the cards used in the spectator card stunt and the welcome flags. The manufacturing of the stunt cards was handled by a contracted firm. The cards arrived pre-packaged with a computer label attached to each which designated a specific seat in the Coliseum and the color of the card contained inside. The cards were grouped by color.

Installation of the physical elements

The Los Angeles Memorial Coliseum, built between 1921 and 1923 and renovated for the 1932 Games, underwent major rehabilitation work for the 1984 Games.

The Coliseum Commission, which manages the Coliseum and Sports Arena, was concerned that any improvements made to the Coliseum respect the tradition of the facility while the LAOOC was concerned that the Coliseum portray the Look designed for the venues since it would be the focal point of the Games.

Improvements to the facility were not only made for the Opening and Closing Ceremonies but also for the athletics competition. Construction at the site became difficult when the Los Angeles franchise of the United States Football League qualified for play-off competition requiring additional games at the Coliseum close to the time of the Games. Also, the United States Olympic track and field trials were held at the Coliseum and did not conclude until 24 June 1984. The LAOOC gained exclusive access to the facility the next day. While more than $5 million in improvements were made to the Coliseum overall, those that affected the Opening Ceremonies were made in the peristyle area. To allow the Opening Ceremonies cast ample time for rehearsals, the construction timetable was compressed into approximately two weeks. The majority of the work was accomplished without utilizing a 24-hour construction schedule although the Construction Department was prepared to do so, if necessary.

To prepare the peristyle area for the ceremonies contractors, the Architecture and Construction Department used a design which called for a continuous horizontal fascia that hung over the top of the existing peristyle and extended to the central arch. On one side of the central arch the words "Games of the XXlll Olympiad" were hung and on the other were the words "Los Angeles, California 1984." Directly above the main arch, the 35-foot Olympic rings, which were involved in the lighting of the Olympic torch, were added.

A limiting factor in the design of all the peristyle elements was the two scoreboard structures. They were not conducive to hanging ornamentations. To remedy that problem, four structural columns were added to the section of the fascia which crossed in front of the scoreboards. Eight extra columns that were not structural in function were added to complete the design. Three-foot round sonotubes set on four-foot six-inch bases were used to decorate the columns.

Other peristyle area construction included replacing the concrete between the peristyle seats and perimeter fence, painting the seats, painting the peristyle ceiling, adding a new natural gas line to the torch and adding decorative, colorful, four-tiered ‘wedding cakes’ to each end of the peristyle.

Once the peristyle construction was completed, the ceremonies’ contractors installed the hydraulic slip-stair for the final torchbearer and the ceremonies stage, part of which included the three-tiered platforms used to roll 85 pianos through the 14 archways.

The planning for the President of the United States’ arrival was a time-consuming process that affected not only construction of the press box, but also included additional fences for appropriate access/exit routes. In the press box, a steel plate was added to the floor and bullet resistant windows were installed. The changes in the access flow caused by changing fence lines affected the routing of the ceremonies performers and had to be dealt with on a continuing basis.

One unexpected installation project was added at the last minute. During the early planning stages, a search was conducted to obtain the best sound system possible. Small, high quality speakers that would not dominate the field and give the appearance of a rock n’ roll concert were desired. Small...
sized speakers were eventually chosen, but after the dress rehearsal, the ceremonies staff was unhappy with the quality of the sound system. In the meantime, another sound company had located a new speaker that included the desired features. The speakers were obtained and installed in the Coliseum overnight before the Opening Ceremonies.

Two 60-foot by 60-foot fenced areas were installed for fireworks. One was located north of the peristyle plaza and the other was located near Figueroa Street. Additional fences were installed from the Sports Arena to the Coliseum to allow delegations to leave the Sports Arena on the concourse level and march toward the Coliseum tunnel.

The prop crew was involved in two massive installations for the Opening Ceremonies. In addition to making sure props were available for the rehearsals and performance, the crew was also responsible for maintaining a field grid, which served as location points of reference for the performers, and for distributing the cards for the card stunt.

Because the Coliseum infield was a natural turf surface, the field grid was installed and removed approximately every three days to allow mowing of the grass. The grid consisted of plastic disks held in place by spikes and placed every two-and-one-half yards on the infield. Both pieces were painted green, to match the grass as closely as possible. Each disk was identified by a number and letter for specific reference points for the performers. Thus, when the director told a performer to stand at A-8, the performer could locate the exact position. That meant that each piece had to be installed in exactly the same location every time. The initial installation of the grid utilized marks prepared by professional surveyors.

The other prop installation project that consumed a great deal of time was placing stunt cards in the correct seats. The cards arrived at the Coliseum in packages labeled with a computer tape. Approximately 50 volunteers took the packaged cards, which were grouped by color, and matched each package with the correct seat within the Coliseum. The original distribution of the cards took place two days before the Opening Ceremonies and a check was made the day of Opening Ceremonies to make sure cards were still in place. Seats that did not have a card package received replacement cards.

Rehearsal and training

Coordinating the schedules of thousands of performers was an almost impossible task, especially considering that most of the cast consisted of volunteers.

To accommodate the performers as much as possible, a master rehearsal schedule was developed approximately three months ahead of time and adjustments were made only when absolutely necessary.

Before the schedule could be planned, a rehearsal site had to be located since access to the Coliseum before 24 June 1984 was impossible because of the U.S. Olympic track and field trials. Even after the trials, access to the Coliseum was limited since construction and installation of other elements necessary for the athletics competition and ceremonies took first priority.

By 15 June 1984, all ceremonies performers were selected and
Ceremonies

rehearsals began. The LAOOC utilized a total of nine rehearsal locations for the Opening Ceremonies, including El Segundo High School, which the LAOOC rented for the summer as the main rehearsal site. The high school proved ideal. Multiple practice areas, including four fields and several gymnasiums, were available on the grounds and the school was located centrally near the Los Angeles airport. This allowed each of the individual casts within the show to schedule practices separately according to individual requirements.

Several problems were encountered during the rehearsal phase. One of the recurring problems was attendance. Because most performers were volunteers, they had conflicts with jobs, school or any number of other reasons. The volunteers also were not used to the amount of rehearsal required to satisfy the professional standards of the ceremonies staff. This caused some of them to become disenchanted, although the staff knew that the performers would be happy with their efforts after the ceremonies were completed. Maintaining morale during the rehearsal phase, however, was a constant battle.

Use of the Coliseum was required to test everything from staging performers to testing technical equipment. Support from departments such as Food Services, Health Services and Material Supply were required for the thousands of people involved in these activities. This caused each of the support departments involved in Coliseum operations to reevaluate their planning at an extremely late date and adjust accordingly. Moreover, inadequate inter-departmental communications prior to the rehearsal dates resulted in a somewhat disorganized delivery of services because the support departments were not prepared for the nature and size of the ceremonies and the scope of the services they were expected to provide. Support services were further complicated every time a change occurred in the rehearsal schedule.

Although many of the segments of the show were rehearsed many times and for relatively long periods before the ceremonies, there were some segments that could not be rehearsed until just before the Opening Ceremonies. One portion in particular was the lighting of the torch, which could not be rehearsed until the LAOOC named the final torchbearer. Before the torchbearer was named, several athletically inclined people were asked to run around the track and then up the stairs. No one could complete the distance. Approximately 10 days before the Opening Ceremonies, 1960 Olympic decathlon champion Rafer Johnson was chosen as the final torchbearer—although not publicly—and was brought to the Coliseum to rehearse. Others were asked to rehearse as well so that the identity of the final torchbearer could be kept secret. The 50 degree angle of the hydraulic slip-stair combined with the total number of 96 steps made it difficult to establish a rhythm going up the stairs. While practicing, Johnson developed a muscle cramp in his leg which made it difficult for him to reach the top of the staircase.

Because of the injury, a back-up plan was devised in case Johnson faltered during the actual Opening Ceremonies. Since the raising of the Olympic flag immediately preceded the lighting of the torch, it made sense for one of the flag bearers to serve as a backup. Olympic decathlon gold medalist Bruce Jenner (1976) was given a running suit to wear under his ceremonial suit. In the event Johnson could not make it to the top of the stairs, Jenner would come to his aid.

Although the Opening Ceremonies cast was involved in many small-scale rehearsals, there was only one complete dress rehearsal which approximated the entire script and circumstances of the Opening Ceremonies.

The full dress rehearsal was scheduled two days before the Opening Ceremonies. All portions of the day simulated Opening Ceremonies as closely as possible to test everything from transportation to access control to the performance. The cast members were instructed to duplicate their day from the moment they got up until their performance was completed. That included driving to Santa Anita Park, eating lunch, boarding the bus, sitting in the appropriate seat in the Sports Arena or swimming pool area, lining up for the performance, performing and exiting. No athletes, with the exception of the flag bearers, participated in the rehearsal. Approximately 3,200 Disneyland employees acted as athletes for the march.

The dress rehearsal was closed to the general public and press but open to ticketed LAOOC Games volunteers and parents and friends of performers. This allowed the LAOOC an opportunity to thank many of the Games volunteers. The decision to close the rehearsal to members of the press was not due to any concerns that stories would be written about the ceremonies, but in an effort to protect the visual appearance of the ceremonies until the performances. The LAOOC allowed television commentators into the Coliseum so they could prepare to describe the ceremonies, however. The LAOOC’s policy regarding the entrance of press to the rehearsal was generally lax and members of the press attended anyway.

After the dress rehearsal, the ceremonies staff made substantial changes in the show by cutting some segments, revising others and eliminating costume changes for the marching band. The dress rehearsal was purposely scheduled two days before Opening Ceremonies so that changes could be made in the script. One of the more drastic changes was switching the costumes of the drill team. It was felt that the uniforms did not project...
the right image, so a change was made and each drill team member was required to be refitted with a new costume. Since all music in the show with the exception of that played by the marching band was pre-recorded, music needed to be re-edited. The changed segments of the show were rehearsed over again.

By the end of 27 July 1984, 380 rehearsals for 10,000 cast members totaling 304,000 rehearsal hours had taken place.

8.02.6 Staging and performance of the Opening Ceremonies

The staging of the Opening Ceremonies was a cooperative logistical effort of tremendous proportions. Because the ceremonies staff preferred to stage the performers and athletes hours too early than a minute too late, the day’s schedule commenced many hours before the start of the ceremonies.

Last-minute details were worked on and completed all day long. In the Coliseum, a helium tanker blew up more than 1,200 five-foot balloons which were then placed in the proper positions on the field. Volunteers checked each seat to make sure the correct plastic packages of colored cards were set for the card stunt. Ninety-two thousand “welcome” flags were taken to the entries where they later were passed out to each spectator. Thousands of fresh flowers were placed on the peristyle stage. The sound system was tested and music tapes were double-checked. Meanwhile the performers reported to their designated locations. Most of the performers reported to Santa Anita Park while the “multi-national group” reported to a location in downtown Los Angeles. Once the performers arrived at their designated points, they checked in, were stamped with a security stamp and were fed. They would not have another opportunity to eat until the ceremonies had concluded. Once fed, the performers were loaded onto 160 buses and taken to the Coliseum area.

At the Coliseum, the cast was held at two locations within a short walking distance of the Coliseum main entry. The first was the Sports Arena, which was also used to hold the athletes prior to their entry into the stadium. Because the 16,000-seat Sports Arena was not large enough to hold all the athletes and performers, the grandstand of the 1932 Olympic swimming pool was used as an auxiliary area and was specially covered to provide shade. Each performer was seated according to a computer-devised seating chart.
The 1,262 members of the Olympic drill team began performing their routine to the specially-written “Welcome” song using the five-foot diameter white and gold balloons as props. During the welcome number, the video display scoreboard showed pictures of Los Angeles residents waving hello while the matrix scoreboard showed an animated film of the word “welcome” in 23 different languages. The drill team members performed several formations including the Olympic rings and the word “welcome”. Once the routine was completed, the drill team members released the balloons. As the balloons flew into the sky, streamers unrolled from the bottom of the balloons and each streamer had the word “welcome” printed in one of 23 languages.

Shortly after, “Ruffles and Flourishes” and “Hail to the Chief” were played to announce the arrival of United States President Ronald Reagan, IOC President Juan Antonio Samaranch and LAOOC President Peter V. Ueberroth. After the U.S. national anthem was played and the colors were presented, the entertainment portion of the program began.

The 800-member Olympic marching band, which entered the Coliseum through the numerous tunnels located around the Coliseum, signaled the beginning of a 30-minute presentation of the “Music of America.” Included in the band were 144 trumpets, 96 trombones, 48 sousaphones, 48 percussion instruments, 64 piccolos and flutes, 56 altos, 52 clarinets, 36 tenor saxophones, 16 baritones and 128 band silks.

The “Music of America” segment consisted of six parts, each of which depicted a unique portion of the United States’ musical development. They were:

- “Americana Suite”: portrayed the development of the marching band from its Revolutionary War roots through one of its most popular periods when the U.S. Marine Corps band was led by John Philip Sousa. The number was performed by the 800-member Olympic marching band.
- “The Pioneer Spirit”: showed the westward expansion which occurred during the 19th century. The production included movable props, which when set up by the performers themselves, formed a small western town. The cast included 300 members of the Olympic dance corps, 10 character dancers, 50 gymnasts/fiddlers and 50 youth dancers.
- “Dixieland Jamboree”: depicted the birth of jazz in New Orleans and the associated vocal style whose origin dates back to the gospel traditions of Afro-American spiritual music. A 300-member Olympic gospel choir joined the marching band and 75 dancers.
- “Urban Rhapsody”: showed the incorporation of jazz and classical styles made famous by George Gershwin. The “Rhapsody in Blue” number was highlighted by three rows of pianos (84 black and one white) rolling through the peristyle arches. The presentation utilized 85 pianists and 200 dancers.
- “The World is a Stage”: traced the musical development of the United States from the 1940s’ Big Band sound to the present. Approximately 1,500 members from the drill team and dance corps performed throughout the sequence.
- “Finale”: the entire “Music of America” cast was reunited while portions formed an outline map of the United States.

Following the “Music of America” presentation, the Coliseum announcer instructed the audience to locate the packets which had previously been placed at their seats. The plastic packets contained a colored plastic card and instructions in six different languages which requested the audience to raise their cards at a designated time. When the audience raised their cards to form the flags of every participating NOC, it was the first time the card stunt was performed. Finding 85,000 people to test the stunt, of course, was not practical. All sections of the Coliseum, with the exception of the press section, participated in the stunt. The press...
Dancers present "The Pioneer Spirit" dances.

An overhead view of "The Pioneer Spirit" troupe moving center stage.

A 300-member Olympic gospel choir joins the marching band and a 75-member dance troupe.

Three rows of pianos in the peristyle end of the Coliseum highlight the "Rhapsody in Blue" presentation.

An aerial view of the "Rhapsody in Blue" presentation.
Ceremonies

section was excluded because numerous journalists had indicated that they would not participate; moreover, the press section allowed actual seating only in every other row of seats to accommodate specially-designed tables. These tables would have left "holes" in any flag formed in that section.

The Olympic Charter-mandated portion of the ceremonies followed the card stunt and was begun with the Antwerp Flag Exchange. IOC President Juan Antonio Samaranch presented the flag to Los Angeles Mayor Tom Bradley who in turn presented the flag to LAOOC Chairman Paul Ziffren. Two members of the United States Olympic delegation to the 1920 Games in Antwerp, Alice Lord Landon and Aileen Riggen Seoule, were included in the exchange ceremony. The playing of the "Los Angeles Olympic Theme" followed the presentation and set the stage for the entrance of the athletes.

The athletes’ march was coordinated through the efforts of a director located on the field, staff located in the Coliseum press box and aides located in the Sports Arena. The march was precisely timed to each count of music and, remarkably, ran only two minutes late.

Prior to entering the Coliseum, the athletes watched the Opening Ceremonies on the large screen televisions provided in the Sports Arena. As time drew near for the march, teams were called in alphabetical order in English (with the exception of Greece, which traditionally marches first and the United States, which as the host nation, marches last) to begin lining up. Once lined up at the Sports Arena, the athletes walked approximately 250 meters to the entrance of the Coliseum where aides again checked to make sure the athletes lined up properly and started to march at the correct count of music. The use of the aides was especially important to help curb the athletes' enthusiasm since the athletes were charged up emotionally for the opening of the Games.

Because the LAOOC anticipated a total of between 7,000-9,000 athletes and officials to march in the Opening Ceremonies, a number of precautions were taken to ensure that the operations conducted on the field were carried out in the simplest, most organized way possible. Once the athletes' march began, all operations were cleared through the director, who was located on the field. This was especially important in directing medical help to participants, many of whom were affected by the heat. Spotters were located in the press box to look for possible problems in any area of operations. The spotters and
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The text of Ueberroth’s speech was as follows:

“President, honored guests, ladies and gentlemen.

It’s been said, before you stands the finest group of young men and women ever to assemble in the history of sport. They represent the best that this world has to offer. They represent the best hope for the future of mankind.

One hundred forty different nations gather here today to honor their own countries, and at the same time to honor the Olympic Movement. In a few minutes the Olympic torch will enter the stadium and the Games of the XXIIIrd Olympiad will begin. We at the Los Angeles Committee had a new idea, an idea to carry the flame on the longest route in the history of the Olympics. It began in the great and wonderful city of New York, and went across this country to this historic site of the 1932 Olympic Games. Rather than go on a straight line, we thought it best to wander up and down and criss-cross this country to most major cities and most small communities. The success of this torch run has exceeded our fondest dreams. Millions and millions of our fellow Americans stood by along the roadsides, cheering the runners and thereby becoming part of millions of our fellow Americans.

“You are the torchbearers, you are the hope for the world. You are the Olympic spirit of cooperation, understanding and friendship without any political influence. Nevertheless, our thoughts also go to those athletes who have not been able to join us. On behalf of the Olympic Movement, I would like to thank the City of Los Angeles, ‘El Pueblo Nuestra Senora la Reina de Los Angeles,’ as it was originally called, the State of California, and the entire nation for receiving us with open arms. Our gratitude must also go to the Organizing Committee, and particularly to Chairman Paul Ziffren, President Peter Ueberroth, and also to the more than 50,000 volunteers who are giving so much for the success of these Games.

“Finally, I have the high honor to invite the President of the United States of America, President Ronald Reagan, to proclaim the Games of the XXIIIrd Olympiad in Los Angeles open. ‘God Bless America.’

Reagan, who became the first United States president in history to open an Olympic Games, called upon his formal acting experience and altered the traditional wording of the opening slightly to, “Celebrating the XXIIIrd Olympiad of the modern era, I declare open the Games of Los Angeles.”

Once the Games were officially declared open, only the raising of the Olympic flag remained before the longest torch relay in history was concluded with the running of a final lap and the lighting of the Olympic flame.

The Olympic flag was brought into the Coliseum by former Olympians:

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<td>Pat McCormick</td>
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<td>Bruce Jenner</td>
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<td>Bill Thorpe, Jr.</td>
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<td>Billy Mills</td>
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<td>Mark Robinson</td>
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The flag was raised to the traditional music of the “Olympic Hymn” which was written in 1896 by Spyros Samaras of Greece. Another traditional part of the ceremony was also observed as 4,000 homing pigeons were released from either end of the Coliseum to symbolize the spirit of
United States President Ronald Reagan proclaims the Games of the XXIIIrd Olympiad open from the press box of the Los Angeles Memorial Coliseum.

Eleven Olympians carry and escort the Olympic flag.

The Olympic flag is raised at the east end of the Coliseum.

IOC President Juan Antonio Samaranch delivers his Opening Ceremonies address as LAOOC President Peter V. Ueberroth listens.
peace. As the pigeons flew away, the music written for the entrance of the torch, "The Olympian," began. The entrance of the torch has traditionally been a highly emotional moment for athletes and spectators alike, especially since at most Games the name of the final torchbearer is a closely guarded secret. The light from the torch could be seen in the main tunnel of the Coliseum and the crowd cheered loudly as Gina Hemphill, granddaughter of Jesse Owens and one of two runners to run the first kilometer of the torch relay, entered the Coliseum to run the first lap around the track.

A problem arose as the members of the teams standing in the infield pressed forward to get a better look as the torch passed by. The ceremonies staff used the communications system to instruct the placard bearers to help get the team members back in their correct locations. However, the teams were not ushered back in time to prevent Hemphill from having to struggle through a crowd and at times having to slow to a walk.

After finally running around the track, Hemphill handed the torch to Rafer Johnson who ran up the steps of the peristyle stage. As Johnson climbed to the top of the permanent steps, the hydraulic slip-stair began to rise in front of him and he continued climbing the stairs until he reached the area directly below the bottom of the archway. After standing on the top stair, Johnson reached up and touched the torch to a tube which allowed the flame to travel up to the Olympic rings, which then burst into flame. The flame then continued up the tube until it reached the top of the cauldron where the Olympic flame ignited to the cheers of an appreciative crowd. The problems Johnson experienced negotiating the steps during rehearsal never materialized during Opening Ceremonies, although it was evident that it took a great deal of physical effort to climb the staircase.

Once the torch was ignited, the flag bearers of each NOC formed a semi-circle around the speaker’s podium, which was located on the field. Edwin Moses then took the competitors’ oath on behalf of the athletes and Sharon Weber took the officials’ oath.

As the flag bearers returned to their positions on the field, the 2,000 members of the multi-national group, dressed in their native costumes, entered the Coliseum and formed a ring around the athletes. At the same time, the members of the International
Children’s Choir took their places on the peristyle stage to sing “Ode to Joy” from Beethoven’s Ninth Symphony. As expected, the performance concluded, a young singer, Vicki McClure, stepped forward on the stage to sing “Reach Out and Touch.” Simultaneously, the lyrics of the song were displayed on the matrix scoreboard while video tape of people from around the world joining hands was shown on the video scoreboard. Before McClure could instruct the spectators and athletes to join hands, groups of people who had already been swept up in the emotion of the moment joined hands and began to sing along. By the end of the song, more than 180,000 hands had clasped together to celebrate a moment of international brotherhood.

Although the athletes were supposed to leave the field after the finale, many stayed behind to continue dancing and singing. Finally, by 2000 hours most of the athletes boarded buses and were on their way back to the villages.

Closing Ceremonies

8.03 Concept and early development

While the Opening Ceremonies were produced to provide a majestic, emotional entrance to start the Games on a positive, inspirational note, a totally different atmosphere was desired for the Closing Ceremonies. It was felt that by the time the competition phase of the Games ended, the athletes were tired of seeing beside them wanting to have fun rather than inspiration. With that thought, the ceremonies staff set out to produce a show full of fun and surprises—a reward to the athletes for a job well done.

The planning for both the Opening and Closing Ceremonies was done at the same time which caused the Closing Ceremonies to take a back seat on occasion. Because a large portion of staff efforts had to be concentrated on planning the Opening Ceremonies if only because they occurred first on the schedule, the staff divided the planning of Closing Ceremonies into two parts. The first part consisted of all tasks that could not be accomplished in the two weeks following the Opening Ceremonies. Those tasks were given priority and scheduled for completion as necessary. The remaining tasks which could be completed during the two weeks of Games’ competition were put on hold until then.

The Closing Ceremonies program was then divided into four parts for planning purposes: the prelude, the prelude, the prelude, and the formal ceremonies and the celebration.

8.03.2 Development of the actual plan

The actual development of the Closing Ceremonies script was much simpler than the Opening Ceremonies. From the start, the ceremonies staff wanted the focus of the program to be a space-ship. They also wanted to utilize the enormous technical resources available in Hollywood. In direct contrast to the policy set for Opening Ceremonies, a big name entertainer was used to say “thank you” to the athletes.

Like the Opening Ceremonies, major portions of the Closing Ceremonies program were dictated by the 1978 provisional edition of the Olympic Charter and by the fact that the end of the men’s marathon would be held in the Coliseum. Those portions of the show were fairly easy to plan. The prelude was designed to set the stage for the conclusion of the men’s marathon. The ceremony staff invited former marathon medalists to attend the Closing Ceremonies as honored guests and planned to introduce them to the audience. In addition, the staff planned to utilize the two Coliseum scoreboards to allow ceremonies spectators to keep up with the program. The athletes would pass through video of the leaders and a leader board showing times and placings.

Two awards ceremonies were also planned. Following the marathon awards, the ceremony staff suggested to the equestrian individual jumping competition be awarded, since the event was held on the same day.

The third section of the show, the formal ceremonies, were dictated by the charter of the Closing Ceremonies. The list of closure that the following order be followed:

- Flag bearers of the participating NOCs march into the arena single file behind the country placard bearers.
- Six competitors from each delegation march in the ceremony without distinction of nationality.
- Flag bearers form semicircle behind rostrum.
- President of IOC proceeds to the foot of the rostrum.
- Greek national anthem is played.
- Greek flag is raised.
- Host country’s flag is raised.
- National flag of next organizing committee is raised.
- President of IOC declares Games closed.
- Olympic flame is extinguished.
- “Olympic Hymn” is played as Olympic flag is lowered.
- A five gun salute is sounded.
- Placard bearers, flag bearers and competitors exit.

The LAOOC requested several changes in the program which the IOC granted. The first was to move the extinguishing of the torch, held at the last place of the torch carries, out of the rostrum. The second change was to present an entertainment portion of the ceremo-

nies after the extinguishing of the torch. In addition, the Antwerp flag exchange in the Closing Ceremonies, its proper place in the program had to be determined. The exchange was placed after the raising of the flags from Greece, the United States and Korea. The president of the IOC and mayors of Los Angeles and Seoul were invited to participate in the exchange as were the chairman and executive vice president/general manager of the LAOOC.

After the exchange of the flag, a demonstration of cultural elements from Los Angeles and Seoul was planned.

With the basics of the prelude, marathon and formal ceremonies in place, only the celebration portion of the ceremonies remained. The basic idea was to present something that had never been done before and then stretch the concept to its furthest extreme. Director Tommy Walker had used a small spaceship in a previous show, so it was decided to build one bigger and better. To add to the outer-worldly atmosphere, the staff decided to use a laser light show and an “alien creature.”

During the planning of the Closing Ceremonies, the LAOOC was contacted by Union Carbide Corporation with an offer for the use of 30,000 flashlights. The offer was accepted and it was decided to have the audience use the flashlights to “contact” the spaceship. To signal the spaceship, the flashlights were equipped with a blue, red and clear plastic strip that could slide across the light to change the projected color.

In the spirit of producing a spectacular show and taking each element to its limits, the LAOOC planned an enormous fireworks display. The fireworks, 3,000 of which were donated, were used to pay tribute to each of the host cities of the modern Games.

Finally, all that remained in the basic planning was the choice of an entertainer. In spring 1984, Wolper attended a charity benefit where Lionel Richie performed his popular song “All Night Long.”” accompanied by break-
dancers. He was struck by the fact that nothing he had seen came close to projecting the power of that particular song as well as projecting a party-like atmosphere. Richie was asked to rewrite the lyrics of his song especially for the Closing Ceremonies. The idea of using break-dancers during Richie’s number was also quite appropriate since break-dancing originated in the streets of the United States and was just gaining exposure in countries outside of the United States.

8.03.3 Formation of the cast and gathering of the technical elements

The formation of the cast for Closing Ceremonies was infinitely simpler than that for Opening Ceremonies. The marching band, orchestra, choir, placard bearers and tall flags unit were utilized from Opening Ceremonies. The additions to the cast for the Closing Ceremonies were the Dance Theatre of Harlem, the Seoul City Dance Theatre, an “alien,” Lionel Richie and 300 break-dancers.

The two additions which required the LAOOC to search for performers were the “alien” and the break-dancers. An exceptionally tall person was needed to play the part of the alien so that with the addition of the appropriate costume, the alien would appear much taller than life. The search resulted in a seven-foot eight-inch local resident playing the part of the alien.

The search for break-dancers proved almost as easy. The ceremonies staff placed advertisements in local neighbor-
hood newspapers asking for break-dancers to attend tryouts at specified times and locations. The LAOOC asked recognized specialists in the area of break-dancing to serve as judges for the tryouts which easily produced the required number of performers.

The gathering of the technical elements was, however, as difficult or more so than gathering the cast for the Closing Ceremonies. The LAOOC asked recognized specialists in the area of break-dancing to serve as judges for the tryouts which easily produced the required number of performers.

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The LAOOC contracted with a San Francisco production firm to build the center stage which was designed by the ceremonies art director. The stage was a complicated multi-level structure that housed all the physical elements which made Lionel Richie’s “All Night Long” number so spectacular. Included in the stage were provisions for Dancing Waters, pyrotechnics, an orchestra pit, liquid nitrogen smoke effects tanks, pools of water and lighting panels.

Four special four-column light towers were brought in to produce theater-quality lighting. Although the Coliseum stadium lights could have been used, the show required the dramatic effects that could not be achieved without the special lighting.

end
The props and wardrobe crew was responsible for assembling the flashlights which were distributed to each spectator. The flashlights, which came packed in boxes, needed to have batteries placed inside and also needed to have the three-colored plastic strip attached. Once the flashlights were assembled, the props crew placed them in plastic bags to ready them for spectators. The volunteer crew also passed out the flashlights prior to Closing Ceremonies.

The fireworks used in the tribute to each of the previous Olympic Games’ host cities were donated to the LAOOC by the Japan Shipbuilding Industry Foundation. The lighting of the fireworks and the playing of the accompanying music were coordinated by a computer.

Costume fitting for Closing Ceremonies staff was handled at the design center using the same procedures used for Opening Ceremonies staff. The alien’s costume was created by the same artist who created the costumes for the futuristic epic movie “Star Wars.”

Rehearsal and training
Immediately after the completion of the Opening Ceremonies, rehearsals and final planning for the Closing Ceremonies kicked into high speed. Not only did details surrounding the Closing Ceremonies need to be completed, but also much of the major work was undone. The spaceship, which was the focal point of the show, was still untested.

The LAOOC rented a vacant high school for use as the rehearsal site for Closing Ceremonies. While much was still undetermined regarding the format of the Closing Ceremonies just weeks before the performance, one fact was inescapable. Whatever occurred at the Coliseum during the ceremonies would be directly affected by the fact that all major technical elements had to be installed within a short 18-hour period between the completion of athletics and the start of the ceremonies.

One of the biggest problems facing the technical crew was the assembly of the complex center stage and the focusing of the lights on the four large lighting towers. To practice this massive undertaking, approximately 300 crew members were utilized to assemble and disassemble the stage on three different occasions. The first rehearsal, which took place at Aviation High School in Manhattan Beach three weeks before the Closing Ceremonies, put into perspective the undertaking at hand. The stage and lighting sequence took 20 hours to complete, a couple of hours too long. The rehearsal was complicated by the fact that lighting at the Coliseum was inadequate for a night-time rehearsal, therefore, the rehearsals were conducted during the day. This made practicing adjustment of the lights in the four lighting towers an impossible task. The second and third attempts at putting the stage and lights together resulted in trimming four hours off the initial effort and gave the crew confidence that they could accomplish the task of transporting the equipment and installing it in time for the ceremonies.

The other major worry was the construction and successful testing of the spaceship. The first prototype measured 50 feet, 2 inches in diameter, weighed 3,689 pounds and had a fabric covering which hid the interior structure. The idea was for a helicopter to lift the spaceship into the air where it could be flown to the edge of the Coliseum in view of the spectators. To hide the fact that the spaceship was being lifted by a helicopter, two escort helicopters accompanied the spaceship to account for the noise, the lift helicopter was painted black and all lights in the Coliseum were turned off. On the first test flight, which occurred in a deserted field just nine days before the Closing Ceremonies, the helicopter lifted the spaceship into the air only to have it collapse two minutes into the flight. The collapse was caused by some of the welds breaking on the connecting structure and provoked the staff to dub the maiden voyage of the spaceship “the flight of the aluminum taco.”

Despite initial disaster, the design crew felt it gave them an opportunity to build a better spaceship. In a matter of days, the second test flight was under way. The covering which had formed a skin over the structure was removed. During the original flight the force of the helicopter rotor draft caused the covering to billow on one side, which not only made the spaceship look unrealistic, but contributed to the collapse of the interior structure. The final design of the ship consisted of nothing more than a generator and trusses which were augmented with strobes, pulsating lights, reflectors, prisms and a search light. The lights placed on the outer rim of the spaceship were computer programmed to light sequentially, giving the appearance of movement to the lights. The lights were controlled by a box which was operated by a passenger in the lift helicopter.

Once the rehearsal of the spaceship flight moved from the deserted field to

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in the air, the ambient light in the area would be reflected by the fog, thus revealing the structure of the spaceship. Consequently, it was hoped that clear skies would prevail.

The rehearsals of the cast were conducted throughout the two-week period between Opening and Closing ceremonies. A dress rehearsal was conducted at Aviation High School since it was impossible to schedule any rehearsals in the Coliseum. Once the main stage was constructed at the Coliseum, Lionel Richie was able to rehearse briefly before spectators were allowed to enter.

8.03 Installation of the physical elements

As soon as the athletics competition concluded at the Coliseum, preparations began for the Closing Ceremonies. A total of two-and-one-half acres of plywood was placed over the Coliseum track to protect it from trucks driven into the Coliseum to deliver the stage and lighting equipment.

Prior to the end of athletics competition, the Closing Ceremonies stage had been broken down into its modular units and packed into forty-six 22-foot flatbed trucks. At approximately 2100 hours, a total of 60 trucks traveled 16 miles from Aviation High School to the Coliseum in a two-mile long caravan. The caravan was assisted by ground and air police escorts.

A ground cloth was laid on the Coliseum until the main stage was constructed. Once the carnival was under way, the instructions were to allow spectators in the Coliseum who were trying to sleep.

The spaceship continued to experience problems during the test flights. The central generator, which was equipped with elaborate computer controls, ran into problems during the test flights. The spaceship continued to experience more problems. Because the athletics competition was under way and it was impossible to schedule any rehearsals in the Coliseum, Lionel Richie was able to rehearse briefly before spectators were allowed to enter.

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The other major installation projects for the Coliseum Ceremonies occurred on the peristyle. The main concerns of the lighting crew were providing a dramatic effect at the base of the torch for the trumpeters and alien, simulating the landing of the spaceship by providing bright, flickering lights behind the peristyle and outlining the peristyle with frontal lighting. The lights used for the simulation of the spaceship landing were heavy concentration, high-candlepower lights that produced a flickering sensation when manual shutters were operated in front of them. For the front lighting, 32 light bars with blue and pink lights were used to produce a soft image that blended well with the 90,000 blue flickering flashlights. The laser lights were installed at the top of the peristyle as were two spotlights which were used to light the Olympic flag.
Other elements installed at the Coliseum for Closing Ceremonies were three fenced areas, two for the fireworks display and one to hide the scaffolding. One fireworks compound was a 60-foot by 60-foot area north of the peristyle. The second compound was located on the Figueroa Street “fingers” and was 60 feet by 250 feet. A fabric-covered fence 120 feet by 150 feet was constructed in front of the Sports Arena for the spaceship. In a period of 16 hours, the ceremonies construction crew laid more than 4,000 lighting elements, laid more than two-and-one-half miles of electrical cable, installed more than 10 miles of plywood on the track, installed a 180-foot wide multi-level stage with accompanying special effects and utilized hundreds of thousands of square feet of timber and scaffolding.

8.03.6 Staging and performance of the Closing Ceremonies

The Coliseum was opened to spectators at 1700 hours. Each spectator was given a plastic bag which contained a flashlight as they entered. Over the next two hours, spectators entered the Coliseum and watched the progress of the men’s marathon on the large video scoreboard on the peristyle. At 1845 hours, the prelude to the Olympic March was played. The Antwerp flag exchange followed, the first time the flag exchange had been made during the Closing Ceremonies. IOC President Juan Antonio Samaranch, Los Angeles Mayor Tom Bradley, Seoul Mayor Bc Hary Usher participated in the exchange.
Following the exchange, the Seoul City Dance Theatre performed a traditional Korean folk dance, "Buchae-Chum" and the Dance Theatre of Harlem performed the finale of George Balanchine’s "Stars and Stripes Ballet".

The formal ceremonies neared their conclusion as LAOOC President Ueberroth, who received a long standing ovation when he was introduced, presented his closing remarks.

The following is the text from Ueberroth’s speech:

"To all the Olympians who have participated here, please accept our gratitude and heartfelt thanks. At the Opening Ceremony, we said that you were the finest group of athletes ever assembled and you proved that to be true before the eyes of the world.

"More people around the world watched your efforts and your struggles than any event in the history of mankind.

"We thank you for the opportunity to host you and to be the stagehands supporting your efforts.

"On behalf of the millions of Americans who stood by the roadside and watched the torch, and on behalf of a world record number of the finest and most gracious sports fans from around the world who watched these Games in person, thank you for the chance to serve you and to offer friendship and hospitality.

"Our hope for the future is that all the athletes who have competed here will maintain their new friendships and, as your true victory lap of these Olympic Games, go forth as ambassadors of peace and goodwill throughout the world.

"If somehow we have brought the world just a little bit closer together, then we have, indeed, staged a successful Olympic Games. And, in a small way, perhaps we have secured a better future for all the children of the world."

Ueberroth then introduced IOC President Samaranch who presented Ueberroth with the Olympic Order in Gold and then officially declared the Games of the XXIIIrd Olympiad closed.

The text of Samaranch’s speech was as follows:

"In the name of the International Olympic Committee I should like to extend our deepest gratitude to President Ronald Reagan, the people of the United States of America, the State of California, the Friendly City of Los Angeles and especially to its Mayor, Tom Bradley.

"May I express our greatest appreciation to the tens of thousands of volunteers whose contribution has permitted the perfect staging of these Games.
"Our most special thanks go to the Los Angeles Olympic Organizing Committee, chaired by Paul Ziffren and presided by Peter Ueberroth. Their constant efforts, dedication and wisdom have enabled all of us to experience sixteen wonderful days of sport, peace and friendship under the Olympic flame. We also extend our thanks to the twenty-three International Olympic Sports Federations and the one hundred and forty National Olympic Committees for their unfailing support in the Los Angeles Games.

"We thank all the sports officials, the members of the mass media, the enthusiastic spectators and most of all, you, the athletes who have competed against each other with pride and brotherhood for the glory of sport.

"On behalf of the International Olympic Committee, I am very honored to present to President Ueberroth the Olympic Order in Gold as an expression of gratitude of the entire Olympic Movement.

"I now declare the Games of the XXIIIrd Olympiad in Los Angeles closed and in accordance with our tradition, I call upon the youth of the world to assemble four years from now in Seoul, Republic of Korea, in order to celebrate with us the Games of the XXIVth Olympiad."

As the lights in the Coliseum grew dark, two spotlights highlighted the Olympic flag as it was lowered and carried out of the Coliseum through the peristyle. Actor Richard Basehart read the words of Pindar, which were written for the original Delphic Games, to an eerily hushed audience:

Creatures of a day...
What is someone?
What is no one?
Man is merely a shadow’s dream..
But when God-given glory comes upon him in victory..
A bright light shines upon us and our life is sweet..
When the end comes, the loss of flame brings darkness.
But his glory is bright forever.
Shortly after, the Olympic flame grew smaller and then was extinguished as the audience uttered a collective cry of disappointment that the Games finally had come to a conclusion.

The disappointment was short-lived as the audience was instructed to place the blue filter in front of the bulb of their flashlights and turn them on. The Coliseum was transformed into a sea of blue, star-like, twinkling lights that caught the stunned audience by surprise. Then the sound of helicopters was heard and two appeared on the peristyle perimeter followed immediately by the sudden appearance of a large, flashing spaceship. A four-minute sequence occurred in which lights flashed from the infield stage to the spaceship. The spaceship disappeared and was heard and two appeared on the ground stage for a specially rewritten nine-minute version of the song "All Night Long." Many of the athletes and spectators were caught up in the enthusiasm of the performance and danced and sang along. After Richie's presentation, the Coliseum was transformed into a sea of blue, star-like, twinkling lights that caught the stunned audience by surprise. Then the sound of helicopters was heard and two appeared on the peristyle perimeter followed immediately by the sudden appearance of a large, flashing spaceship. A four-minute sequence occurred in which lights flashed from the infield stage to the spaceship. The spaceship disappeared and was heard and two appeared on the ground stage for a specially rewritten nine-minute version of the song "All Night Long." Many of the athletes and spectators were caught up in the enthusiasm of the performance and danced and sang along. After Richie's presentation, the Coliseum was transformed into a sea of blue, star-like, twinkling lights that caught the stunned audience by surprise. Then the sound of helicopters was heard and two appeared on the peristyle perimeter followed immediately by the sudden appearance of a large, flashing spaceship. A four-minute sequence occurred in which lights flashed from the infield stage to the spaceship. The spaceship disappeared and was heard and two appeared on the ground stage for a specially rewritten nine-minute version of the song "All Night Long." Many of the athletes and spectators were caught up in the enthusiasm of the performance and danced and sang along. After Richie's presentation, the Coliseum was transformed into a sea of blue, star-like, twinkling lights that caught the stunned audience by surprise. Then the sound of helicopters was heard and two appeared on the peristyle perimeter followed immediately by the sudden appearance of a large, flashing spaceship. A four-minute sequence occurred in which lights flashed from the infield stage to the spaceship. The spaceship disappeared and was heard and two appeared on the ground stage for a specially rewritten nine-minute version of the song "All Night Long." Many of the athletes and spectators were caught up in the enthusiasm of the performance and danced and sang along. After Richie's presentation, the Coliseum was transformed into a sea of blue, star-like, twinkling lights that caught the stunned audience by surprise. Then the sound of helicopters was heard and two appeared on the peristyle perimeter followed immediately by the sudden appearance of a large, flashing spaceship. A four-minute sequence occurred in which lights flashed from the infield stage to the spaceship. The spaceship disappeared and was heard and two appeared on the ground stage for a specially rewritten nine-minute version of the song "All Night Long." Many of the athletes and spectators were caught up in the enthusiasm of the performance and danced and sang along. After Richie's presentation, the Coliseum was transformed into a sea of blue, star-like, twinkling lights that caught the stunned audience by surprise. Then the sound of helicopters was heard and two appeared on the peristyle perimeter followed immediately by the sudden appearance of a large, flashing spaceship. A four-minute sequence occurred in which lights flashed from the infield stage to the spaceship. The spaceship disappeared and was heard and two appeared on the ground stage for a specially rewritten nine-minute version of the song "All Night Long.”
ceremonies

participants in a tie for first, second and third places shall be entitled to receive a medal and diploma.

**Prize medals shall be at least 60 mm in diameter and mm thick. The first and second place medals shall be of silver containing at least 6 grammes of pure gold.**

Additional pertinent parameters dictated by the charter were:

- All competitors and officials in the Games shall receive a diploma and a commemorative medal.
- Diplomas and commemorative medals shall be given to all non-competitors who are officially attached to Olympic teams and are recognized by the NOC of their country within the limits specified in Rule 40.
- The members of the IOC, the presidents and secreteries-general of the IFs recognized by the IOC who are present at the Games, as well as those officiating at the Games and officially appointed by the IOC shall also be given diplomas and commemorative medals according to scales fixed by the IOC.

### 8.04.2 Development of the awards program

The LAOOC originally asked Walt Disney Productions to produce all ceremonies for the Games and hired one staff member to coordinate plans and act as a liaison with Disney. In May 1983, the LAOOC hired a second person to plan the awards ceremonies for the LA83 pre-Olympic events since Disney did not have the time or the desire to produce those. In July 1983, when Disney no longer was associated with the ceremonies, it became necessary for the LAOOC to begin planning the production of the awards ceremonies. The LA83 events were key in developing the final plans for the Games’ award ceremonies. Although the LA83 events trained a staff that was in a planning rather than operational stage, the nine events, which were held from May 1983 to April 1984, allowed the awards staff to continuously modify and improve the plans for the individual sports awards ceremonies.

The awards staff began planning the Games’ awards ceremonies by reading previous Olympic final reports, viewing video tapes of past Games and talking to ceremonies personnel from the Lake Placid Olympic Winter Games. The detailed planning began in fall 1983 when the awards staff devised an awards ceremony schedule which took into consideration all the awards ceremonies produced at all the venues. This was done by going through the composite event schedule and estimating the times at which each final would conclude. Those times were sent to each sports commissioner with a request for corrections and revisions. After the schedule was revised, few changes occurred.

The Awards Department had the monumental task of verifying and securing the correct national anthems and flags for each of the participating National Olympic Committees.

The awards staff worked in conjunction with Pageantry World, the official flag consultant, to obtain the flags for each of the participating NOCs. The appropriate display was sent to each NOC with a request that the NOC issue throughout the planning stages. Although the 1978 provisional edition of the Olympic Charter calls for the display of the national anthems in its library, to provide the needed tapes. Those that were not in the library were obtained and verified through embassies.

The final preparation regarding flags and anthems was the determination of the required numbers of each. The awards staff prepared a chart based upon the estimated participating countries for each sport, the maximum number of places athletes from each country could take and the number of days that award ceremonies would take place for that particular sport. The chart was used to determine the maximum number of flags needed on each day. Additional flags were ordered for a reserve. A total of 1,379 flags were produced.

Diplomas and commemorative medals according to scales fixed by the IOC.

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**Figure 37:** Fencers receive their awards during ceremonies.

**Figure 38:** Weightlifters congratulate each other on the victory stand.
Los Angeles Convention Center’s (Main Press Center) North Hall. The acquisition of space at the Main Press Center was key in planning the dispatch of each of the awards teams. Because the Transportation Department based its press transportation system at the MPC, it was easy to supplement the system to provide efficient transport for the awards teams to each of the venues. The MPC also provided adequate work space and easy access to the Electronic Messaging System (EMS) terminals which were important in obtaining results for the calligraphers to prepare the athlete’s diplomas.

Since the awards staff planned to store the medals at the MPC and send them to the venues with the awards team, it was necessary to arrange for an alarm system and safes. Other services planned for the Games included the use of a dry cleaning service that picked-up and delivered uniforms daily and an engraver who was on-call 24 hours per day.

One of the major goals of the Awards Department was to distribute all awards pages and trophy pages to each of the venues. The MPC was key in planning the efficient transport for the awards staff. Each of the names was checked for correct spelling using a list provided by the Sports Department as a guide. Once the diplomas were completed, they were filed by country. At the end of the day, the diplomas were boxed, marked by country and taken to each village security package drop-off center for distribution to the NOC service center. Each NOC envoy was responsible for either distributing the diplomas or giving them to the chef de mission for distribution. The awards staff felt the key to this particular distribution plan was making the athletes aware of the procedure so they would know to contact their chefs if the chefs did not contact them.

The Awards Department also offered an auto-pen service to each of the signees of the athletes’ certificates. While it is customary for IOC and OCOG presidents to personally sign the diplomas given to first through eighth place finishers, each gratefully accepted the auto-pen service. Matrixes were made for each of the four signees, IOC President Juan Antonio Samaranch, LAOOC Chairman Paul Ziffren, LAOOC President Peter V. Ueberroth and LAOOC Executive Vice-President/General Manager Harry Usher. Two staff members worked approximately 80 hours on the auto-pen machines to apply the signatures.

The use of flower bouquets during the ceremonies included awards podium, flagpoles and flag-raising devices, flower bouquets, medal pillows and uniforms.

The awards podiums were three-foot square boxes that were 24 inches high for first place and 12 inches high for second and third places. The podiums were painted using three of the LAOOC’s Look colors: magenta, vermilion and chrome yellow and had a height of one meter. They were positioned on the front to designate placing. The number of pedia per awards ceremony was determined figuring two people could stand on each square.

The use of either a flagpole or flag-raising device depended upon if the venue was indoors or outdoors. Indoor venues utilized a mechanical horizontal flag-raising device with bars that were long enough to accommodate more than three flags in sports where a tie possibility existed. The flags were displayed vertically.

For outdoor venues, a 35-foot flagpole was used for first place and 30-foot flagpoles were used for second and third places. The arrangement of the poles corresponded with the arrangement of the medals podium.

The flower bouquets were designed to stay within the LAOOC’s Look. The Los Angeles city flower, the bird of paradise, was used as the main stem and was combined with gerbers, orchids, lactus and greenery. An arrangement that was appropriate for both men and women, was used. The use of flower bouquets during the awards ceremonies was dictated by tradition in each of the particular sports. Each sports commissioner was consulted to determine if flowers were appropriate, and, if so, they were appropriate for both men and women. The LAOOC provided flowers for ceremonies as follows:

<table>
<thead>
<tr>
<th>Sport</th>
<th>Flowers?</th>
<th>Recipients</th>
</tr>
</thead>
<tbody>
<tr>
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<td>M and F</td>
</tr>
<tr>
<td>Athletics</td>
<td>yes</td>
<td>F only</td>
</tr>
<tr>
<td>Wheelchair</td>
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<td>M and F</td>
</tr>
<tr>
<td>Baseball</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>Basketball</td>
<td>no</td>
<td></td>
</tr>
<tr>
<td>Boxing</td>
<td>yes</td>
<td>M and F</td>
</tr>
<tr>
<td>Canoeing</td>
<td>yes</td>
<td>M and F</td>
</tr>
<tr>
<td>Cycling</td>
<td>yes</td>
<td>M and F</td>
</tr>
<tr>
<td>Equestrian</td>
<td>yes</td>
<td>M and F</td>
</tr>
<tr>
<td>Fencing</td>
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<td>M and F</td>
</tr>
<tr>
<td>Football</td>
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<td></td>
</tr>
<tr>
<td>Gymnastics</td>
<td>yes</td>
<td>M and F</td>
</tr>
<tr>
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<td>F only</td>
</tr>
<tr>
<td>Hockey</td>
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<td>F only</td>
</tr>
<tr>
<td>Judo</td>
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<td></td>
</tr>
<tr>
<td>Modern</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>Porthalon</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>Rowing</td>
<td>yes</td>
<td>M and F</td>
</tr>
<tr>
<td>Shooting</td>
<td>yes</td>
<td>M and F</td>
</tr>
<tr>
<td>Swimming</td>
<td>yes</td>
<td>M and F</td>
</tr>
<tr>
<td>Diving</td>
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<td>M and F</td>
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<tr>
<td>Synchronized</td>
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<td></td>
</tr>
<tr>
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<td>yes</td>
<td>F only</td>
</tr>
<tr>
<td>Volleyball</td>
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<td>Water Polo</td>
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<tr>
<td>Weightlifting</td>
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<tr>
<td>Wrestling</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>Yachting</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>Boarding</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>M, F, Female</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The medal pillows were produced by an LAOOC licensee, Moochie’s. The 12-inch by 16-inch pillows were approximately one inch thick and covered by white velvet. A total of 60 pillows were made.

There were several types of uniforms designated for awards staff. All ceremony pages received white tailored suits with men receiving white shirts and ties and women receiving aqua shirts. Flag raisers received an additional military-style jacket.

Other equipment utilized by the awards staff included a sound system that consisted of speakers, cart machine (tape deck), mixer, cassette deck and microphone. This equipment was set up by a sound technician but super- vised by an awards staff member. Tapes that were provided for the awards ceremony included anthems, the “Olympic Hymn”: “Los Angeles Olympic Theme”; trumpet fanfare and a sound-check tape. All tapes at venues were stored in duplicate in case of breakage, distortion or loss.

Ten emergency uniform repair kits were available to assure that the awards team presented the proper image at all times. Included in the kit were safety pins, glue, a sewing kit, bandages, facial tissues, string, spot remover, hand mirrors and tape.
8.04.4 Fabrication of the medals

The design and production of the medals was a long process that began in May 1983 and concluded with the delivery of the medals during the second week of July 1984.

In May 1983, the LAOOC signed a contract with Jostens, a leading manufacturer of commemorative rings, medallions and awards, to produce the charter-mandated medals, medallions and diplomas. Shortly thereafter, the first designs were produced for the gold, silver and bronze medals as well as separate designs for the demonstration sports medals for baseball and tennis.

The first designs were just a prelude to a long process of designing and redesigning prototypes for approval by the LAOOC. In a December 1983 approval meeting, the LAOOC asked to have the medals redesigned. Dugald Stermer, a well-known designer and artist, was asked to take over the designing of the medals.
A Commemorative medal given to winners in the yachting exhibition sport of boardsailing.

B Commemorative medal given to winners in the athletics exhibition competition for wheelchair athletes.

C Medal given to the winners of the demonstration sport of baseball.

D Medal given to the winners of the demonstration sport of tennis.

E The reverse side common to all the medals given in the exhibition and demonstration sports.

A The obverse side of the medal designed for Olympic youth participation.

B The reverse side of the medal designed for Olympic youth participation.

C The obverse side of the medal given to youths for participation in pre-Olympic events.

D The reverse side of the medal given to youths for participation in pre-Olympic events.

A The obverse side of the commemorative medal designed as gifts for LAOCOC staff, members of the media and special guests.

B The reverse side of the staff and media commemorative medal.

C The obverse side of the commemorative medal given to athletes and team officials attending the Games.

D The reverse side of the athletes’ commemorative medal.

A The obverse side of the Sarajevo/Los Angeles Olympic Friendship medal.

B The reverse side of the Sarajevo/Los Angeles Olympic Friendship medal.
Ceremonies

The medals for 1984 were an adaptation of the original design by Florentine artist Giuseppe Cassioli created for the 1928 Games in Amsterdam. The medals for the past three Olympic Games used versions of the Cassioli depiction of victory on the obverse (front) side of the medals but each had its own design on the reverse side. Stermer took into consideration the LAOOC’s desire to respect as many long-standing Olympic traditions as possible, and returned to the full Cassioli design. At the 1932 Los Angeles Games, medals with both sides depicting the Cassioli design were used and it was thought that a Star in Motion or stylized torch would not go well with the neo-classical Cassioli design on the front. Stermer chose the front of the 1932 medal and the back of the 1936 medal to serve as initial examples for the more refined medal he created.

The front side showed the Lady Victory with definition added to the background and more overall depth to the sculpting providing better perspective. The facial features were changed on nearly all the figures and on the design on the back of the medal, the faces and bodies were redrawn to suggest ethnic diversity and more accurate musculature.

Stermer’s design required 100 hours of modeling time by Jostens’ chief artist, Ray Standke, who moved his engraving table and tools home to devote his full attention to the project. The completed medals actually exceeded the charter-mandated specifications for thickness and gilding. The medals were 60 mm in diameter and 4 mm thick. The first place medal was gilded with 6.5 grams of 24 karat gold.

Medals of a different design were created by Stermer for the top finishers in the demonstration sports of baseball and tennis and the exhibition sports of boardsailing and wheelchair competition. These medals were produced according to the same specifications as the other competition medals. The design and production of the medal ribbon also underwent a great deal of scrutiny. Throughout most of the planning stages for the medals, the LAOOC decided to use ribbon that consisted of the five colors of the Olympic rings. However, to blend with the medal ribbon color and encased in a blue velvet box, they were delivered to the villages.

The design and production of the medals for the 1984 Games utilizing each NOC’s chef de mission and envoy.

The commemorative medals and the certificates were produced by Jostens. The medals, which were bronze in color and encased in a blue velvet box, were delivered to the villages.

The participation certificates were personalized by the calligraphy staff during the weeks before the Games. The staff used the athlete list provided by the Sports Department to verify names. Once the certificates were completed, they were boxed by country and delivered to the villages. The envoys and chefs de mission were requested to pick up the certificates and distribute them to the appropriate athletes.

The Awards Department established a goal of distributing each of the charter-mandated medals and certificates during the Games rather than mailing them after the Games. To accomplish its goal, the department set up a system to maintain a constant distribution system throughout the Games using each NOC’s chef de mission and envoy.

The approximate numbers of charter-mandated medals and diplomas were as follows:

- First through eighth place diplomas, 4,510
- Officials commemorative certificates, 5,900; technical officials/jury members, 2,000; IOC/NOC officials, 1,400; team officials, 2,500
- Athlete participation certificates, 7,000

In addition to the charter-mandated certificates, the LAOOC produced numerous others to show appreciation to the thousands of participants and staff, both paid and volunteer, who were instrumental in the Games’ success. A sampling of various certificates follows:
Arts Festival; 15-inch by 15-inch certificates which read, “In recognition and appreciation for your contribution to the success of the Olympic Arts Festival Los Angeles, 1984.” Beneath those words was the colorful logo of the arts festival and silver Olympic rings. The certificates were signed by LAOOC Chairman Paul Ziffren, LAOOC President Peter V. Ueberroth, LAOOC Executive Vice President/General Manager Harry Usher and Olympic Arts Festival Director Robert J. Fitzpatrick.

Citizens Advisory Commission; 10-inch by 12-inch certificates which read, “In recognition and appreciation for your participation in the Citizens Advisory Commission Olympic Orientation Workshop in preparation for the Games of the XXIII Olympiad Los Angeles, 1984.” Beneath those words were a silver Star in Motion and Olympic rings. To the left of the words was a silver pictogram of a torchbearer. The certificates were signed by Ziffren, Ueberroth and Usher.

Greek Torch Relay; 10-inch by 12-inch certificates were produced for the participants of the Greek portion of the torch relay. However, they were never distributed. The words of appreciation were written in Greek with a red pictogram of a torchbearer over the words and a silver Star in Motion and Olympic rings below. The certificates were signed by Ziffren, Ueberroth and Usher.

LA83; 10-inch by 12-inch certificates were produced for most of the events to thank competitors and staff, both paid and volunteer, for their part in the LA83 events. A generalized format was followed using a Star in Motion and LA83 logo and the appropriate sport pictogram. The certificates were personalized by calligraphers and signed by Ziffren, Ueberroth and the appropriate sport commissioner.

Operations Center; 10-inch by 12-inch certificates were produced as a morale booster for staff at the LAOOC’s operations center which was expected to be very busy but was actually under-utilized since the Games ran so smoothly. Torch Relay; 10-inch by 12-inch certificates were produced for participants in the torch relay. A blue pictogram of a torchbearer and the words, “In recognition and appreciation for your participation in the 1984 Olympic Torch Relay in support of the Games of the XXIII Olympiad Los Angeles, 1984.” The words “Los Angeles Olympic Organizing Committee” were placed to the left of a silver Star in Motion and Olympic rings. The certificates were signed by Ziffren, Ueberroth and Usher.

Volunteers and staff; 10-inch by 12-inch and 15-inch by 15-inch certificates were produced and distributed to each volunteer who participated in the Games from ceremonies performers to access control monitors. The larger certificates had a place for a name while the smaller ones were generic. Each had a silver Star in Motion and Olympic rings and the words “Los Angeles Olympic Organizing Committee.” Both were signed by Ziffren, Ueberroth and Usher. The general phrasing of the certificates was, “In recognition and appreciation for your contribution to the success of the Games of the XXIII Olympiad Los Angeles, 1984.”

Recruitment and training of the awards staff

The Awards Department recruited approximately 275 people to provide the services required during the Games period. This included a calligraphy staff of 41,210 awards pages and 26 venue ceremonies managers. Additionally, the Awards Department supervised multiple groups of six trumpeters that were provided by the Ceremonies Department.

The calligraphy staff consisted of 40 calligraphers plus one supervisor. Some of the calligraphers were recruited from Southern California calligraphy associations and they in turn recommended others. The calligraphers were located at the Main Press Center during the Games and were responsible for personalizing the certificates for each of the athletes who placed first through eighth. The calligraphy staff also personalized each of the athletes’ participation certificates.

To coordinate the venue awards ceremonies, the Awards Department instituted a program whereby each sport had its own venue ceremonies manager (VCM) who was on-site to stage and manage the ceremonies. The Awards Department asked each commissioner to appoint the VCM for
Ceremonies

his or her venue to ensure the VCM had a good working knowledge of the sport and a good relationship with the commissioner and venue management. VCMs were appointed as early as September 1983 and as late as June 1984. The Awards Department also carried through a plan initiated by Disney to recruit pages for the ceremonies. In May 1983, Disney contacted 44 colleges and universities to inquire if they were interested in participating in the ceremonies pages program. The program consisted of identifying a contact at each school who in turn sent eight nominees to a presentation which was conducted by the LAOOC in fall 1983. Nominees were required to be 1984 graduates. During the presentation, the awards staff explained the pages program and invited those who were interested to sign up for interviews. The interviews were conducted at the LAOOC’s Westwood staffing center by 20 interviewers designated to work with the Awards Department. The interviewers were trained by the awards staff and given a questionnaire developed by the awards staff. Eventually, 240 people were selected to participate in the pages’ training program.

Training for both the VCMs and the pages was planned and conducted by the awards staff. VCMs were given written materials to study before attending a training session in March 1984. The training session consisted of viewing video tapes and slides of ceremonies and discussing the operating plans for the venues. VCMs were required to attend a second workshop which was conducted in June 1984 and to participate in on-site training sessions at their specific sport venues. The pages were required to attend a minimum of two workshops to prepare for their role during the Games. The workshops were conducted during May and June 1984 and consisted of seminars on flag folding, flag raising, carrying the medal pillows, walking to the beat of the music, arm swing and posture and flag and anthem recognition. The pages also participated in re-enactments of actual awards presentations. An additional workshop was scheduled in July 1984 to concentrate on marching skills. Once the training sessions were completed, the pages were divided into 10 teams and given a particular assignment to perform within the team. Those assignments were:

- Team leader (1 Male or Female); main assistant to the VCM who was responsible for support functions in all areas of the venue including briefing presenters and helping to stage the processional group.
- Public address coordinator (1 M/F); served as a liaison among the VCM, announcer and technician and was responsible for providing technician with the correct music tape and cueing public address announcer.
- Results relayer (1 M/F); responsible for providing VCM with correct, official results as soon as available. The results relayer was required to remain at the results area in case of any last-minute changes.
- Medal supervisor (1 M/F); responsible for the safe transport of the medals from the Main Press Center to venue. Medals were to remain in the medal supervisor’s possession at all times until distributed to the medal bearers.
- Presentation supervisor (1 M/F); responsible for making sure the physical appearance of the awards team was acceptable. That included making sure no buttons were missing, shoes were tied, hair was combed and makeup was appropriate. The supervisor was responsible for the awards team’s personal belongings and also distributed the flag arrangements.
- Athlete escort (1-4F); accompanied and directed the athletes from the staging area, through the processional, to the awards podium and back to the staging area. Also served as a flower bearer during large team award ceremonies.
- Presenters escort (1F); accompanied and directed the presenters from the staging area, through the processional, to the awards podium and back to the staging area.
- Medal bearer (3-6F); carried medal pillows and, where appropriate, flower bouquets. Presentations the medal pillows (and bouquets) to the presenters.
- Flag supervisor (1M); selected and distributed the appropriate flags to the flag bearers. Escorting the flag bearers to and from the flag raising device and supervised the actual ceremony to make sure flags were raised at the same time and to the maximum height.
- Flag raisers (6M); raised flags under the direction of the flag supervisor.
- Flower bearers (3F); used in the largest team events to supplement the medal bearers and athlete escorts.
- Reserve (1 M/F); assisted and filled in where needed. Was trained in all the positions.

The standard awards team size was 18. However, in team sports, an athlete escort was used for each place winner and two medal bearers were required.

Visual

Interpreters stand at entrance blocking staging area. Trumpeters clear area.

Processional group begins march to positions using path designated in venue maps.
Flag raisers ready flags.

Presentation group and recipients in position. Movement stops.
Gold medal(s) steps onto podium. Gold medal bearer steps in front of number 1 podium. Presenters step in front of number 1 podium. IOC member removes medal from pillow (if flowers are included in the ceremony, the IF official takes the flowers from the medal bearer and presents those after the medal). Medal bearer returns to original position. Medal presented to the athlete(s). Optional handshakes by both presenters.

Repeat steps for gold medal presentation.

Repeat steps for gold medal presentation. Presenters then return to their original positions.

Sound

Live trumpet fanfare (John Williams’ Olympic theme). Announcer: “Ladies and gentlemen, the victory ceremony for the (name of event) will now commence.”
Taped processional music is played.
Music lowered for announcer: “Medals will be presented by (IOC representative’s name) accompanied by (International Federation representative’s name).” Bring up music. Fade out music. Announcer: “Winner (country’s name), Olympic champion (recipient’s name).”

Announcer: “Winner of the bronze medal, representing (country), (name of athlete(s)).”

Announcer: “Ladies and gentlemen, please rise for the playing of the national anthem of (name of gold medalist’s country).”
Taped national anthem.
Taped Olympic theme music.
Music fades out

80.4.7 Responsibilities of the awards group during the Games

The awards staff was responsible for producing 229 award ceremonies in 15 days at 20 different sites. On an average day, 108 awards pages were utilized to participate in 14 different ceremonies. The Awards Department was not only responsible for staffing each of the ceremonies, but also for making sure the correct flags and anthems were used, the presenters arrived on time, the medals were transported from the Main Press Center to their venue site and that teams were briefed on awards procedures.

During the Games, the Awards Depart- ment operated from a central location, the MPC, and dispatched the needed staff and materials from there. Awards teams were assigned on the basis of
the frequency of awards ceremonies at a particular venue. For example, at the athletics venue, awards ceremonies occurred frequently throughout the entire competition. Therefore, one specific awards team was assigned to the athletics venue for the duration. However, since athletics did not begin until 3 August, that particular awards team could be assigned to another venue until then.

On a day when an awards team had a ceremony to perform, the team was required to report to the MPC at least one hour prior to scheduled departure time. This was necessary to make sure all team members arrived, received clean uniforms and gathered the rest of the materiel that was necessary for their particular award ceremony. Completed scripts, including the names of the presenters, were passed out and the medals were taken from the vault and given to the medal supervisor. In venues where more than one award ceremony took place, the rest of the materiel was stored at the venue. That included anthems, flags, medal pillows and technical sound equipment.

Travel times for the awards teams were scheduled so that each team arrived at the venue at least two hours before the scheduled start of the awards ceremony. This gave the teams time to eat and relax before the start of the ceremony. It also provided enough time for the team to review any last-minute details with the venue ceremony manager.

In addition to serving as a liaison between venue management and the awards team, the venue ceremony manager was responsible for making sure all elements of the ceremony were checked prior to the ceremony. In cases where the awards podiums were not permanent, that included making sure the podiums were placed near the field of play where they could easily be set up after competition concluded. It also included making sure flower deliveries were made, sound equipment was on-site and tested and tapes and flags of the appropriate NOCs were available. In the case where a scheduled presenter was unable to participate in the awards ceremony, the venue ceremony manager was also responsible for coordinating with the Protocol Department and the venue commissioner to arrange for a substitute. Where substitutions were made, the appropriate changes in the scripts were made.

8.05 Summary and recommendations

The Ceremonies Department successfully achieved its goals of providing a positive, emotional and thrilling start for the Games and a technically exciting, fun-filled conclusion. Approximately one year before Opening Ceremonies, the LAOOC formed its own production staff headed by an internationally recognized filmmaker. Within a nine-month period, the staff planned the format for both Opening and Closing ceremonies, recruited performers, arranged for specially-written music, conducted rehearsals and produced two spectacular shows. Recruiting approximately 10,000 ceremonies staff members, gathering the technical support, conducting rehearsals and coordinating with the LAOOC’s support departments was an enormous undertaking that was not without its problems. However, each of the areas was eventually handled successfully.

A dress rehearsal at the Coliseum two days before the Opening Ceremonies concluded a hectic pre-performance schedule that included 380 rehearsals and 304,000 rehearsal hours. The dress rehearsal allowed the ceremonies staff to refine the program and make several major changes. It also allowed the entire staff to simulate all portions of the Opening Ceremonies day.
Ceremonies

The Opening Ceremonies welcomed athletes from 140 National Olympic Committees, the most ever to attend an Olympic Games. The program featured the “Music of America” and performers included an 800-member marching band, 1,262 drill team performers, 1,000 Olympic Honor Choir members, 300 professional dancers, an orchestra, 85 pianists, a fanfare unit and more than 1,500 multi-national representatives sporting their native costumes.

The audience played a large role in the ceremonies program by participating in the largest card stunt in Olympic history. Each of the spectators raised a colored plastic card to form the flags of each of the participating NOCs.

The highlights of the ceremonies were the lighting of the Olympic flame by 1960 Olympic decathlon gold medalist Rafer Johnson and the rousing finale, “Reach Out and Touch,” where more than 90,000 people joined hands and sang along with the chorus.

The Closing Ceremonies provided a diverse program which began with the final lap of the men’s marathon and ended with fireworks and break-dancers lending support to Lionel Richie’s special version of his song, “All Night Long.” The Closing Ceremonies program was centered around the appearance of a huge, flashing spaceship which signaled to the audience and was answered by lights from the multi-level center stage. The audience participated in the program by turning on flashlights that had blue filters in front of them, turning the Coliseum into a twinkling, star-like bowl.

A 30-minute fireworks display that saluted each of the previous Olympic sites, the appearance of a larger-than-life “alien” and a laser light show were other highlights of the program.

The installation of the physical elements for the Closing Ceremonies was a tremendous undertaking and was accomplished in 16 hours between the end of the athletics competition and the entrance of spectators for the Closing Ceremonies. In total, the ceremonies construction crew laid 10 miles of electrical cable, installed more than 4,000 lighting elements, laid more than two-and-one-half acres of plywood to protect the track, installed a 180-foot multi-level stage with accompanying special effects and utilized hundreds of thousands of square feet of timber and scaffolding.

Recommendations from the ceremonies staff include:

- A different producer should be hired for Opening and Closing Ceremonies. The pressure of the approaching Opening Ceremonies caused Closing Ceremonies planning to be delayed or postponed.
- The ceremonies staff recommends that the program order followed during the Games of the XXIIIrd Olympiad be retained and that the Antwerp flag exchange continue to be held during Closing Ceremonies.
- Future organizers should try to avoid combining an athletic event with ceremonies. Spectators who are interested in a ceremonies event are not necessarily sports fans.

The Awards Department, which originally was part of Ceremonies, became a separate department to allow each area to receive more attention. During the Games, it produced 229 awards ceremonies at 26 different sites utilizing a staff of approximately 275 people.

The Awards Department was responsible for overseeing the design and production of the Olympic, demonstration sport and exhibition event medals as well as all Olympic Charter-mandated commemorative medallions, diplomas and certificates.

The Main Press Center was utilized as Awards Department headquarters during the Games and provided a centrally located area for the dispatch of the individual awards teams via already available transport. The MPC also housed the calligraphy staff which was used to personalize the thousands of award and participation certificates.

Prior to the Games, the awards staff recruited and trained the awards ceremonies staff and also obtained and verified the correct flags and national anthems for each of the participating NOCs. The awards teams were required to attend a minimum of two training sessions in addition to a dress rehearsal at the specific venue site.

Each of the awards ceremonies were performed without any major problems. No incorrect flags or national anthems were used and each ceremony was performed in English and French.
## Corporate Relations

### 9.01 Characteristics of the corporate marketing program

Licensing was a fundamental component in the LAOOC’s successful effort to finance the Games through the private sector. Major corporations, in participation with the LAOOC, committed to support the Games with specified amounts of money and materials in return for the right to use the Games’ symbols in their advertising and marketing. The Organizing Committee separated the licensed companies into three distinct groups commonly known as sponsors, suppliers and licensors. The following general criteria were used in distinguishing among the three categories.

#### 9.01.1 The sponsors

In most cases these firms were large, multi-national corporations which paid a minimum of $4 million each to the LAOOC in cash, goods and services in exchange for being designated an “official” sponsor of the Games. Sponsors were granted immediate use of all tickets reserved outside the sold order and random selection procedures established for regular ticket sales. Approximately six percent of the tickets available for the Games were purchased by sponsors. The following 35 corporations were official sponsors of the 1984 Olympic Games:

<table>
<thead>
<tr>
<th>Official sponsors</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buick Motors/GMC Trucks</td>
<td>Aug. 1981</td>
</tr>
<tr>
<td>General Motors Corporation</td>
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</tr>
<tr>
<td>Official Automotive Offroad Truck</td>
<td>Apr. 1984</td>
</tr>
<tr>
<td>Canon, USA, Inc.</td>
<td>May 1980</td>
</tr>
<tr>
<td>Official 35 mm Camera</td>
<td></td>
</tr>
<tr>
<td>The Coca-Cola Company</td>
<td>Aug. 1979</td>
</tr>
<tr>
<td>Official Soft Drink</td>
<td></td>
</tr>
<tr>
<td>The Coca-Cola Company/ Foods Division</td>
<td>Apr. 1981</td>
</tr>
<tr>
<td>Official Fruit Juices, Aces and Drinks</td>
<td></td>
</tr>
<tr>
<td>Converse</td>
<td>Sept. 1981</td>
</tr>
<tr>
<td>Official Athletic Shoe</td>
<td></td>
</tr>
<tr>
<td>First Interstate Bank</td>
<td>Jan. 1981</td>
</tr>
<tr>
<td>Official Bank</td>
<td></td>
</tr>
<tr>
<td>Fuji Photo Film Co., Ltd.</td>
<td>Nov. 1981</td>
</tr>
<tr>
<td>Official Photographic Products and Services International Business</td>
<td>Apr. 1983</td>
</tr>
<tr>
<td>Machines, Inc. (IBM)</td>
<td></td>
</tr>
<tr>
<td>Official Outfitter</td>
<td></td>
</tr>
<tr>
<td>(Levi Strauss was the supplier of LAOOC staff and athlete uniforms and the license for most apparel items)</td>
<td></td>
</tr>
<tr>
<td>McDonald’s Corporation</td>
<td>Jul. 1980</td>
</tr>
<tr>
<td>Official Snack Foods</td>
<td></td>
</tr>
<tr>
<td>Material Communications &amp; Electronics, Inc.</td>
<td>Jun. 1982</td>
</tr>
<tr>
<td>Official Sponsor</td>
<td></td>
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<tr>
<td>Official Video Products</td>
<td></td>
</tr>
<tr>
<td>Southern Pacific Company</td>
<td>May 1983</td>
</tr>
<tr>
<td>The Times Mirror Company</td>
<td>May 1982</td>
</tr>
<tr>
<td>Corporate Sponsor of the Olympic Arts Festival Transamerica Corp.</td>
<td>Aug. 1982</td>
</tr>
<tr>
<td>Transamerica, Official Insurance Company, including (supplier of timing and scoring equipment)</td>
<td></td>
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<tr>
<td>Rent-A-Car, Official Car and Truck Rental Company</td>
<td></td>
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<tr>
<td>United Airlines</td>
<td></td>
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<tr>
<td>Official Sponsor</td>
<td></td>
</tr>
<tr>
<td>Westinghouse Electric Corp.</td>
<td>Nov. 1982</td>
</tr>
<tr>
<td>Westinghouse Office, Official Furniture &amp; Supplier Longines/Vacheron, Official Clocks and Watches (licenses for watches and clocks) Swiss Timing, Official Timekeeper (supplier of timing and scoring equipment)</td>
<td></td>
</tr>
<tr>
<td>Peterlin, Official Mineral Water</td>
<td></td>
</tr>
<tr>
<td>Xerox Corporation</td>
<td>Dec. 1982</td>
</tr>
<tr>
<td>Official Copiers and Facsimile Units Special Designation:</td>
<td></td>
</tr>
<tr>
<td>Dentel, Mar. 1982</td>
<td>Official Marketing Agent for Japan</td>
</tr>
<tr>
<td>Adidas</td>
<td>Feb. 1984</td>
</tr>
<tr>
<td>Nickel and soccer balls</td>
<td></td>
</tr>
<tr>
<td>Affiliated Fibers &amp; Plastic Carpentry</td>
<td></td>
</tr>
<tr>
<td>AMF American Inc./ Athletic Equipment Division Bat Nederland</td>
<td>May 1982</td>
</tr>
<tr>
<td>Handball &amp; volleyball flooring</td>
<td></td>
</tr>
<tr>
<td>Baunecke Foods Co./ Meadowgold, Eickich &amp; Sons Meals</td>
<td>Feb. 1984</td>
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<tr>
<td>Meat &amp; dairy products</td>
<td></td>
</tr>
<tr>
<td>Brother Industries, Ltd.</td>
<td>Apr. 1981</td>
</tr>
<tr>
<td>Typewriters Bushnell/Division of Bausch &amp; Lomb</td>
<td>Oct. 1983</td>
</tr>
<tr>
<td>Vision care products, binoculars, spotting scopes</td>
<td></td>
</tr>
<tr>
<td>CampaignUSA</td>
<td>Sep. 1983</td>
</tr>
<tr>
<td>Cycling technical assistance</td>
<td></td>
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<tr>
<td>Campbell-Taggart, Inc.</td>
<td>Sep. 1983</td>
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<tr>
<td>Conroy’s, Inc.</td>
<td>Nov. 1983</td>
</tr>
<tr>
<td>Florists’ products/services</td>
<td></td>
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<tr>
<td>Crown Zellerbach Corp.</td>
<td>Sep. 1983</td>
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<tr>
<td>Distribution services</td>
<td></td>
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<tr>
<td>DHL Corporation/ DHL International</td>
<td>June 1983</td>
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<tr>
<td>Courier services</td>
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<tr>
<td>DHL/International Division</td>
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<tr>
<td>Distribution services</td>
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<tr>
<td>Foster Farms</td>
<td>May 1983</td>
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<tr>
<td>Poutry products</td>
<td></td>
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<tr>
<td>Garrett Metal Detectors</td>
<td>Mar. 1984</td>
</tr>
<tr>
<td>Glavapromot of the USSR</td>
<td>Mar. 1984</td>
</tr>
<tr>
<td>Committee for Physical Culture &amp; Sport</td>
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<tr>
<td>Viso fencing equipment</td>
<td></td>
</tr>
<tr>
<td>H.G.E. Buckstark</td>
<td>Sept. 1982</td>
</tr>
<tr>
<td>Wrestling mats</td>
<td></td>
</tr>
<tr>
<td>Homer Flooring Co.</td>
<td>Apr. 1984</td>
</tr>
<tr>
<td>Basketball flooring</td>
<td></td>
</tr>
<tr>
<td>Hughes Helicopters, Inc.,</td>
<td>Feb. 1983</td>
</tr>
<tr>
<td>Heliporters</td>
<td></td>
</tr>
<tr>
<td>Jeffries Banknote Company</td>
<td>Aug. 1983</td>
</tr>
<tr>
<td>Printer for the 1984 Olympic Games</td>
<td></td>
</tr>
<tr>
<td>Josta, May 1983</td>
<td>Official Recognition and motivation awards and products</td>
</tr>
<tr>
<td>Judogi</td>
<td>May 1982</td>
</tr>
<tr>
<td>Judogi mats</td>
<td></td>
</tr>
<tr>
<td>Kimball Piano and Organ Co.</td>
<td>Apr. 1984</td>
</tr>
<tr>
<td>Pianos</td>
<td></td>
</tr>
</tbody>
</table>

### 9.01.2 The suppliers

These were companies that provided a combination of products, services and cash funded by the LAOOC in staging the Games. Supplier contributions were usually worth in the hundreds of thousands of dollars. Suppliers were only granted the right to use the Star in Motion symbol in advertising and promotional activities. The following 64 companies were official suppliers of the 1984 Olympic Games:

<table>
<thead>
<tr>
<th>Official suppliers</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adidas</td>
<td>Feb. 1984</td>
</tr>
<tr>
<td>Nickel and soccer balls</td>
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<tr>
<td>Affiliated Fibers &amp; Plastic Carpentry</td>
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<tr>
<td>AMF American Inc.</td>
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<tr>
<td>Athletic Equipment Division</td>
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<td>Bat Nederland</td>
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<td>May 1983</td>
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<td>Garrett Metal Detectors</td>
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<td>Glavapromot of the USSR</td>
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<td>Apr. 1984</td>
</tr>
<tr>
<td>Pianos</td>
<td></td>
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</tbody>
</table>

## Official sponsors

<table>
<thead>
<tr>
<th>Official sponsors</th>
<th>Date</th>
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<tbody>
<tr>
<td>ABC Radio Networks</td>
<td>July 1980</td>
</tr>
<tr>
<td>Official Host Radio Broadcaster</td>
<td></td>
</tr>
<tr>
<td>ABC Television</td>
<td>Sept. 1979</td>
</tr>
<tr>
<td>Official Television Network/ Host Broadcaster</td>
<td></td>
</tr>
<tr>
<td>Allied Corporation</td>
<td>Sept. 1981</td>
</tr>
<tr>
<td>Official Sponsor</td>
<td></td>
</tr>
<tr>
<td>American Express Company</td>
<td>Dec. 1980</td>
</tr>
<tr>
<td>Official Charge Card</td>
<td></td>
</tr>
<tr>
<td>Official Travelers’ Cheque</td>
<td></td>
</tr>
<tr>
<td>Amheuser-Bush, Inc.</td>
<td>Dec. 1979</td>
</tr>
<tr>
<td>Official Bank</td>
<td></td>
</tr>
<tr>
<td>ARA Services, Inc.</td>
<td>Sept. 1982</td>
</tr>
<tr>
<td>Official Food Service</td>
<td></td>
</tr>
<tr>
<td>Management Company</td>
<td></td>
</tr>
<tr>
<td>Official Airline Transportation Management Company</td>
<td></td>
</tr>
<tr>
<td>Arrowhead Putsas</td>
<td>Jan. 1980</td>
</tr>
<tr>
<td>Waters, Inc.</td>
<td>Official Water/Dinking Water</td>
</tr>
<tr>
<td>American Telephone and July 1983</td>
<td></td>
</tr>
<tr>
<td>Telegraph (AT&amp;T)</td>
<td></td>
</tr>
<tr>
<td>Official Sponsor of the 1984 Olympic Torch Relay, Official Telecommunications Sponsor</td>
<td></td>
</tr>
<tr>
<td>AT&amp;T-Teletype Corporation</td>
<td>July 1983</td>
</tr>
<tr>
<td>Official Sponsor</td>
<td></td>
</tr>
<tr>
<td>Atlas</td>
<td>Dec. 1980</td>
</tr>
<tr>
<td>Official Coin-Operated Video Games</td>
<td></td>
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<tr>
<td>Official Computers</td>
<td></td>
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<tr>
<td>Official Home Video Games</td>
<td></td>
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<tr>
<td>Atlantic Richfield Company</td>
<td>Oct. 1980</td>
</tr>
<tr>
<td>Official Gasoline</td>
<td></td>
</tr>
<tr>
<td>Official Motor Oil</td>
<td></td>
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</tbody>
</table>
The value of corporate association with the Olympic Games was difficult to ascertain. A number of factors influenced corporate decision-making on the price that companies were willing to pay for involvement with the Olympics. It is these factors which were used by the LAOOC to “sell” the Games to potential sponsors. They included the following benefits: an improved public image; increased product name recognition; improved employee morale; and the exclusion of competitors from similarly associating themselves with the Games. No set “price” for securing a sponsor designation was established since no two sponsors derived the same benefits from their Olympic association.
same benefits. The value of each sponsorship was determined through negotiation, with corporate size, product type and potential benefits all influential in determining the actual contribution made by each sponsor company.

Most potential sponsors were located either in the United States or Japan. The LAOOC decided to market the program, on its own in the United States but in Japan this became inefficient because of distance and presentation problems. To resolve this, Dentsu, Inc., a Japanese public relations and advertising firm, was signed as the LAOOC’s marketing representative in Japan. The relationship with Dentsu resulted in the signing of the Fuji Film Company and Sanyo Electric as sponsors and many other firms as suppliers to the Games.

9.03.2 Identification of potential sponsors

Sponsor solicitation for the 1984 Games was based on the assumption that mass solicitation of sponsors, with potential agreements numbering in the hundreds, would dilute the value of the agreements, both individually and collectively. It was therefore decided that a maximum of 50 sponsors would be signed for the Games and that each sponsor would be granted product exclusivity. Prior to implementing the solicitation program, the LAOOC developed a list of products or services appropriate for a Games sponsor and identified companies appropriate for sponsorship. Two factors were critical in the decision-making: whether the product produced by the potential sponsor was an appropriate one to be identified with the Games, and whether the company was large enough to support a sponsorship commitment. Review of corporate annual reports, the “Fortune 500” list and corporate media budgets helped narrow the field.

Solicitation of sponsors within the United States was handled entirely by the LAOOC. The ambitiousness of the sponsor program, in that its revenue goals were far higher than actual revenue in previous Games, mandated that only individuals involved in the planning process on a daily basis could effectively market the program. In early 1979 most observers were skeptical about the Organizing Committee’s ability to successfully fund the Games privately. It was the LAOOC’s belief that only with the successful signing of high revenue-producing initial agreements would the program succeed in the desired manner. These agreements would serve as the milestones upon which all future agreements would be structured. In spring 1979 it was decided to focus on potential sponsors who would derive the greatest value from association with the Games. Two of the earliest candidates were soft drink manufacturers and breweries, both of which have historically been associated with sporting events around the world.

Failure to sign a lucrative first agreement would have helped focus attention on what might have then been considered an incorrect assumption in the LAOOC’s financial planning. But conclusion of agreements worth together in excess of $20 million with the Coca-Cola Company and Anheuser-Busch by the end of 1979 provided a solid foundation for the sponsorship program and served as an impetus for the idea that a privately financed Olympic Games was possible. The establishment of a benchmark value set the tone for all future negotiations.

9.03.3 Sponsor commitment to the LAOOC

Sponsor fees were paid in cash and with “in-kind” contributions; the donation of goods, services and personnel utilized in the planning and staging of the Games. The content of individual agreements varied with the anticipated needs of the LAOOC. Coca-Cola provided a large portion of its sponsorship fees in cash. In contrast, ARA, Inc. provided its entire sponsorship fee through the donation of “in-kind” services which helped the LAOOC plan and manage the Olympic Games food service and transportation programs. Many sponsors demonstrated their commitment to the Olympic movement through public information efforts which sought to communicate the history and goals of the Olympic movement. There was also substantial sponsor involvement in the LAOOC Olympic Youth Program. Sponsor participation extended beyond direct support to the LAOOC, but was in line with the LAOOC’s goals for the Games as a whole. For example, many sponsors purchased spectator tickets which were donated to individuals and groups who would not normally be able to attend Olympic events. Most sponsor agreements were negotiated between 1980 and 1982 when many LAOOC needs had not been fully assessed. Apart from the financial support provided by the sponsors was their continued flexibility in meeting the ever-changing, re-evaluated needs of the Organizing Committee. As the Games approached, each sponsor developed a greater commitment to its area of sponsorship, International Business Machines (IBM), as the official sponsor of office systems, found that donation of equipment did not completely satisfy its obligations. It also had to ensure that the equipment functioned properly and that all LAOOC staff using IBM products were properly trained. As the LAOOC placed increasing reliance on corporate in-kind donations such as office equipment supplied by IBM and copy machines supplied by Xerox, these sponsors found themselves in the
positions of ensuring the proper functioning of the products they had supplied. Failure of any equipment would have been detrimental to the sponsor’s reputation, especially during the Games. Therefore, it was not uncommon for many of the sponsors to provide resources and manpower far in excess of those initially agreed to. Each company took on its area of the Games and committed its resources to make that area successful. Sponsors also assisted in the construction of athletic facilities needed to stage the Games. The Los Angeles Memorial Coliseum, site of Opening and Closing Ceremonies and athletics, required major renovation and specific new construction was needed for a swim stadium and a velodrome. The LAOOC first sought out educational institutions which would accept the construction of these facilities and grant public use decisions and naming rights to the LAOOC. Agreements were reached with the University of Southern California for the construction of a swim stadium and California State University at Dominguez Hills for a velodrome. The committee then sought corporations that, as a portion of their sponsorship fees, would pay for the construction of these new facilities. In addition to the benefits derived from sponsoring the Games, these companies would also have the long-term benefit of name association with the facilities. Thus the McDonald’s Olympic Swim Stadium and the Southland Olympic Velodrome came into existence. Several million dollars of improvements were needed at the Coliseum. Part of the rental cost was offset by improvements to the stadium paid for by the Atlantic Richfield Corporation as a portion of its sponsorship fee.

By asking the sponsors to take full responsibility for their areas of involvement, the LAOOC received a degree of support and commitment to the Games that was truly priceless. Though the question is frequently asked, it is difficult to determine exactly how much each sponsor paid to obtain the “Official” designation. The value of each agreement must be measured in terms of cash received and also in terms of the costs budgeted by the LAOOC which the sponsors assumed through providing in-kind goods and services. The LAOOC’s budgeted costs did not reflect the actual cost to the sponsor for providing these services. Therefore, real costs would not be reflected by an LAOOC determined figure which sought to estimate the total value of a sponsor’s donation to the Games.

LACOC commitments to sponsors after signing
All sponsors were granted the right to purchase spectator tickets separately from those available through sales to the public. Each sponsor was allocated tickets based on its total commitment to the LAOOC. Those corporations who contributed the most in cash, goods and services to the LAOOC were allotted the greatest number of tickets. Sponsors were also given opportunities to assume LAOOC contracts for reserved hotel rooms in Southern California and to deal directly with the hotels where their rooms were located. Once the Organizing Committee had determined the total number of tickets a sponsor would receive, the allotment was divided among the various events and sessions available. Allotments for each event or session were based on the total number of tickets that event or session represented out of the entire ticket pool. For example, if equestrian events represented seven percent of all tickets, then seven percent of a sponsor allotment consisted of equestrian tickets. Sponsors had the option of purchasing either 100 percent, 75 percent, 50 percent or 25 percent of the tickets they were allocated.

Sponsor meetings were organized by the LAOOC and held on 10–11 March 1982, 23–25 February 1983 and 24–26 October 1983. These meetings allowed sponsors to meet with each other and to discuss LAOOC policies. A continuing concern addressed at each meeting regarded the LAOOC’s policies on ticket and hotel room allocations. Sponsors’ logistical planning was based on knowing in which hotels they would be placed and which tickets they could buy. Without this information they were unable to contract for transportation and other associated support services. Although it is evident that as a group sponsors were satisfied with the experience they had at the Games themselves, they were concerned about the details of hotel and ticket allocations at least March 1984, when their allocations were announced. The tickets they received were in fact very good and perhaps greater than their actual needs.

Sponsors were granted no additional privileges in other areas. Accreditation privileges and parking cards were provided only to sponsor personnel involved in Games operations and were not available for company executives and other sponsor representatives. Areas for sponsor entertaining, hospitality and promotion were not available at the venues.

The supplier program
Organizing Committee strategy in obtaining commitments from companies as suppliers did not differ significantly from the procedures used with the sponsors. The basic goal was to obtain resources, either product, services or equipment, that were essential to the successful operation of the Games. The primary difference between a sponsor and a supplier was the level of commitment, at least $4 million for sponsors and significantly less for suppliers. The suppliers provided the LAOOC with a means of satisfying a significant need, such as competition equipment, which was not satisfied by a sponsor. Although the existence of a supplier category could have potentially undermined the exclusivity of the suppliers, several factors prevented this. Product categories licensed to suppliers were exclusive and were not open to suppliers. For example, Coca-Cola’s product exclusivity in the soft drink category closed that product area to suppliers and/or licensees. Further, many suppliers contributed specialized equipment which was never intended to be covered under sponsorship agreements, since most manufacturers of such items were not large enough to make a sponsor-level commitment based on a narrow product line.
in early 1984, suppliers were granted the right to purchase tickets and secure a limited number of hotel rooms through the LAOOC. This decision was primarily based upon the suppliers’ significant participation in helping plan the Games in their areas of expertise.

9.05 The licensee program

9.05.1 Nature and goals of the licensee program

The licensee program developed by the LAOOC combined elements common to past Olympic Games with new features added because of the unique financing methods used for the 1984 Games. Common elements with past Games included licensing of product categories which have traditionally done well in association with sporting events, motion pictures and other forms of entertainment; payment of a 10 percent royalty to the LAOOC on all sales; a minimum guaranteed amount paid in advance to the LAOOC based on estimated sales projections as determined by the licensee; quarterly reporting periods for royalties; and an annual year-end audit.

Areas of the licensing program unique to the 1984 Olympic Games included a commitment to include minority and small businesses from the Los Angeles area in an effort to help establish licensees through positive public relations and media opportunities associating them with the Olympics.

The initial licenses were granted during the later half of 1980. Products licensed during this period included ceramic mugs, men’s neckwear and cloisonne pins (an item of considerable popularity during and after the Games). These products were initially licensed so that the LAOOC could use them as gifts. A successful retail program and royalty income was a secondary, long-term goal. Upon completion of the license granting in early 1984, the LAOOC had received approximately 8,000 license applications in about 300 product categories.

The LAOOC granted 65 licenses, including eight to Adidas sub-licensees. Forty-nine, or 77 percent, of the licensees were minority firms. Minorities included black, Hispanic, Asian-American and Native American. Although the granting of the licenses began in 1980, 50 licenses were granted after September 1982.

9.05.2 Program for receipt of proposals

The overwhelming popularity of the Olympics and the attendant benefits of being associated with it meant that by early 1980 the LAOOC was inundated with proposals submitted by licensees. Solicitation of licensee proposals was thus limited to the LAOOC’s request that sponsors inform their advertisers and clients about the program and that the Mayor’s Office of Small Business Administration solicit and refer a number of proposals.

By the end of 1981, the LAOOC had received thousands of proposals yet few of them had received positive responses. It was the LAOOC’s philosophy that it would not be appropriate to grant licenses on a mass scale until late 1983. Therefore, more than 77 percent of all licenses were granted after September 1982.

9.05.3 Selection process and procedures

In the fall of 1982, a product list was generated from applications on file and from a review of items sold at past Olympics. From this list the LAOOC determined the remaining product categories it wanted to license. Product criteria included whether it had traditionally sold well at entertainment/sporting events; whether it was of a type which would be kept as a souvenir/memento of the Games; whether it attracted children’s interest and attention; and whether it was in some way associated with or peculiar to the needs of the Los Angeles/Southern California area.

Upon selection of the final product categories each application on file was reviewed. The average number of applicants in any one category was 25 but varied widely depending upon the product. Hundreds of applications were received for a T-shirt license yet only five were received for a television viewers’ guide.

Each applicant was reviewed by the licensing staff with the initial selections based on the following criteria: manufacturing and distribution ability; quality of the product (where a sample or pictures were included with the application); financial ability to perform; small or minority business status; recommendation of the Mayor’s Office of Small Business Administration; whether the business was located in Southern California; and other intangibles such as an understanding of and commitment to the ideals of the Olympic Games.

After narrowing the field to three or four applicants, the licensing staff called business references of the company and bank officers to determine

5 LAOOC sponsor representatives during a business session of the October 1983 sponsor meeting.
6 Sponsor representatives proudly carry their banners at one of the LAOOC sponsored meetings.
7 Sponsors gather and listen to presentations at LAOOC-organized sponsor meetings.
the company’s past business experience and likely ability to perform. Frequent meetings were held with the applicants to acquire additional information and materials.

With the decision to choose a particular applicant, a licensing report was completed and submitted to LAOOC senior management for final approval. The report set forth a variety of financial information along with details regarding the applicant’s history, manufacturing facilities, distribution centers, sales force, marketing strategies and product distribution capabilities.

After selection of a licensee and execution of a contract, a “Graphic Standards Manual” was sent to the company so that work could begin on product design and artwork, subject to final LAOOC approval prior to production. Letters were sent to all other applicants in the same product category who were not chosen. Each selected licensee was encouraged to contact the LAOOC News Department if it was interested in a press announcement regarding the award of the license to the company.

Protection of the exclusivity granted to the licensee

The fundamental commitment made to the licensees was that the LAOOC would fight to insure the exclusivity of all LAOOC symbols. The value of a licensee’s investment was directly related to the level of protection it would receive against potential infringers or counterfeiters who might produce illegal Olympic goods. Consequently, the LAOOC developed a comprehensive enforcement program to safeguard the exclusivity granted to the licensees. The program consisted of the following components:

Public Information: LAOOC enforcement personnel prepared written material, including copies of relevant statutes, which was sent to retailers, news media and the general public concerning the authorized use of Olympic symbols. Furthermore, staff responded on a daily basis to numerous requests regarding the use of the symbols, including information about how the Amateur Sports Act of 1978 protected all words and symbols associated with the Olympics. This federal statute granted the United States Olympic Committee exclusive rights to authorize others to use the word “Olympic” and its derivatives and the five interlocking rings for commercial purposes. Through a cooperative working relationship with the USOC, the LAOOC was able to safeguard the use of all Olympic symbols.

Voluntary Compliance: letters were sent to all known infringers demanding that their unauthorized use of Olympic symbols cease and desist. The letters placed the infringers on notice as to the rights of the LAOOC concerning protection of its symbols. Infringers were furthermore required to sign a letter acknowledging that unauthorized use of words and/or symbols would cease. Voluntary compliance was high, however, and enforcement personnel worked with LAOOC attorneys to follow up in those instances where no response was received. More than 500 letters were sent to companies and individuals which illegally used Olympic symbols.

Customs Activities: in early 1983 the LAOOC reached agreement with the United States Customs Service regarding assistance from customs inspectors in connection with the importation of counterfeit Olympic products. Customs officials were extremely vigilant in seizing suspected merchandise and they effectively prevented the entry of illegal Olympic products into the United States, particularly in the Los Angeles/Long Beach areas.

Legal Actions: a benchmark of the success of the enforcement program was the LAOOC’s willingness to take infringers to court. The LAOOC brought suits against a number of infringers for unauthorized use of Olympic-related words and symbols on retail merchandise. A majority of the cases were brought during the period of the Olympic Games. In every case the LAOOC obtained relief from the infringing activity. Several lawsuits were settled prior to trial and a settlement fee was paid to the LAOOC. In other cases the court ordered infringers to cease use of certain LAOOC symbols.

Most legal actions involved activities occurring during the period of the Olympic Games. The effectiveness of the enforcement program was directly dependent upon the timeliness of the relief. Therefore, in coordination with other enforcement activities, the LAOOC obtained pre-Games federal court orders authorizing off-duty law enforcement officers to seize unauthorized merchandise.
Management of the Corporate Relations group

By mid-1979 the Organizing Committee had a vice president responsible for licensing and merchandising. This was a one person department which solicited and negotiated corporate sponsorship proposals. By spring 1981 another staff member was added who was responsible for approval of all merchandise bearing the Olympic symbols and handling the licensing program. Through June 1982 the department focused primarily on the sponsorship program and deferred serious efforts to the development of the supplier and licensee programs until late 1982. Throughout 1982 the Corporate Relations Department consisted of a vice president and three staff members with two responsible for the licensing program and one overseeing the supplier program.

The department was most active between September 1983 and July 1984. The focus of activity was no longer upon the sponsorship program (which had been finalized by summer 1983) but instead concentrated on the conclusion of all supplier and licensee agreements along with enforcement activities which sought to protect all LAOOC symbols against improper or unauthorized uses. The staff grew to 24 with account executives established to service small groups of sponsors, suppliers and licensees. Significant time was spent during this period refining many early supplier contracts which had been concluded when the Organizing Committee was uncertain about its ultimate needs. Enforcement activities were heavy by late 1983. The LAOOC determined to take an aggressive stand against infringers and worked closely with U.S. Customs officials to prevent the clearance of illegally produced Olympic-related merchandise. This posture was effectively communicated to potential manufacturers, especially large volume producers, via multiple seizures. It was anticipated that such producers would be hesitant to risk significant capital and produce massive quantities of unauthorized goods if there was a strong possibility of confiscation of the merchandise. Once the Games began, the Corporate Relations Department became operational. Account executives worked with each of their assigned companies assisting with various logistical requirements including accommodations, hospitality, ticketing and transportation.

Summary

The corporate relations program was successful beyond the expectations of the Los Angeles organizers. The interest in affiliation with the Games was widespread and the LAOOC's goals in terms of fund-raising and corporate support were either met or exceeded in all areas. Licensees provided an opportunity for purchase of a large number of items, many of which were well received by consumers in the United States and abroad. Future organizers reflecting on the Los Angeles experience should note the following items:

- The strategy of limiting the number of sponsors to an elite few and requiring a heavy commitment to the financial and operational success of the Games was a winner. Although perhaps more applicable to the 1984 Games because of the emphasis on the private sector in the United States economy, this model can be used with other events which attract wide spread interest. Both national and multi-national companies had interest in becoming involved with the Games and careful consideration of the value of Olympic sponsorship from the view of a potential sponsor will usually lead to the compilation of a list of candidate companies.
- Sponsors, and to a lesser extent, suppliers, must be accorded benefits appropriate to their level of commitment. Proper use of Olympic and Organizing Committee marks, symbols and the like must be clearly defined and the organizers must carefully consider the complexities of protecting sponsor or supplier rights, if any, granted to them in their agreements. Policies for the reservation of accommodations, hospitality space, tickets, transportation and other items must be clear and disseminated sufficiently in advance of the Games in order to allow for subsequent logistical follow-up by the companies.
- Supplier selection was based upon the need for items or services which the LAOOC needed to provide and were either costly, required special manufacturing support to provide the large quantities necessary or required extensive technical support, items whose connection with the Games was not obvious but which proved important included parking management for the venues, payroll processing systems for the paid employees, waste management and X-ray scanners. Organizers must consider the entire scope of services that must be provided before setting on supplier categories and looking for interested companies.
- Licensing of companies to produce goods bearing the symbols of the Games was not designed to provide a large revenue source for the LAOOC. Instead, the bulk of the corporate funding came from the sponsor program and to a lesser extent from suppliers. The LAOOC determined that the major focus of its licensing program would be to provide quality products for public purchase through small businesses including many minority-owned businesses, primarily located in the Southern California area. In working with such smaller enterprises, the organizers must show flexibility in the payment structure to support the efforts of growing companies. Although most of the licensees received good public response to their merchandise, some did not enjoy the sales volume which they had anticipated. In these cases, the LAOOC remained flexible in its approach to the licensor's share of revenues and the level of fixed guarantees as long as was reasonably prudent.
- Enforcement of the laws protecting the symbols of the Games and of the Organizing Committee is crucial to any program of licensing. The LAOOC worked closely and successfully with customs controls in the seizure of unauthorized merchandise coming into the United States. Equally important was the strong position taken against domestic infringers and the willingness of the LAOOC to proceed with strategic legal action against uncooperative entities whose activities infringed on the rights granted to sponsors, suppliers and licensees. An Organizing Committee whose corporate marketing scheme depends upon the utilities of its partners can do no less in the service of its benefactors from the business sector.
The primary objective of the LAOOC design program was to transform approximately 75 separate Southern California sites into a common and easily recognizable celebratory presence during the Olympic Games. This goal was not easily accomplished. Sites were as many as 150 miles apart and the transformation had to be discernable to three different audiences: television viewers, spectators attending the Games and local residents. Another objective of this program, which was called the Look of the Games, was to turn skeptical residents into active supporters by the sheer emotional pageantry of the event.

The overall Look, described as an “invasion of butterflies” or “urban confetti,” succeeded in turning the streets, sites and other public areas into a constellation of ephemeral colors that brought residents a heightened sense of excitement, emotion and history. The Look was achieved through a team approach. Overall design concepts were developed through the integration of participants from numerous fields, such as architects, landscape architects, graphic and industrial designers, fabric designers and transportation system designers.

The design concepts and patterns integrated the Star in Motion emblem and the Olympic pictograms, which were created in 1980 and 1981, respectively. These symbols were interwoven with a color palette that replaced the traditional red, white and blue with a more festive and international scheme composed predominantly of magenta, vermillion, chrome yellow and aqua. The overall concepts were packaged into a kit of parts which were worked into a variety of configurations. Thus, the effect was an urban sprinkling of confetti over an area of roughly 4,500 square miles that served to promote a happy, festive atmosphere during the Games period.

The environmental graphics design program was complemented by a print graphics program that was equally challenging. The primary goal of the graphics program was to ensure that all Olympic-related printed material had a consistent appearance. This was not an easy task since each of the more than 30 graphic design consultants used by the LAOOC had his or her own conception of how to create an Olympic Look. The print graphics program thus initially displayed tremendous diversity and some inconsistency. The variety of printed materials ranged from billboards, posters and signs to accreditation badges, napkins, pins, tickets, commemorative certificates and scoring forms. It was not until late 1983 that the print graphics program began to embrace the Olympic Look advocated by the environmental graphics program, creating a uniform Olympic Look program which communicated the brief yet significant nature of the Games to its audience.

Careful attention was given to television camera angles in order that the Look would appear in all broadcast coverage.

Various decorative elements were used repeatedly throughout the venues and the villages: streamers, banners and balloons.
The peristyle at the east end of the Los Angeles Memorial Coliseum was entirely covered with a temporary facade that carried out the look on a massive scale.

More examples of the ubiquitous Look applications as applied to press architecture, site walls, Lake Casitas and fence fabric.
Opposite page. One of the most spectacular of the gateway scaffolding towers was near the Coliseum in Exposition Park.

Dodger Stadium was an example of the oft-encountered need to apply the Look to vast surfaces.

Inexpensive synthetic fabrics were used in huge quantities for pennants, street banners and a broad range of other decorative elements. Most imprints were applied by silk screen process as shown in these examples. Applique was used sparingly due to the higher costs.
Design and the Look of the Games

10.02 Emblem: The Star in Motion

10.02.1 Concept of the emblem and its use

International popularity of Olympic Games emblems began with the Tokyo Games in 1964 when the rising sun, Japan’s national symbol, was juxtaposed against the five Olympic rings. The market value and, consequently, importance of each subsequent Olympic emblem has grown significantly since the Tokyo Games, and designers have increasingly competed for the opportunity to create the emblem. The commercial importance of the emblem, for both promotional and advertising purposes, made it essential that the LAOOC secure IOC approval as early as possible.

10.02.2 Development of the emblem

The Organizing Committee interviewed 34 design firms throughout the United States but ultimately chose to hold a competition among designers only from Los Angeles. Three design firms were chosen for the competition and, in early December 1979, they were granted three and one-half months to prepare formal presentations. Two design criteria for the symbol were established by the LAOOC: the emblem had to work in concert with the five interlocking Olympic rings and it had to be able to function visually on its own. LAOOC senior management selected the emblem created by Robert Miles Runyan and Associates. Design development concentrated on the creation of a dynamic, forceful emblem which would express both the national and international aspects of the Games. Red, white and blue were the proposed colors, since they were the national colors of the United States and also appeared alone and in combination with other colors in the flags of many other countries. Roughly 4,000 design sketches were created before a rough sketch of three interlocking stars was selected. This three star theme was refined in more than 400 additional sketches before it evolved into its final configuration, the Star in Motion, which represented the dynamic, international qualities required for the emblem. Stars are found in the flags of more than 47 nations and the 13 motion lines gave the emblem the appearance of action and speed. As described in the LAOOC “Graphic Standards Manual”:

“The star is a universal symbol of the highest aspirations of mankind, the horizontal bars portray the speed with which the contestants pursue excellence while the repetition of the star shape connotes the spirit of competition between equally outstanding physical forms. The symbol colors—blue, white and red—were in part chosen for their traditional significance in the awarding of prizes for first, second and third place.”

The emblem was first submitted and approved by the IOC in Moscow on 16 July 1980, and was publicly introduced by the LAOOC on 4 August 1980. This gave corporate sponsors early use of the emblem in their advertising and promotional activities and by affixing it to their corporate products.

10.02.3 Graphic standards for use of the Games symbols

After completing the Star in Motion, Runyan and Associates produced a reference manual for the LAOOC. The “Graphic Standards Manual” provided guidance to sponsors, suppliers and licensees and LAOOC graphic artists in the proper use and reproduction of the official symbols, the Star in Motion, mascot and pictograms associated with the Games of the XXlllrd Olympiad. In the manual were standards for size relationships and color reproduction of the various symbols, requirements for placement of trademark and copyright symbols and the establishment of an official logotype and typeface. The official symbols were registered and fully protected by appropriate national and international laws governing copyrights, trademarks and industrial designs. Consequently, all usage of the symbols had to be authorized by the LAOOC and product samples bearing the symbols had to be submitted to the LAOOC for final written approval to ensure they conformed with the requirements as set forth in the “Graphic Standards Manual.” Marketing benefits available through association with the Olympic Games by commercial use of the symbols were restricted to LAOOC approved sponsors, suppliers and licensees.

8 The Star in Motion was approved in 1980 as the official symbol of the 1984 Olympic Games. It is shown here in combination with the Olympic Rings and the copyright notice as presented in the “Graphic Standards Manual.” The manual was a horizontal 12” x 9” ring binder and was tab indexed into the following chapters:

1. General Information
2. The Official Symbol
3. The Olympic Rings
4. The Official Mascot
5. The Official Logotype
6. Emblem Relationships
7. Reproduction Materials
8. The Official Pictograms

The manual was intended to guide all staff members, sponsors, suppliers and licensees in the proper use of the copyrighted graphic elements as well as the accompanying typefaces and color schemes. The colors were red, white and blue but were later changed to the more intense palette developed in 1983 and shown later in this chapter.
9 Cover of the "Graphic Standards Manual" ring binder.
10 Star in Motion in matched colors (process color examples are also shown).
11 Star in Motion with grid overlay to aid in handmade enlargements.
12 The symbol shown in all approved color combinations.
13 The Olympic Rings in color and in gray, the only approved versions.
14 The Star when combined with the rings was referred to as "the emblem."
Mascot: Sam the Olympic Eagle

Concept of the mascot and its use
Mascots have been used beginning with the 1972 Olympic Games in Munich to symbolically represent the Games they are associated with. A stylized beaver called Amik was used in Montreal and Moscow created a bear known as Misha. The mascot serves to inject a sense of personality into the Games, capturing the styles, traditions and cultures, in an animated form, of the people of the host country. The mascot also serves as a symbol to be enjoyed and understood by youth, whose inspiration is important to the Olympic movement. In addition, an attractive, animated mascot also serves as an appealing commercial item.

Development of the mascot
Major Southern California animation and film studios were contacted by the LAOOC regarding the design of the mascot. Walt Disney Productions was ultimately selected from among three finalists. Emphasis first focused on developing something emblematic of the Southern California area, including such possibilities as the sun, palm trees and seals. Considerations were expanded to include the state of California, whose symbol is a bear, but that idea was soon discarded since the Moscow Games had used a bear mascot. Finally, design development focused on symbols representative of the entire United States and the logical choice was the eagle. Generally considered a rather stern and aloof bird, a warmer, more friendly eagle had to be created. A short, stubby, cuddly little eagle evolved. He had a large head, bulbous middle section and a protruding derriere accented by an array of tail feathers. Besides serving as the national bird of the host country, the eagle was also universally recognized as an incarnation of the ideals cited in the Olympic motto: “Citis, Altius, Fortius” (swifter, higher, stronger). Since the eagle would have to be shown as a competitor in the various athletic events, the wings were drawn to function as “arms” and the feathers as “fingers.” The eagle was designed to work as a costumed character as well as a two-dimensional graphic symbol.

Sam the Olympic Eagle (as he appeared in the “Graphic Standards Manual”) was developed by C. Robert Moore of Walt Disney Productions and was used almost exclusively by the LAOOC in conjunction with youth activities. He was never used as part of the Look which was developed later. He was, however, extensively applied in licensed products as well as by many of the sponsors and suppliers in their own promotional materials.

The full-sized costume was successfully used for LAOOC promotional and youth activities. Moreover, Sam the Olympic Eagle proved commercially successful, as a doll and on mugs, pins, T-shirts and many other products.
Sam appeared as an athlete to represent each sport in the Games of the XXIIIrd Olympiad. These examples were shown in the "Graphic Standards Manual:"

1. Archery
2. Athletics
3. Baseball
4. Basketball
5. Boxing
6. Canoeing
7. Cycling
8. Equestrian
9. Fencing
10. Football
11. Gymnastics
12. Handball
13. Hockey
14. Judo
15. Modern Pentathlon
16. Rowing
17. Shooting
18. Swimming
19. Tennis
20. Volleyball
21. Weightlifting
22. Wrestling
23. Yachting
Pictograms have been part of Olympic design programs since they were first introduced at the 1964 Tokyo Games. The stylized figures easily communicate information to visitors and participants who have diverse language and cultural backgrounds. New pictograms were designed for Mexico in 1968, Munich in 1972 and Moscow in 1980. Montreal chose to use the Munich pictograms. The LAOOC first inquired about the purchase rights of the pictograms used at Munich and later Montreal, but found the price to be higher than the costs of commissioning new pictograms and chose instead to sponsor a competition. Competitors were narrowed to three Los Angeles design firms which presented three pictograms representing athletics, cycling and swimming, and a fourth of their choosing. A review committee composed of ten LAOOC executives selected Keith Bright and Associates to design the full set of pictograms for the Games.

### Development of the Sports Pictograms

The review committee was given a presentation which surveyed the entire design development process used by Bright and Associates in creating the pictograms. Beginning with a critique of the five previous Olympic pictograms, six criteria were isolated as essential to a successful pictogram:

- **Clear communication:** pictograms, by themselves, should be recognizable by people of other nations.
- **Consistency:** the pictograms should be identifiable as a set, through uniform treatment of scale, style and subject.
- **Legibility and practicality:** they should be highly visible, easy to reproduce in any scale and in positive or negative form.
- **Flexibility:** the pictograms should not be dependent upon a border and should work equally well in a positive or negative form.
- **Design distinction:** the pictograms should avoid stylistic fads or a commercial appearance and should imply to a worldwide audience that Los Angeles has a sophisticated, creative culture.
- **Compatibility:** they should be attractive when used with their Los Angeles Olympic design elements and typestyles.

In the development stage, Bright and Associates sought to create pictograms that would be used primarily for directional signing purposes, a critical factor in the Los Angeles area since the events would be held at a variety of locations. Therefore, it was essential that the pictograms communicate clearly and be highly visible. During the Games, the pictograms served primarily decorative purposes rather than as signing elements, but in 1980, no one anticipated that this would be the case.

In creating the new pictograms, exploratory sketches examined the use of partial figures, realistic figure images and speed lines combined with the figures. It was concluded that partial figures and realistic figures were difficult to decipher and movement associated with the figures made them too busy and impaired legibility. A simple figure composed of 10 fundamental body parts worked well: a circle for the head, an oval for the torso and eight simple parts representing the arms and legs. This modular figure, when placed against a grid pattern, could be recreated in any desired position, effectively portraying any Olympic event.

These new pictograms met the specified criteria. They were easily seen at a distance and clearly communicated their message in a consistent manner using a system of modular forms and a common scale. The system was also practical and flexible, allowing for a variety of positions to be created with a minimal number of design modifications and permitting reproduction in a positive or negative form, with or without a panel or border. The design was distinctive, with the pure, geometric forms creating an idealized human figure which was memorable in appearance and free of stylistic fads.

### Registration and Copyright of the Pictograms

The 23 official pictograms were copyrighted and registered as trademarks by the LAOOC in 1981. As set forth in the "Graphic Standards Manual," a copyright line and trademark symbol had to appear on every item or printed material on which the pictograms were reproduced. Reproduction of the pictograms on mugs, neckties, scarves and other articles which did not permit a legible reproduction of the legal copyright and trademark symbols, mandated that the information appear on another visible portion of the article. For example, on hats and T-shirts the legal marking and information was placed on a permanent tag visible on the hat band or inside on the neck portion of the T-shirt. Reproduction of the pictograms was restricted to licensees using them on their products, and sponsors and suppliers using them in association with their advertising and promotional activities. Similar regulations were set forth in the "Graphic Standards Manual" with regard to the use of the Star in Motion and Sam the Olympic Eagle.
Pictograms were designed for each sport, including water polo and handicapped events.
Later another set was developed for use on signs.
Photos above show a few applications of the pictograms at the archery and volleyball venues and at the UCLA Village.
Usage program for the pictograms

As originally conceived by Bright and Associates, the pictograms were to be used primarily on directional signs on the arterial roadways leading to various Olympic venues. Unfortunately, the pictograms were inadvertently omitted from the roadway directional sign program and their primary function became decorative. At competition sites, the pictograms were used prominently at entrances with large, white, sport-specific figures placed on a magenta field. They were also used on large banners attached to the ceilings of indoor arenas.

Pictograms were displayed frequently on sonotubes and fence fabric, serving as a decorative reminder to spectators and participants of the particular sport at each site. Pictograms were also used on a variety of Games-related merchandise. Mugs, pins, ties, and T-shirts were a few popular applications.
The official typeface and logotype

The typeface chosen for use with the symbols of the Games was Univers 66, a bold modern italic. Other typefaces in the Univers family were acceptable for use in headlines, body text and tag lines. The official logotypes “Games of the XXIIIrd Olympiad Los Angeles 1984” and “Los Angeles 1984 Olympics” typeset in Univers 66 could be applied in five basic configurations.

The approved typestyle for the Games was restricted to four versions of Univers, a well-designed modern sans-serif alphabet. In 1983 the range was extended to include a stencil type and Garamond, a classic Roman style.

Photos show use of Univers on signs. Garamond is used mainly on printed materials.
Commencing in January 1982, the LAOOC Look organization had its early origin in an LAOOC-established design center located in downtown Los Angeles. The design center initially came under the direction of the Jerde Partnership (architects) and later, both Jerde and Sussman/Prejza & Co., Inc. (designers). The LAOOC entered into separate consulting contracts with Jerde and Sussman/Prejza, each of which in turn recruited additional firms and individuals to supplement their own staffs. Initially the design center functioned for the most part independently of the LAOOC administrative headquarters in Culver City, but was under the management control of the Architecture and Construction Department. A creative environment was maintained to offer the designers and architects the liberty needed to experiment with a myriad of concepts in developing a festive Look which would be particular to the Los Angeles Games. The grouping of all Look participants maximized the cross-pollination of thoughts and ideas. The Jerde Partnership was assigned by the LAOOC in early 1982 to design one of two Olympic villages, to convert existing structures at UCLA and create a village with security, residential areas, a main street, entertainment facilities, welcoming areas, transportation pick-up and drop-off areas and other assorted village functions. By mixing temporary structures with existing facilities, it was planned that the UCLA campus would take on a completely new appearance. To achieve this new Look, Jerde sought the assistance of the graphic design firm of Sussman/Prejza to develop the sign program for the UCLA Village. Later, the designers took on the responsibility of designing an overall appearance for the Games in coordination with other design firms already employed by the LAOOC. This included John Follis Associates, which first thought of rejecting the traditional red, white and blue “Americana” colors and using instead a pastel selection based on the five colors of the Olympic rings. Follis also experimented with the use of a five-pointed star as a decorative element. In late 1982, Sussman/Prejza expanded those ideas and began working on a new eleven-color palette for the Games. Sussman/Prejza reworked the pastel colors conceived by Follis and settled on a stronger, more vibrant array.

The single most unifying element of the Look was this LAOOC color palette, which ultimately represented the Mediterranean environment of the original Greek Olympics and the festive, celebratory colors of Asia and Latin America. The colors used were: vermillion, light blue, green, lavender, information yellow, pink, dark blue and violet. The colors provided a distinctive visual presence, unifying the diverse sites in the Los Angeles area and presenting the spectators and television audience with color unity from venue to venue. At this same time, the Jerde partnership was completing a catalogue of standard physical elements to be used in outfitting venues and villages for the 1984 Games. At previous Games, architectural designs of monumental landmarks were left to remind future generations of the Olympics. The Los Angeles Games, termed spartan in cost and appearance, called for only a few permanent facilities to be built. Existing facilities were integrated by a kit of simple but repetitively applied parts in the creation of new avenues, plazas, courts, boundaries and corridors which would create new environments within already existing settings. A whole new set of shapes was created based on the predominant use of cardboard, string, tents and bailing wire.
As the organizational concept of the design program evolved, it became apparent that a catalogue of standard construction and decorative elements should be created. These elements were adopted for use in temporary structures, landscaping, environmental graphics and ceremonies and were composed predominantly of geometric, simplified shapes which were used in combinations by designers at every site. This reduced the need for custom pieces since the kit could be applied in an endless variety of ways. The application of the kit of parts and the philosophy behind its use was set forth in a November 1982 document entitled, “Design Coordination Guidelines.” It established that:

“The staging of the Games of the XXIIIrd Olympiad will present the world with a view of a series of events juxtaposed against the highly disconnected, eclectic background of Los Angeles and its environs. The number and complexity of sites dictates a design and planning process done in parts by various players. If the Games are to avoid being perceived as fragmented as Los Angeles itself, their visual presence must be powerful enough to unify the otherwise unpredictable chaos of their diverse geographical parts.

“Los Angeles today in 1982 looks exactly like (sic) it did in 1981 and like (sic) it will look in 1983. In 1984 it must look dramatically different while the Games are being staged. Everything associated with the Games must have a fresh, festive look to it that conveys the temporal qualities of the event. The whole city should look like (sic) a wonderfully colorful invasion of butterflies has descended upon it.

“The notion of a ‘spartan’ Olympics suggests tremendous opportunities to shift the design away from the ego architecture of recent Olympics towards a more appropriately designed environment that captures the special qualities associated with the Games. An environment whose focal point is clearly the athlete and whose architecture celebrates its temporary qualities in fanciful assemblages of colored fabric and exotic graphics.”

The guidelines concluded by establishing basic design strategies:

“The single most unifying element will be the use of an LAOOC color palette.

“Discrete use of both the LAOOC logo and the Olympic rings will instill a sense of quiet dignity to the way the Games are being run.

“The international qualities of both the Games and the host city will be capitalized upon in the graphics and signage whenever appropriate to help create an environment responsive to the participants and excitingly exotic to the spectators.

“Color and form will be used in an informational manner so that the environment begins to demystify itself. For example, information booths would always be tall yellow tents.

“Additional needs will attempt to be first dealt with via existing structures. If additional space is required, temporary structures will be used as necessary.

“The temporary facilities (tents) that will be rented for the Games will be ‘customized’ to take on a physically distinctive Olympic look. This will be done by changing roof pitch, adding graphics and using solid color roof fabrics.”

25 The final color palette as shown here was tested during the events held in the summer of 1983, a little more than a year before the Olympic events were to begin.

| Magenta |
| Vermilion |
| Aqua |
| Chrome Yellow |
| Info Yellow |
| Green |
| Lavender |
| LightBlue |
| Violet |
| Blue |
| Pink |

25
The above concepts, goals and strategies, together with the kit of parts, provided the foundation for the creation of the Look program and it was through their application that the design of the three Olympic villages, the 30 athletic venues and the 43 cultural venues were coordinated. These concepts were first applied during January 1983 when the IOC Executive Board met with the NOCs at the Biltmore Hotel in downtown Los Angeles. The Biltmore meeting was an opportunity for Sussman/Prejza to experiment with the color palette and other graphic shapes and forms, especially the five pointed star. Given free rein to design the Look at the Biltmore for the meeting, Sussman/Prejza adapted the preliminary outdoor environmental graphics program to the complex indoor surroundings of the Biltmore. It was an opportunity to refine the color palette and its application.

The designers analyzed the color problem first. How would the colors enhance the environment? What other colors would be present in the surrounding environment? What would be the scale of the surroundings? What spirit should the colors project? A refined, subtle application of the colors and designs was produced for the Biltmore.

The color palette and its application was further polished during a number of LA83 athletic events held by the LAOOC. These events gave the Look organization the opportunity to implement some of the early concepts and designs and to determine what was practical in actual application, better paving the way for finalizing the designs of the Olympic venues.

For water polo, the first of the 1983 events, a relatively small decorative budget of $20,000 was allocated, with explicit restrictions on the use of the color palette for fear it would lose its impact for the 1984 Games. Seeing how little $20,000 bought, the LAOOC allocated $125,000 for the swimming events and allowed use of a full application of the colors to test their effect. Although this budget and philosophy of application was approved just six weeks before the event, the decorative elements were designed, contracted, fabricated and installed. An interior venue, Pauley Pavilion, was subsequently decorated for $82,000 for a gymnastics competition.

Television and photographic coverage of LA83 swimming and gymnastics events confirmed that the competition area was the focal point and that decorations should be placed consistently as a backdrop at all venues. Therefore, great attention was paid to those design elements that would appear on-camera. Star and bar patterns on the railings behind the athletes and podium skirts which appeared in the foreground were given special attention. In all cases, the visual settings for the awards ceremonies were designed with care. Although seldom on camera, decorative banners and flags hanging from the ceiling created a festival atmosphere for the spectators.
A few examples of the planning studies developed by the Look team at the Design Center. These early sketches will be found to be surprisingly accurate in the later Games photos.
By the time the LA83 gymnastics competition was over, the basic elements of the Look had been applied and accepted. The next task was to examine each venue and adapt the various elements to it. Canoeing/rowing and archery competitions were still to be held in 1983 so those venues had their Look designed in the weeks preceding the events. Subsequent refinement of the decorative scheme was put on hold while the venue development process proceeded during the last quarter of 1983.

The 1983 events—water polo, swimming, gymnastics, rowing, canoeing and archery—successfully tested the design of the kit of parts and the application of the color palette. Subsequent to these prototype applications, the Look was refined at the design center in downtown Los Angeles by a group known as the “Design Forum” under Jerde’s direction. The Design Forum was composed of the LAOOC staff responsible for design and all contracted design consultants. It was responsible for developing LAOOC design policies and for coordinating the work of participant designers into visually cohesive results. Jerde envisioned the design process for the Olympics as comprising two fundamental parts, architecture and graphics, each with separate roles but also with some areas of overlap. Design direction was coordinated by the two directors managing the groups.

A final, unifying element for the kit of parts was the use of removable construction scaffolding for entry gates and the numerous other structures needed at the venues. The significance of this idea upon the overall Look program was best expressed by the director of the LAOOC Design Department:

“It was modular, strong, flexible, portable, easy to erect and cheap. It was available for purchase or rental in almost unlimited quantities. It was a common, off-the-rack system that perfectly fit the problem. It was the kind of answer that was so direct and yet so broad in its implications that, in retrospect, it seems obvious and simple, not much of an idea at all. But it was the essential key, the single stroke that brought the whole kit of parts for the environmental plan together. It needed to be refined, the bones needed to be beefed up and dressed for the party, but there it was. It was in absolute harmony with the ideas the design forum had, until then, only been able to put into words—a celebration of sport, a circus, a carnival of games, a medieval jousting tournament, an invasion of butterflies. It was the first time in Olympic history that there had been a non-monumental design concept for the Games and it fit the climate, the city and the emotive goals like a pair of trunks on Mark Spitz—obvious, practical sexy and slick as a whistle.”
By December 1983, the LAOOC had retained a number of architectural firms to work on the particular competition sites, villages or art festival venues. The venue architects were responsible for planning and coordinating functional modifications, e.g., the construction and mechanical work, fencing, plumbing and electrical needs; modifications to existing structures; and security and fire protection for each site. Overall appearance of each site was the responsibility of a Look coordinator who selected and arranged all the Look elements, including tents, banners, sonotubes, fabric and overall color applications. An LAOOC staff project architect was appointed to ensure the integration of both the functional and aesthetic elements. Individual designers provided special services which included scaffolding designs, sonotube patterns and sculptural elements which were used at many of the sites. A design guide poster was created and distributed to the numerous architects, designers and Look coordinators at each site. The poster set forth the basic elements and application of those elements which could be used in creating the Look. It began with an initial decree that: “Every perception of the Games of the XXlllrd Olympiad will be a complex array of temporal elements juxtaposed against the highly varied background of Los Angeles and its environs. The LAOOC has developed a very strong thematic philosophy for the creation of the Olympic environment that will overlay the city during the Games. An energetic montage of color and form will appear on everything from tents to tickets.”

A fundamental building block of the design program was the numerous sonotubes ranging in size from two and one-half feet in diameter by three feet high to three feet in diameter by 20 feet high. As depicted in the Look poster, the tubes were used as decorative columns and frequently served as the supports for lintels and pediments placed at the entrances to the venue seating areas. These structures exemplified the Greek Doric order with a splash of Minoan coloration and design. The columns were also fastened to the bases of the numerous specialty tents used at the venues, giving them added strength and presence. All tents were shaped and colored according to their function: yellow with a pointed witch’s hat roof for information, white-topped shorter tents in various colors for refreshments and novelties and black-and-white striped columns, reflective of Florentine renaissance architecture, topped by a white pictogram on a magenta field for entrance archways. Bunting was used on the walls surrounding the field of play.
Design and the Look of the Games

Central to the design poster was the section which established the standards for the use of the color palette. The key color for the Games was a brilliant “hot” magenta, which, together with a bright vermillion, clear aqua, rich chrome yellow and a vivid green, were to represent the Southern California spirit. The lighter “Mediterranean” colors were to be used occasionally in large backgrounds. White was used frequently to serve as a dignified link for the various colors. Red, white and blue were rarely used and only when it was appropriate to emphasize nationalism instead of the traditional Olympic internationalism. The colors on the poster were arranged in order of dominance from most used in larger squares at the top to least used in smaller squares at the bottom.

The poster explained the general criteria for applications of the colors as:

“These colors work best when used in combinations of three or more. It is best to form color relationships that are warm/cool, dark/light. The width of the stripes is best when thick ones are next to thin ones and when the arrangement is put on a large field of color or a white field. Do not use light and dark combinations of the same color or the colors in a ‘rainbow’ arrangement. When using stripes, do not make them all the same width.”

With the examples and criteria established by the design poster, hundreds of architects and designers began the task in January 1984 of creating the Los Angeles Olympic Look at more than 75 sites.

30 Sussman/Prejza’s Look Poster was the only printed guide to the Festive Federal scheme. Printed first in January of 1984 and later reprinted, it became a much sought-after and scarce memento of the Games.
30 Sussman/Prejza's Look Poster was the only printed guide to the Festive Federal scheme. Printed first in January of 1984 and later reprinted, it became a much sought-after and scarce memento of the Games.
Physical applications of the colors and the kit of parts

During the LA83 events, four basic sonotube types were used to support the tents: yellow for the information tents, vermillion for hosting tents, green for souvenir tents and lavender for refreshment tents. For the Games, the sonotube types expanded to 112 different designs and were used for a variety of purposes. A separate kit of Look parts developed for the Olympic Arts Festival sites used the same color scheme but varied the scale, pattern and geometric shapes.

In addition to exterior decorations, interior kits were also developed. The kits were comprised of three-foot by nine-foot OAF banners, plain nylon banners, posters and styrene cutouts and were installed in the Mark Taper Forum, Dorothy Chandler Pavilion, Pasadena Center Conference Building, Pasadena Civic Auditorium, Royce Hall, Schoenberg Hall, MacGowan Hall, Japanese-American Cultural Center, Television Center Studio 9, Bonaventure Hotel, Pasadena Holiday Inn, New Otani Hotel, Los Angeles City Library and Los Angeles City Hall. Kits were given to eight Los Angeles theatres for them to install. Approximately 400 miscellaneous signs were fabricated to supplement existing signs.

The venue owner approval process began 6 April 1984. Proposed designs, installation methods and schedules were presented during weekly meetings at the design center. Two to eight designs were presented at each meeting and the process was completed 23 May 1984, nine days after the first installation. OAF was responsible for getting the approval of venue owners or managers. Then the procurement, installation and maintenance of Look items for Olympic Arts Festival sites began. The objective was to decorate all sites with the consistent Look theme.

By June 1984, the designs for the various venues were complete. The Olympic Arts Festival was the first public unveiling of the Look. A predominantly white field was used in conjunction with fragments of the Look elements: chunks of stars, hunks of bars, pieces sticking out of the landscape. The athletics venue and the villages were each given a distinctive set of Look features, tailored to reflect the particular events or activities which were to occur at those sites. It was determined that a feeling of greater dignity was needed for some of the events, such as fencing, and the color silver was used with the pictograms to reflect the more formal atmosphere of the final fencing competitions. In contrast, other venues needed to demonstrate other qualities such as vitality, as with weightlifting, where a lively, complex structure, reflecting the dynamism and vigor of the sport, greeted the spectators as they arrived. The swimming, diving and water polo venues were done predominantly in white and aqua with less use of the heavier, hotter colors. This design related well to the cool, light qualities of that sport. Overall, the competition venues projected a more serious, traditional demeanor whereas, in contrast, the villages with a more playful array of colors and elements, communicated a light, frivolous nature.

More complex and refined scaffolding structures than those used at the LA83 events were created. Competition sites received magenta-colored scaffolding; USC Village, aqua; Exposition Park, UCLA and UC3B got white. New three-dimensional elements such as spheres and cubes were added and colored fabric was stretched inside the scaffolding. This brought the scaffold structures alive and eliminated the feeling that they served only as support structures for billboards or signs. The diversity of elements and colors—tents, sonotubes, scaffolding, lintels, pediments, fabric panels, banners, balloons, flowers, and fencing—came together in a successful blossoming: warm, inviting and festive, expressing a harmony reminiscent of a spring-time burst of color.
Examples of Look at sports venues and Arts Festival sites. Arts Festival sites were distinguished by huge fragments of Look elements.
Design and the Look of the Games

Tents

24 Typical kit of parts tents were designed to meet a wide variety of conditions and needs:

1. Information and ticket sales.
2. Venue entry for ticketed spectators.
3. Souvenir sales stands.
4. First aid stations.
5. Refreshment stands.
6. Refreshment stands.
7. Tents for public information use.
Various applications of tent structures in use during events.
Sonotubes

There were over a hundred different sizes and patterns of sonotubes in order to meet the very wide range of uses.

1. Gated entry ways into venue seating sections.

2. Sonotubes add color and a festive flair to tents, poles and other areas where decorative elements are used.
37 Sonotubes as entries and decorative "street furniture" at venues.
Design and the Look of the Games

Site furniture

38 Kit of parts elements included waste-containers, benches, umbrellas, tables and chairs, planters, flowers, flags and other decorative and practical materials for the streetscape around and within the venues and villages.

1 Program sales stands have a distinctive look.
2 Concrete benches provided spectator comfort primarily in the Exposition Park area.
3 Even trash cans and large dumpsters are decorated in the Festive Federal pattern.
4 Shaded coin telephone stations are easily identifiable.
5 The Games’ awards stands utilized contrasting colors for each place.
6 Flag poles are an important ingredient in the overall Look scheme, which includes not only IOC and LAOC flags, but also flags of the nations and of the International Federations.
7 Shade structures provide for maximum comfort while taking up the least amount of space.
8 Flowers were carefully raised to provide the peak in color during the Games.
Fence fabric, flowers and umbrellas in use during the Games. Flowers were chosen to be in bloom during the Games and to enhance the Look color palette.
Design and the Look of the Games

Arts Festival

Giant stars, protruding geometric shapes and banners using pieces of the overall Games Look combine to form a unique Olympic Arts Festival pattern.
Examples of Olympic Arts Festival sites decorated with Look and Fragment graphics.
Banners

42 Kit of parts pennants, flags, windsocks, banners, balloons, and fence fabric were seen everywhere both inside and outside at the Games. Only a small percentage of the individual types are illustrated here.

1 Colorful material is arranged to hang from the ceilings of indoor buildings and add to the festive atmosphere.

2 The LA84 logo, Olympic sport pictograms and the Star in Motion are all used in dramatic combinations of color to enliven indoor and outdoor decorations.

3 Windsocks and street streamers are heavily used in Exposition Park and in other outdoor areas.

4 Multi-colored banners utilizing only a portion of the Star in Motion helped to reinforce the feeling of gaiety at Olympic sites.

5 These fence fabrics and wall hangings utilized multi-colored bars of varying widths, painted bunting patterns against a white or colored background or festive confetti to decorate large areas of indoor or outdoor arenas. As an example, the multi-colored bars were installed across the outfield fence at Dodger Stadium.
A few typical applications of fabric elements (some wind activated) in interior and exterior uses.
Scaffolds
Scaffolding provides the overriding element for spectators entering the venue and plays host to a number of other elements, including arches, geometric shapes, streamers and glitter boards.
A few examples of some large on-site scaffolding structures. Note similarity of photo at bottom left to sketch shown on page 255.
10.05.4 Procurement and installation of the Look elements at Olympic sites

Beginning in January 1984 the Look organization began to take on new dimensions as the LAOOC prepared for implementation of the design concepts. A contracts/procurement organization was established to begin locating fabricators, contractors and sources for material, in preparation for the major procurement tasks which would ultimately include more than 100,000 Look elements.

The first major Look contracts were executed in February 1984. Those contracts included:

☐ An initial order of 250,000 yards of nylon in the Look colors; many of these orders had to use special dye lots to precisely match the specified colors.

☐ Fabrication and installation of 600 specially designed tents to be used at the venues for concessions, information, first aid, ticketing and entries.

☐ Annual flowers to add color to the venues; these contracts were entered into directly with the growers and set forth the types, colors, sizes and blossom size. The Look organization was responsible for overseeing the growth of these plants to ensure maximum color and blossom at the time of the Games. Growers were required to pinch back the buds on flowers at intervals so that plants would be in full bloom when needed. Over 400,000 quarts of flowers were finally ordered and placed at the venues.

☐ Painting of 1,500 eight-foot sonotubes; the total number of sonotubes painted ultimately reached a figure of more than 3,500.

As the Look of the 1984 Games continued to evolve, the complexities of the logistics became more evident. Receiving, sorting, distributing, shipping and installing more than 100,000 Look elements took on ominous proportions. To handle this workload, the Architecture and Construction Department created a Look organization in May 1984 consisting of the following major sections:

☐ Design; responsible for the final design of all Look elements at every venue.

☐ Procurement/Contracts: responsible for the procurement of all Look elements and for negotiating and administering contracts for their field installation.

☐ Supplier Quality Expediting Network (commonly referred to as SQEN); responsible for the delivery and quality control of all Look items.

☐ Warehousing; Operations: responsible for receiving Look materials and sorting them by venue priority. Also charged with delivering all materials to all sites on schedule.

☐ Support Operations; responsible for computer support of procurement, inventory and warehouse operations.

☐ Look Coordination; responsible for assigning coordinators to the venues to oversee installation of Look elements.

The first procurement task was to evaluate the production time to understand the constraints associated with the procurement process. Serious materiel lead times, for example, existed for the specially dyed nylon fabric required for so many of the flat

46 Flowers were heavily planted to give ground color at many venues.

47 Olympic rings were integrated into the Look and were used extensively throughout the venues. Workmen here are shown with rings roughed out of plywood.

48 A workman at the Look warehouse prepares sonotubes for delivery to sites.
Look elements. It was clear that the LAOOC would have to order the nylon early to ensure that it would be available when production began. However, by February 1984, design was not complete and therefore no firm estimates of required yardage could be made. A best guess estimate was made, nonetheless; orders were placed for 240,000 linear yards of 60-inch material in the Look colors. Another challenge was finding sufficient sources to fabricate the thousands of banners and 35 miles of fence fabric. The final designs did not, in all cases, correspond to what the industry was capable of producing efficiently. As a result, the Organizing Committee was dependent on a few firms that could modify their production facilities to accommodate the long continuous runs of fence fabric and the oversized banners, instead of distributing the work more broadly. An alternate course of action, modifying the designs to accommodate the industry’s production capabilities, was not a feasible alternative due to the time constraints.

Installation of Look elements began 25 June at the UCLA and USC Villages with installation at the first competition venue (Rowing/Canoeing at Lake Casitas) starting on 5 July. Installation depended on three primary considerations: the availability of the materials on the dates needed, their timely delivery to the site and the logical installation sequence of the materials. The logistics of this task were extremely complicated because installation took place at 33 venues almost simultaneously.

Planning for this was made even more difficult by the unique nature of the Look elements and the fact that nothing had ever been attempted on this scale before. It was extremely difficult to accurately estimate time and budget money for installation because, in most cases, Look could not be installed until after construction was completed. The LAOOC was faced with an extremely short time schedule and many unknowns relative to construction. Any slip in the construction schedule adversely affected Look installation. The availability of Look materials also was unstable and changes in deliveries as against the planned items required field adjustments. Unfortunately, both construction problems and material shortages affected the installation and contributed significantly to added cost. Even though much of the material arrived late because of inadequate production time, all Look items were installed at every venue. In some cases, many overtime hours were needed to stay on schedule. At Santa Anita, for example, crews of 60 installers worked 24 hours a day for two days to complete the venue on time. This was seven times the original estimate. Over 100,000 installer man-hours were expended in the five-week time frame, which was nearly three times the original estimate.
Many of the Look elements for the LA83 summer test events were installed by LAOOC staff members, but, for the Olympics, the many venues, the huge volume of items to be installed and the complexity of the work made it impossible for LAOOC personnel to participate other than as supervisors and managers. To accomplish the Look installation, contracts were entered into with seven local decorating companies, each with responsibility for installing specific venues. The professional expertise of most of these firms was invaluable in achieving a successful installation.

Approximately 30 coordinators were hired, each to oversee installation at one or more venues. The primary function of the coordinator was to complete the design for his venue. Also included in the Look coordinator’s responsibilities were:
- Coordination with the warehouse on traffic/schedule requirements
- Verification that Look materials were available when needed
- Design of alternate plans in case of late deliveries or construction delays
- Verification of Look installers’ contracts based upon the stated scope of work
- The actual field installation conditions often differed dramatically from those expected.
- Many of the complexities of the installations could not be foreseen by the LAOOC or the installer companies.
- Materiel delays required the installers to deviate from their original schedules and to work up to seven days per week and as much as 18-20 hours per day.
- Construction problems and other difficulties caused delays.
- Changes in the scope of work after contract execution but prior to installation added additional work and disrupted schedules.
- Changes in the field requested by venue managers or sports commissioners delayed installations.
- Late delivery of signs added man-hours to installation time.

Upon completion of each venue, the Look organization assigned individuals to one or more venues to maintain and monitor the integrity of the Look during the Games.
The Look in abstract

- 34 Olympic sport venues, support venues and villages were decorated with Look.
- 43 Olympic Arts Festival venues were decorated.
- 20,000 street banners were fabricated.
- 10,000 street banners were installed with necessary hardware by LAOOC on the streets of Los Angeles.
- 10,000 street banners were allocated as gifts to cities other than Los Angeles.
- Approximately 2,300 Look elements were designed.
- 500 shipments from more than 50 manufacturers were received.
- 280 loaded trucks were dispatched from the Look warehouse to the 34 venues.
- More than 110,000 Look items were requisitioned.
- More than 3,000,000 square feet of fabric were used (nylon or vinyl/open weave).
- More than 11 miles (58,735 feet) of glitter strips were utilized for the decoration of scaffolds, stages, award backdrops, etc.
- More than 2,000 flags were procured.
- More than 3,500 spiral tubes (sono-tubes) were procured and utilized.
- 600 specialty Look tents (LAOOC-designed) were produced and erected at nearly all venues.
- Approximately 35 miles of fence fabric (mostly open weave but some vinyl) were fabricated and installed on temporary and permanent chain link fence.
- 400,000 quarts of annual flowers were placed at venues.
- Approximately 1,500,000 cubic feet of scaffold structures were erected.
- Roughly 20,000 informational and directional signs were placed.
- 24 (13-foot) helium filled balloons were placed at venues.

Entrance theme scaffold decorations included:
- 300 three-foot stars and circles
- 120 spheres (42-inch diameter)
- 60 tubes (36-inches)
- 500 hardwood panels
- Thousands of other soft flat decorative panels
- More than 200 specially designed canopy shade structures utilized for decorative and shade purposes
- 100,000 man-hours expended to install the Look
Design and the Look of the Games

10.05.5 Installation and use of Look elements at non-Olympic sites

An important element of Look was the $1.3 million LAOOC Street Banner Program. The objective of this program was to decorate the streets of the city of Los Angeles and other outlying cities to announce first the arrival of the Games and then that the Games had commenced.

In April 1984 the LAOOC decided to implement two distinctive banner programs. One was aimed at the city of Los Angeles and the second at other Southern California cities.

The Los Angeles City Banner Program
Seven thousand fifty banners of 12 basic variations off of a three-foot by nine-foot design and two four-foot by twelve-foot designs were produced. The LAOOC provided for the installation and removal of the banners and associated hardware throughout the city. The banners were concentrated in areas approved by the Los Angeles City Council, including the airport and Westchester areas, the UCLA area, Pan Pacific Park, the Wilshire/Olympic corridor from Santa Monica to downtown, the USC/Exposition Park area, the Jefferson/Exposition Boulevard corridor, all of downtown, Dodger Stadium and the area surrounding California State University at Los Angeles.

Actual installation of the banners commenced 28 May 1984 and was scheduled to be completed no later than 14 July 1984. It took an average of five minutes to install each banner. Prior to completion of the installation, an additional 4,046 banners were produced to supplement areas already decorated and to decorate additional areas of the city (San Fernando Valley and south central Los Angeles). Two banner designs were added and three alternative companies fabricated the additional 4,046 banners.

In the original concept, the 11,096 designs developed at the Design Center. Hinsche was also given the responsibility of surveying the Los Angeles locations to determine street standard types (300 total) involved and the sequencing of the banners. The banners were made, using a combination of seven colors (aqua, vermillion, magenta, chrome yellow, green, lavender and blue). In addition there were four three-foot by nine-foot silkscreened banners. They were:

- Stars and confetti; Olympic Arts Festival (OAF) banners used to introduce OAF sites
- LAB84 banners; two variations
- Star in Motion banner
- Plain banner with the Olympic rings imprinted

This banner program, perhaps the largest in history, consisted of more than 21,000 banners, covering 125 miles of streets in Los Angeles alone. The LAOOC purchased 84,000 yards of special nylon for use on Los Angeles streets, 4,000 yards for Olympic Arts Festival venues and 109,000 yards for other Southern California communities. The logistics of overseeing fabrication, delivery, receipt, sorting, distribution and installation of the banners in a compressed time schedule were monumental.

The two programs were managed independently from one another after the designs had been completed under the direction of the Design Department. The fabrication of the banners for both programs was handled by the LAOOC Architecture/Construction Department. The receiving, sorting and installation of the Los Angeles city banner program was managed by the Architecture/Construction Department, while the distribution of the banners to other non-venue cities was managed by the LAOOC Community Relations Department.

Among the problems of the program were:

- The late decision to finally implement the banner program in April 1984 placed production restrictions on the program, thus allowing only one manufacturer to meet the LAOOC delivery schedule.
- Although the nylon used for the banners had an ultra-violet inhibitor chemical in the fabric, the LAOOC colors were sensitive to light and faded quickly in the bright Los Angeles sun.
- The street flag and banner program included a variety of types which were intended to be "mixed" when hung from light standards throughout the city and environs. A sampling of banner and pennant styles are shown here.
Although planned and executed at the last possible moment in April of 1984, the Flag and Banner Program was an instantaneous success as the banners went up almost overnight to the acclaim of everyone who saw them.
An Olympic sign program was developed to direct both vehicular and pedestrian traffic, to identify destinations for both, and to instruct and inform all users of Olympic venues. The sign program needed to meet several aesthetic and practical goals: It had to be integrated with the Look, it had to be decorative as well as informative, and it had to be visually unique to avoid being confused with existing signs in and around the Olympic facilities. The colors, stars, bars and confetti that would serve as background to the messages would make them readily identifiable to the public as Olympic information.

The program needed to be flexible and modular, and required a minimum number of installation parts, which still presented some resistance to Olympic souvenir collectors. Sign colors took on the additional function of identifying major sign types:

- **Automobile directional;** aqua with magenta.
- **Pedestrian directional;** information yellow with vermillion.
- **Pedestrian information/identification;** aqua with vermillion.
- **Athlete bus system;** violet with vermillion.
- **Media bus system;** chrome yellow with magenta.

For the athletes and Olympic Family the messages were printed in French and English—the official Olympic languages. For spectators, more than 90 percent of whom were from the United States, the messages were in English only. Two typefaces were chosen to distinguish between the two languages used—English was presented in Univers 67 and French in Univers 68 (italic). To aid communication, recognizable international pictogram symbols for “no smoking,” “first aid,” “men,” and “women” were used.

The design called for inexpensive and readily available materials and methods of manufacture. The primary material selected for sign blanks was high impact styrene, a rigid but flexible, weatherproof and washable plastic which could be easily silkscreened. Structural supports were made of standard height hollow-core doors and fiberboard panels. Connections and installation methods were simple and heavy concrete bases kept theft to a minimum.

Seven basic types of signs were used:

- **Sonotubes** were used to designate residence halls and bus stops and were often decorated with confetti or spatter.
- **Fiberboard panels and hollow-core doors** were used for directional signs in the villages and venues.
- **Styrene signs,** usually two feet in size, were the most commonly used. These signs normally displayed a functional message and were used predominantly for signing in at the athlete areas.
- **Tent valances placed along the top of refreshment, information and village specialty tents** carried identification nomenclature. The tents themselves were produced in a variety of coded colors.
A large custom sign at UCLA athlete bus terminal.

Pedestrian directional signs are bilingual.

Sonotube becomes a toothpaste tube sign.

Examples of pedestrian directional signs within USC Village.

Vehicular directional signs are in English only.
Design and the Look of the Games

10.06
Print graphics

10.06.1
LAOOC Design Department

The LAOOC Design Department was located in the Administrative Headquarters and was responsible for the design and production of all printed materials, as well as off-venue environmental projects, the official medals and medallions and other miscellaneous design projects.

From 12 December 1983 to the Games, the Design Department consisted of a director, department manager, senior design coordinator, eight project and design coordinators, a secretary, a clerk and three production artists. The department initiated, budgeted, planned, assigned and directed all graphic design tasks for the LAOOC. The department’s production art group prepared in-house and fast turn-around jobs, while all other design work was assigned to independent consultants.

The Design Department had creative responsibility for such projects as: the design of the eight Olympic medallions; a series of regional billboards calling for volunteers and promoting the Olympic Acts Festival; nine ticket offices, tickets and ticket brochures; award and commemorative certificates; numerous sport manuals; more than 400 sports scoring forms; posters; pins; accreditation materials and badges for participants, officials and press; the extensive street banner program; the daily results “Olympic Record” published during the Games; souvenir programs for the Opening and Closing Ceremonies; and hundreds of other design projects including package design and the layout of many advertisements.

One of the largest tasks charged to the Design Department was the design and production of approximately 450 individual sports scoring forms for use during the Games. Begun in January 1984, this project was done entirely within the department by three production artists. Every form for every sport and individual event was different; some required multi-color coding and most were multiple-part. The coordination and information gathering alone was very demanding, but the final product was found to be nearly 100 percent accurate. Total final outlay in salaries, typesetting and other costs was approximately 60 percent below the lowest proposed outside bid on the project.

As previously discussed, the LAOOC was committed to an overall, consistent Look for the Games. To carry out this mandate, the Design Department used the same design elements, colors and typography that were developed for the environmental look in all of its print graphic design projects. As a result, Olympic visitors saw the same festive colors and graphic elements on everything from tickets to banners.

The Design Department also carried out several major non-print projects. The largest of these, done in cooperation with the Architecture and Construction Department, was the design and simultaneous installation of nine Olympic Ticket Centers. These ticket centers were in full operation in major shopping centers on 1 June 1984, only six weeks after the project was initiated. Later, a number of Ticket Faires were staged to sell tickets still available for Games events. These Faires were staged at Santa Anita and Hollywood Park Race Tracks in mid-July and the Design Department decorated the facilities, designed the signs and oversaw the installation of these projects virtually overnight.

Another major environmental project initiated by the Design Department, then passed to Architecture and Construction for production and installation, was the previously mentioned Street Banner Program. Finally, an unusual project was the design and decoration of the Mayor’s Olympic Party held at Los Angeles City Hall. This task included not only the design of the invitations and gifts for the guests but also the exterior decoration of the building, the corridors and the surrounding grounds.

Administration forms per sport

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Total: 451

*Includes swimming, diving, water polo and synchronized swimming

During the Games, the Look appears in many surprising and unlikely locations. Shown here are extensive decorations on City Hall including several large “fragments” at the very top of the building.
Olympic Ticketing Centers were designed and installed, ready to operate in less than six weeks. The nine installations, all in major shopping centers in the L.A. area, are used to sell tickets. Photos illustrate use of Look elements.

One Ticket Center is installed in a brightly disguised construction trailer, a shopping center parking lot.
Design and the Look of the Games

10.06.2 Development of the print graphics program

The print graphics program did not embrace the Olympic Look until late 1983 when a new department director joined the Committee and reorganized the Design Department. Prior to this date, most print graphics projects did not present a consistent look. Many early efforts made frequent use of LAOOC symbols: the Star in Motion, Sam the Olympic Eagle and the sport pictograms. Other early publications, such as the materials prepared for the January 1983 IOC Executive Board and NOC meeting in Los Angeles, made use of a stylized Olympic torch and a dignified gray color. Even materials produced for the LA83 events such as programs and ticket brochures did not incorporate the existing environmental Look program.

The scope of the print graphics program was very broad which made it difficult at first for many of the designers to apply the environmental Look program. Since the designers felt that the color application looked cheap when overlayed on a white background, a gray was used instead of white. Even though gray was not part of the original color palette, its application on the print graphics was accepted since it gave the pieces a more polished, professional look. What had begun as a disorganized program, given little early attention by the LAOOC, became a well-coordinated effort adapted to the overall Olympic Look. A few print graphics pieces diverged from this Look for specific reasons. Commemorative and award certificates, for example, were considered formal and classical, intended to exhibit an elegant and lasting quality in contrast to the ephemeral nature of the Look. The Opening and Closing Ceremony programs did not embrace the Look, since those events were perceived by their director as "different" from the other Games events. Opening Ceremonies, as a formal, proper, and stately event, suggested a very clean, orderly program to be preserved as a valued memento. A Picasso drawing on the cover echoed the theme of the ceremonies and was combined with a dignified interior format. The Closing Ceremonies program was also planned to reflect the specific mood of that event. The cover was a montage reminiscent of Hollywood, with photos of the Coliseum, the Olympic gold medal and assorted Games graphic elements. Other than these exceptions which did not incorporate the typical colors and designs of the Look program, the overall design effort was very consistent and successful. All the department assignments were accomplished on time, under budget and the functional and aesthetic goals were achieved. The only fundamental shortcoming of the graphics program was that management attention to the program and the overall Look came so late (late 1983) that many earlier pieces were not designed within the Look format and some later design efforts became rushed in their application.
"The Olympic Record" was published every day during the Games. It was produced overnight and had all the results from the previous day’s events plus a schedule of the events to take place on the day of sale. It measures 10¾” x 15½”.
Design and the Look of the Games

Over 450 scoring forms were designed by the Design Department. This is one of the few projects done in-house by LAOCIC staff.

Sports posters designed for each sport are adapted from the explanatory brochure covers.

Explanatory brochures are produced for each Olympic sport and are available as a boxed set.
Games and Ceremonies tickets come as books. Cover is at top.
Ticket order brochure.
Miscellaneous printed materials including word processor ticket availability listing.
Gift mailed to ticket buyers thanking them for the order.
Two presentation pocket folders used for press and public information.
Venue seating plan booklet.
Design and the Look of the Games

Various printed materials directed by the Design Department:
1. Olympic Arts Festival
2. Press Operations
3. Transportation Department
4. Accreditation
5. UCSB Village Poster
6. Village film program poster
7. Torch Relay information packet
8. Generic invitations designed to meet informal and formal occasions and parties.
Design and the Look of the Games

81 Packaging for fast food products for sale at venues.
82 Athletes' lunch boxes are in two schemes and are alternated daily.
When the Design Department was organized in late 1983, a project survey revealed that nearly every department in the Organizing Committee was designing one or more certificates. These 50-odd certificates and diplomas were reduced to 12 basic types and were then designed to a consistent graphic scheme. A sampling of the principal types is shown here.
Design and the Look of the Games

84 Material designed for public use:
1. Pin distributed by the Visitors & Convention Bureau
2. Various flags, pins and bumper stickers for the "Welcome" program
3. Special automobile license plates were sold by the state.
4. Brochure that illustrated street flag and banner program materials
5. Posters with "Welcome" in a variety of languages were part of "Welcome" program.
Olympic Arts Festival commissioned artists to paint street murals.

Orthopedic Hospital has large building mural adapted from one of the “Signature Series” posters.
The day before the first Modern Olympiad in Athens in 1896, the Organizers dedicated a statue to a local businessman who made a large financial contribution towards the staging of the Games. Little did businessman Georgios Averoff know that twenty-two Olympiads later this tradition would be revived on the grandest scale ever in a unique effort undertaken by the Los Angeles Olympic Organizing Committee.

The Los Angeles Olympic Organizing Committee, however, didn’t need to unveil a statue—because in the 1984 Olympic Games the sponsors who have stepped forward as equal partners to finance the Games have left a legacy behind that will stand many, many years—the numerous sports facilities and youth sports programs that will continue to serve our community.

We at the Los Angeles Olympic Organizing Committee thank our partners and share their joy as these Games that we have worked so long and hard to plan for are now a reality.

As the Games begin we ask that the world recognize our partners—for without them these Games could not have been staged.

[Signature]

From the Los Angeles Olympic Organizing Committee

Games of the XIXth Olympiad
Los Angeles 1984
10.07 Other Olympic design projects

10.07.1 Ernie Barnes Olympic Games sports posters

Ernie Barnes, an athlete turned artist, was commissioned by the LAOC and the Los Angeles Area Chamber of Commerce to draw on his sports experience and knowledge to create Olympic-related art. The posters sought to portray the ethnic diversity of Los Angeles, the power and emotion of sports competition and the singleness of purpose and hope that go into the making of athletes. Specific sports served as central themes in four of the posters, with community involvement the theme of the fifth poster. The posters were entitled: The Rhythmic Gymnast, The Finish (Track and Field), One-on-One (Basketball), Winning (Boxing) and The Neighborhood Games.
As established by Rule 45 of the 1978 Olympic Charter, the competition medals must be at least 60 millimeters in diameter and three millimeters thick. These requirements were followed scrupulously and were exceeded in the thickness by four millimeters. The medals were complemented by a ribbon of aqua, magenta and vermilion. The competition medals for the 1984 Games were an adaptation of the original designs by Florentine artist Giuseppe Cassioli created for the 1928 Olympics in Amsterdam. The medals for the past three Olympic Games used versions of the Cassioli depiction of victory on the obverse (front) side of the medals but had their own designs on the reverse side. The LAOOC chose to return to the full Cassioli design for a number of reasons but most importantly, because it was the LAOOC’s desire to respect as many long-standing Olympic traditions as possible. At the 1932 Los Angeles Games, medals with both sides depicting the Cassioli design were used and it was thought that a Star in Motion or stylized torch would not go well with the neo-classical Cassioli design on the front. Stermer chose the front of the 1932 medal and the back of the 1936 medal to serve as initial examples for the more refined medal he created. The front side shows Victory with definition added to the background and more overall depth to the sculpting providing a better perspective. The facial features were changed on nearly all the figures and on the design representing a victorious athlete on the back of the medal, the faces and bodies were redrawn to suggest an ethnic diversity and more accurate musculature was drawn on the athletes’ bodies. Medallions of a different design were created to be awarded to the top finishers in the demonstration sports of baseball and tennis and the exhibition events in board sailing and wheelchair competition.
The Olympic torch

A variety of designs were created for the 1984 Olympic torch before a final selection was made. Designed by Newhart, Donges, Newhart Designers, Inc., the one chosen was a discreet recreation of a traditional torch. Designed in spun aluminum, it had an antique bronze finish and leather-covered base. The Coliseum peristyle was etched into the bowl that held the flame, and the words, “Citius, Altius, Fortius” were inscribed around the rim and were colored magenta, blue and vermilion. Initial design criteria required only that the torch weigh a maximum of three and one-half pounds, burn the flame for 55 minutes and withstand 40 mile-per-hour wind and light rain.
Olympic signature poster series

The LAOOC commissioned an Olympic signature poster series in December of 1983. Twelve noted graphic designers were chosen from the Los Angeles area, each to depict a particular sport of the Olympic Games. The artists included: Laurie Raskin (collage); Arnold Schwartzman (cycling); Keith Bright (torch pictogram); Marvin Rubin (gymnastics); Saul Bass (swimming); John Von Hammersveld (javelin); Charles White III (weightlifting); Ken Parkhurst (shot put); Rod Dyer (wrestling); Deborah Sussman (collage); James Cross (discus); and Don Weller (athletics). The requirements were that the official Games typography be used, adherence to the color palette be maintained and that there be no duplication of sports. Photos and sketches were submitted to the LAOOC for review prior to final design of the posters.

97 “Signature Series” posters were commissioned by the Design Department from 12 outstanding Los Angeles designers.
Post Olympic design programs

The director of the Design Department was retained by the Organizing Committee after the Games to work on the Official Report as well as on a number of other projects.

These post-Games projects included a variety of smaller print design jobs such as graphic identity and printed matter for the Olympic Alumni Organization and the new LAOOC Amateur Athletic Foundation, as well as a number of larger three dimensional projects scheduled for completion around the time of the Games’ first anniversary in late July 1985. These were the large commemorative bronze plaques honoring the champions, 60 smaller plaques commemorating the training and competition sites and two exhibitions. An additional project was a one-third scale replica of the Robert Graham “Gateway Arch” sculpture to be donated to the IOC, and 100 eight-inch miniatures of the same sculpture to be given to delegates to the 90th Session in East Berlin in early June 1985. The Coliseum plaques are in fulfillment of an IOC Charter requirement in rule45 (Prizes) that states: “The names of all winners shall be inscribed upon the walls of the main stadium where the Games have taken place.”

Large plaques from the 1932 Olympic Games are mounted on the face of the administration office building at the south end of the Los Angeles Coliseum pedestrian plaza. Following a survey to identify an equally prominent location for the 1984 plaques, the ticket office building, a similar structure located directly across the plaza from the administration offices, was chosen. The two-story offices required modification to accommodate the plaques, as there were windows on both the first and second floors of the building facade. The first floor was being used for storage and the windows which were once used for ticket sales were no longer needed and therefore could be closed up. On the second floor, however, several windows provided light and ventilation for office workers; although the plaques could be mounted below, the visual result would have been unattractive. The solution was to close all of the windows on the building’s plaza facade and install roof skylights and air-conditioning to the office area. A granite facade was added to provide a suitable background for the plaques and the title heading above them.

The four cast-bronze plaques from the 1932 Games measured four feet by eight feet each, but there were many more events and names required for the 1984 plaques. The resulting design for the new plaques required a total of six bronze panels, each five feet by nine feet. The only difficulty encountered in the planning was locating a foundry with the experience and capabilities to cast these very large panels, each in a single piece. Fortunately, one of the few qualified firms in the entire country was located in the Los Angeles area. That same foundry was given the task of fabricating 60 much smaller (15 inches by 20 inches) cast plaques for the other competition and training sites.

There were two other anniversary projects planned, both to be installed in Los Angeles museums. One was the reconditioned disco/coffeeshouse from the UCLA Olympic Village, which had been designed by artist Peter Shire. This large open structure, considered a work of art in itself, was planned for exhibit at the Museum of Contemporary Art.

The other project scheduled for completion in late July of 1985 was a major exhibition dealing with both the 1932 and 1984 Games at the Los Angeles County Museum of Natural History in a newly renovated 4,500 square-foot gallery. This exhibit was planned to be fully interactive with extensive audio-visual presentations, hands-on computers, laser disc recordings and a large screen multiple film and tape projection.

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“Pin Mania” affected nearly everyone. Shown here are LAOOG pins commemorating departments and staff events. Hundreds, if not thousands, of other pins were produced for both complimentary distribution and commercial sale by the Organizing Committee, sponsors, suppliers, businesses and governmental agencies.
Notes on the digitized version of the Official Report of the Games of the XXIII Olympiad, Los Angeles, 1984
Volume 1: Organization and Planning

The digital version of the Official Report of the Games of the XXIII Olympiad was created with the intention of producing the closest possible replica of the original printed document. These technical notes are intended to describe the differences between the digital and printed documents and the technical details of the digital document.

The original document

The original paper version of the 1984 Official Report has dimensions of 10 ½ ” x 15 ¾ ” (28 x 40cm). The cover is of purple cloth with a gold logo. The book’s title, “Official Report of the Games of the XXIII Olympiad, Los Angeles, 1984, Volume 1: Organization and Planning,” are printed on the spine in white lettering.

The book is 888 numbered pages, plus 22 unnumbered pages of front matter. One sheet blue heavy bond, and one sheet parchment, appear inside each of the covers. The primary font used in the book is Helvetica.

Special features of the digital version:

* The back cover and the binding are not included in the digital version.
* Blank pages at the front and back of the book are not represented in the digital version.
* The cover, illustrations and photos in landscape format were rotated from vertical to horizontal to make viewing easier.
* The digital version includes a bookmark list, which functions as a hyperlinked table of contents. Selecting a topic heading will take you to the corresponding section in the document.

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