

**The Environmental
and Public Health Alliance
and
the 2002 Olympic Winter Games:
Findings and Recommendations**

July, 2002



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INTRODUCTION

The Environmental and Public Health Alliance (EPHA) was created so that agencies with shared responsibilities could do collaborative planning and resource coordination. This enabled a collective effort to effectively and efficiently prepare for public health and environmental protection during the Games. The Environmental and Public Health Alliance (EPHA) first and foremost was for and about the Olympics.

Dianne R. Nielson, Executive Director of the Utah Department of Environmental Quality, best summarizes the purpose and achievements of the Alliance when she said, "...most-importantly, in all cases, the environmental and public health agencies unified to deliver a single message for the 2002 Winter Games." That message was "Unified protection of Utah's environment and the health of individuals coming to Utah for the 2002 Olympic Winter Games."

She further commented, "During the Games, EPHA agencies, working with federal partners and Salt Lake Organizing Committee representatives, coordinated and solved problems. As a result, lack of coordination and communication was not a problem, and when a problem or potential problem was identified, it was handled promptly, thus avoiding more serious consequences. Effectiveness of EPHA resulted in everyone's endorsement of the process for future events. EPHA serves as a model for how effective environmental [and public health] planning and implementation can be achieved among local, state, federal and private sectors."

EPHA was supported by a joint grant from the Region VIII Offices of the United States Departments of Health and Human Services (HHS) and the Environmental Protection Agency (EPA). This collaborative planning process was seen by these agencies as an ideal way to bring together various levels of government to share planning and resource decision making for a project

for which all had jurisdictional responsibility and authority and all had significant interest in a successful outcome.

The Alliance also provided a single forum for federal agencies to interact with state and local agencies and with their Salt Lake Organizing Committee counterparts and to participate in planning, exercises and other preparatory tasks. In addition to financial support, HHS and EPA were very active in the Alliance meetings and other planning activities, training, exercises, test events and other preparatory activities. Federal involvement helped assure the success of the Alliance. The development of positive working relationships, preparation, test events and training and a high level of attention to security issues helped assure that there were no major public health or environmental problems during the games, and those few minor incidents that did occur were handled quickly and effectively.

Environmental and Public Health agencies had responsibilities for several Olympic related public events. These involved:

- The Utah segment of the Torch Relay and accompanying public ceremonies and celebrations. (See ATTACHMENT 1 for more information about the Torch Relay.)
- The seventeen days of formal SLOC sponsored Winter Olympic competitions and ceremonies including nightly medal awards and activities at the downtown Medals Plaza.
- SLOC sponsored arts and cultural events including a Western Experience, Rodeo, and special engagements of the Utah Opera, Utah Symphony, Ballet West and ice sculpturing.
- Community celebrations and events including the daily and nightly activities at Washington Square.
- The Winter Paralympic competition and ceremonies.

It was estimated that there was an influx into the Wasatch Front and surrounding counties of 70,000 visitors a day.

The Olympic Bid

On June 16, 1995, Salt Lake City was named host city of the Olympic Winter Games of 2002 at the 104th IOC Session in Budapest, Hungary in the first ballot vote. Salt Lake City received 54 votes, followed by Sion and Ostersund with 14 votes each. Quebec received seven votes.

The earliest recorded Olympic Games were held in ancient Greece at Olympia in 776 BC - a four-year tradition that continued for a thousand years. The modern Olympic movement started in 1894 when French educator Pierre de Coubertin assembled a group of sport and philosophy leaders from around the world for the International Athletics Congress. The group, which later became the International Olympic Committee (IOC), unanimously decided to revive the ancient Games. In 1896, the first modern Olympic Games were held in Athens, Greece, its land of origin.

Shortly after receiving the bid, the Salt Lake Organizing Committee (SLOC), Salt Lake City, and surrounding communities along the Wasatch Front and Back began active preparations for hosting the games. While many years of research and planning had been conducted to prepare for the bid, specific planning activities began as soon as the formal announcement was made that Salt Lake would be the host city. Creation of the Environmental and Public Health Alliance evolved out of some of that planning.

Some data about the games helps put this report into context. According to a press release issued by the Salt Lake Organizing Committee (SLOC), "The XIX Olympic Winter Games in Salt Lake City were the largest Winter Games ever contested."

Significant Olympic dates included:

- The official dates of the XIX Olympic Winter Games were Friday, February 8 through Sunday, February 24.
- The Games lasted 17 days, including the Opening Ceremony, and spanned three weekends.
- 78 nations and more than 2,527 athletes participated at the Games, up from 68 nations and 2,303 athletes at the 1998 Nagano Games.
- There were 78 official events on the 2002 Olympic Program, up from 68 in Nagano and 16 more medal events than were held during the first Olympic Winter Games held in 1924 Chamonix and Paris, France, where 16 countries and 258 competitors were hosted.
- Olympic ticket sales reached \$183 million, \$3 million more than projected.
- The Paralympics followed two weeks after the Olympics. Linda Fantin of the Salt Lake Tribune declared the Paralympics in Utah, "unforgettable... Paralympics get 'best ever' label." A Paralympic Winter Games' record was set, 212,000 tickets were sold. SLTRIB 3/17/2002

OLYMPIC MEDAL DETAILS

- Germany won the most medals of the Games with 35 (12 gold, 16 silver, seven bronze). It won medals in eight different sports, including nine in biathlon.
- United States finished second in the medal race with 34 (10 gold, 13 silvers, 11 bronze), spreading them across 10 sports. It garnered eight medals in speed skating.
- Norway finished in third with 24 medals (11 gold, seven silver, six bronze), spreading them across six sports. Its best output in a sport was eight in cross-country skiing.

- Two gold medals were awarded in pairs figure skating rather than a gold and a silver.
- Two silvers were awarded in men's cross-country pursuit rather than a silver and a bronze.
- Estonia and Croatia won their first medal in Olympic Winter Games history.
- China and Australia won their first gold medal in Olympic Winter Games history.

REPORT OBJECTIVES AND INTENDED OUTCOMES

This report is intended to serve both as a final summary of the Alliance's activities and accomplishments for the grant. It is also an archive to provide a record of lessons learned for future Olympic host cities and other public health and environmental health activities. We learned many things from the challenges and successes of previous Olympic Host cities and hope that our work will provide useful information to help guide activities and decisions related to future Olympic games and other large public events that will have impacts on public health and the protection of the environment.

It includes a description of:

- Alliance membership goals and objectives
- Partner agencies
- Creation of EPHA
- The Summit
- A description of member roles and responsibilities
- Leadership and organizational structure
- Explanation of the preparatory Planning Summit
- Workgroups and their missions
- Operational workgroups
- Budget overview
- A list of issues addressed by the Alliance
- Overview of challenges and lessons learned
- And a description of the Torch Relay

Specific in-depth information may be obtained from the EPHA archives. Photos and power presentations are also available.

We also wish to use this report as a formal method to express special thanks to Dr. Hugh Sloan, HHS Regional Administrator and Stan Krol HHS Region 8 Emergency Response Coordinator and Dean Gillam and Kerrigan Clough of EPA Region 8 for their vision and active support for the Alliance and its activities.

THE ALLIANCE

ALLIANCE MEMBERSHIP

Alliance members included the six Utah Local Health Districts with Olympic venues and responsibilities and the three State agencies that share responsibility for the protection of the environmental and public health in Utah. Member Agencies were:

- Davis County Health Department
- Salt Lake Valley Health Department
- Summit County Health Department
- Utah County Health Department
- Wasatch City -County Health Department
- Weber-Morgan District Health Department
- Utah Department of Agriculture and Food
- Utah Department of Environmental Quality
- Utah Department of Health

Each agency was represented by a voting member on the board of directors called the Steering Committee. During the several years that the Alliance met, there were changes in the agency representatives on the Steering Committee.

Final members were:

- Local Co-Chair: Steve Jenkins, Summit County Health Department
- State Co-Chair: Sonja Wallace representing Dianne Nielson, Utah Department of Environmental Quality
- Delane McGarvey, Davis County Health Department
- Patti Pavey, Salt Lake Valley Health Department
- Ralph Clegg, Utah County Health Department
- Phil Wright, Wasatch City and County Health Department
- Evan Nelson, Weber-Morgan Health Department
- Kyle Stephens, Utah Department of Agriculture and Food
- Scott Williams, Utah Department of Health.

Other individuals who served on the Steering Committee at one time are Chuck Brokopp, Utah Department of Health; Craig Heninger and Joe Decaria, Weber-Morgan; and Kent Miner and Kathryn Vedder, Salt Lake Valley. The Alliance was staffed by Laverne Snow, EPHA Olympic Coordinator and provided part time secretarial support by Lora Dreibelbis, Salt Lake Valley Environmental Health. Federal Partners who participated on a regular basis included Hugh Sloan, Stan Krol, Scott Lee from HHS, Dean Gillam, Kerrigan Clough, Jim Knoy and Brad from EPA, Paul Teitell, Cindy Kunkle and Susan Miller from the US Food and Drug Administration (FDA) and Jim Rabb from the Centers for Disease Control and Prevention (CDC). Contact information for Steering Committee Members and Federal Partners can be found attached at the end of this report.

The Alliance's formal authority was created through an "Interlocal Agreement" ratified by Boards of Health, County Commissions, and Executive Directors of the member agencies. (Copy of the Interlocal Agreement is available upon request.)

ALLIANCE MISSION AND GOALS

The Utah Environmental and Public Health Alliance (EPHA) was created to ensure a safe and healthy Olympic experience before, during, and after the 2002 Winter Games.

Specific Alliance goals were to:

- Provide uniform, efficient and high quality environmental and public health services to guests, residents, and service providers,
- Coordinate resources such as equipment, training and personnel among environmental and public health agencies,
- Prepare Utah's environmental and public health systems for the Salt Lake 2002 Olympic Winter Games,
- Assemble knowledgeable individuals who would collaborate on decisions regarding Olympic related environmental and public health issues, and
- Provide a unified voice on important environmental and public health issues.

This mission was executed in coordination with Alliance partners, including the Region VIII Environmental Protection Agency; the U.S. Department of Health and Human Services, Public Health Service Region VIII; the Food and Drug Administration; the Centers for Disease Control and Prevention; the US Department of Agriculture, the Utah Olympic Public Safety Command; and the Salt Lake Organizing Committee.

Additional partners included:

Federal Environmental and Health Agencies

National Offices of Health and Human Services

Office of Emergency Preparedness (OEP)

Centers for Disease Prevention and Control (CDC)

National Offices of the Environmental Protection Agency (EPA)

Federal Bureau of Investigation (FBI)

U.S. Secret Service

Department of Energy (DOE)

Other Local Agencies

Utah Association of Local Health Officers

County Governments

Local Boards of Health
Planners from City and County Venue Communities
Law Enforcement, Fire and EMS Agencies

Other State Agencies

Utah Department of Public Safety (DPS)
Comprehensive Emergency Management (CEM)
Utah Department of Transportation (UDOT)
State Olympic Office
University of Utah Health Sciences Center

Other Private Agencies

Intermountain Health Care (IHC)
Red Cross

Much of the detail-level research and planning was conducted by work groups consisting of subject matter experts. Member agencies and relevant Alliance partners were invited to participate on the work groups. Work group meetings provided a process for issues such as food safety; air and water quality; and communicable disease surveillance and control to be researched and debated before recommendations were taken to the Steering Committee for policy level decisions.

THE CREATION OF EPHA

The Environmental and Public Health Alliance was conceived shortly after the announcement of Salt Lake City's successful bid to host the 2002 Winter Olympics. It was obvious to public health officials that this would be a very large temporary mass gathering with significant environmental and public health ramifications. State and local agencies began identifying functions and staff that would need to be involved in Olympic planning and preparation. Study of the experiences of Atlanta, and later Nagano and Sydney underscored the importance of the Alliance's work.

Six of Utah's twelve local health districts would be directly impacted by Olympic activities: Salt Lake Valley, Summit County, Weber-Morgan, Utah County, Wasatch City/County and Davis County Health Departments. Kent Miner, from Salt Lake County Health Department's Environmental Health Division (now Salt Lake Valley Health Department) and Steve Jenkins, Director of the Summit County Health Department, understood the significance to their local health departments since Salt Lake County and Summit County were the two counties that would host the largest number of venues, athletes and visitors during the games. They quickly identified the need for planning, preparation and cooperation to ensure success at Utah's Olympics.

Respecting the existing local health department structures, Miner and Jenkins began working with leaders and staff from the organizations and functions that were most likely to have a significant role in protecting the public's health and the environment.

Shortly after the first few brainstorming sessions, local public health participants were joined by the state government agencies with common responsibilities for public health, food safety and

environmental protection. This informal working group became a formal network of committed partners through an Interlocal Agreement, authorized under the Utah Interlocal Cooperation Act Section 11-13-1, et seq. to “enter into agreements to cooperate with each other which will enable them to make the most efficient use of their powers.” Miner and Jenkins, in partnership with leadership at the Department of Environmental Quality and the Utah Department of Health, sought and received financial support for the Alliance from Health and Human Services Region VIII and Environmental Protection Agency Region VIII for operations and staffing of the Alliance.

In 1994, the International Olympic Committee adopted “Environment” as the third pillar of the Olympiad along with Sport and Culture. Momentum was building to consolidate and streamline environmental protection efforts. The Salt Lake Organizing Committee created its Environmental Program and an Environmental Advisory Committee (EAC) was formed. Dianne Nielsen representing the State and Kent Miner representing Local Health Departments were asked to serve as Advisors on the committee. EAC’s primary responsibilities included reviewing information and developing recommendations on “greening” strategies for the games. Creation of this group illustrated SLOC’s commitment to “strenuously endeavor to ensure that all of its venues are in compliance with applicable environmental laws.” For government agencies, SLOC’s actions further emphasized state and local agencies’ need for cooperative planning and preparation to assure capacity and readiness in their assurance and regulatory roles.

PLANNING SUMMIT

“2002 WINTER GAMES: Environmental and Public Health Planning Summit” was held in the fall of 1998 to beginning solidifying formal partnerships and focusing on specific areas for planning. The summit was sponsored by the Environmental Protection Agency Region VIII and by EPA. Sonja Wallace, DEQ and Chuck Brokopp, UDOH took a lead role in facilitating the summit. The two day summit provided the first opportunity for key personnel from all levels of government to meet with the Salt Lake Organizing Committee, Intermountain Health Care and other private and non-profit partners to discuss agency responsibilities, the importance of interagency communication, and ways to create the networks and working relationships that would be required for a successful environmental and public health response. Issues addressed included:

- Drinking Water
- Emergency Response
- Solid Waste
- Wastewater
- Disease and Injury Prevention, Surveillance and Response
- Food Service, Housing and Mass Gatherings
- Interagency Coordination and Logistics

STATUTORY AUTHORITY AND RESPONSIBILITY

Utah's population grew by 29.6 percent from 1990, ranking our state the fourth fastest growing state in the nation. This growth continues to put additional pressure on our systems responsible for protecting the public's health and the environment.

The scope of authority for Utah's state and local government agencies to monitor, regulate, respond to environmental and public health conditions, and to oversee an effective emergency medical system is found in the Utah Code. Utah law gives state and local government agencies responsibilities for protecting the public's health and safety and assuring environment quality and the powers required to do so. The Utah Department of Health, Utah Department of Environmental Quality and Utah Department of Agriculture and Food are created and derive their powers from the Utah Code Annotated Titles 26, 19 and 4. Section 26-A creates and provides authority for local health districts. The Utah Code and supporting Administrative Rules provide the necessary authority for planning, implementing and enforcement necessary to fulfill these responsibilities. There were four major areas of Olympic-related environmental and public health impact: Environmental and Food Regulation, Disease Surveillance and Outbreak Response, Public Information and Health Promotion, and Disaster Response. A fifth area of responsibility, Emergency Medical Services Coordination, was implemented under the statutory authority of the Utah Olympic Public Safety Command.

Specific EPHA Agency responsibilities are described below:

Utah Department of Agriculture and Food-

The Utah Department of Agriculture and Food (UDAF) has responsibility for food safety in the Utah Wholesome Food Act, Utah Code Annotated section 4-5-18(1)(a) and (b) and the Utah Food Protection Rule, R70-530 and for Animal Health in Utah Code Annotated section 4-2-2(1)(c). UDAF, local health departments and the various food distributors in Utah worked together to safeguard the quality of food in the thousands of meals that were served each day during the 2002 Winter Olympics. An estimated 150,000 meals per day were prepared and served under nearly daily inspection and a very high level of security.

UDAF assumed the responsibility to conduct the food safety inspections at the main food production and transportation facilities that worked under contract to SLOC. These official food contractors provided food for SLOC volunteers and employees and athletes, including production of the mountain pack lunches and many community catered events. It provided animal health inspections at the Western Experience at Soldier Hollow. UDAF also had staffed trained and positioned to provide backup support to Local Health Departments (LHDs), if it had been needed.

Utah Department of Environmental Quality-

The role of DEQ, working with Local Health Departments and its other partners was to assure the protection of air quality, water quality, and safe drinking water; proper handling and disposal of solid and hazardous waste and proper tracking and handling of radiological shipments; preparation

and capability for environmental emergency response and to minimization and prevention of pollution.

- Air Quality created the first Olympic air quality plan that focused on telework, carpooling, busing of visitors to venues, and reduced idling of buses.
- Water Quality conducted monitoring of sensitive mountain venues before during and after the Games, implemented watershed protection strategies, and identified and worked to resolve infrastructure issues.
- Drinking Water established procedures with drinking water entities to safeguard water systems.
- Solid and Hazardous Waste worked with agencies and SLOC on identification and disposal of hazardous wastes, recycling, and composting.
- Radiation Control tracked radiologic shipments during Games time, and response preparedness in the event of an emergency.
- Environmental Response prepared and integrated, in coordination with partners, emergency response strategies for Games time. This included extensive training and resource identification.
- Pollution Prevention worked on sustainable building, re-use, and pollution prevention policies (procurement, design, etc.)

As a highlight one of these efforts, the DEQ Division of Air Quality, the United States Environmental Protection Agency, Region VIII (EPA), and the Utah Environmental and Public Health Alliance (EPHA) in conjunction with Salt Lake Organizing Committee developed a Games-time Air Quality Plan. This was the first air quality plan ever developed for an Olympic Games.

These air quality and pollution reduction strategies included:

- A summary of inversion reduction strategies for drivers, guests and businesses,
- Specific recommendations addressing mass transit, idling buses, and transportation demand management

As specific examples of environmental efforts, the “Red Light, Green Light” program let citizens and visitors know when it was safe to use their wood burning stoves. The Transportation Plan reduced air pollution and highway congestion. The comprehensive plan’s goal was to reduce normal traffic by 20 percent and to ensure Olympic spectators and athletes, as well as Utah residents, experienced a safe and highly efficient transportation system.

Utah Department of Health-

The Utah Department of Health (UDOH) coordinated an enhanced statewide epidemiology and surveillance system. It staffed a 24/7 EPICenter that coordinated communications among all EPHA members and partners and provided equipment and staff for tracking routine operational and emergency information.

UDOH worked continuously with the Utah Olympic Public Safety Command and staffed the UOPSC Fire and EMS functions. In addition, UDOH provided staff to the UOPSC 24/7 emergency operations center.

The Epidemiology and Laboratory programs worked closely with federal, state and health departments and law enforcement on security and bioterrorism threat monitoring, identification and response.

UDOH lead the efforts to update the food safety rules and participated actively in the revision of the temporary mass gathering rule. UDOH also worked with the Conference of Local Environmental Health Agencies (CLEHA) to review and update lodging rules.

Local Health Departments-

Local Health Departments had primary responsibility for the public health and environmental protection activities at the venues and community events within their own districts. Reviewing plans for temporary mass gathering permits and daily inspections of these events required a great deal of manpower and time. Each participated in the statewide enhanced epidemiology effort, inspected food services for venue food preparation, restaurants, caterers and temporary housing facilities. LHDs were on call for first response to environmental spills and other emergency events.

Local Health Department venue inspection teams were enhanced with staff from the Food and Drug Administration in Salt Lake at the Olympic Village, in Summit and in Wasatch. Staff from the Military 200th Medical Detachment, Tooele County Health Department, Bear River Local Health Department, Hill Air Force Base and some independently contracted environmental health specialists also supplemented local teams.

Local health department epidemiology staff were an integral part of the planning, development, and implementation of statewide enhanced surveillance. Salt Lake Valley Health Department (SLVHD) contributed significantly in compiling data and creating a database for the recording and electronic transfer of the epidemiology information. Heath Harris and Ilene Risk were key leaders in this effort. SLVHD staff also collected and compiled all of the temporary mass gathering and food inspection reports, entered them into a master data base, and compiled and issued summary reports on a daily basis.

All Agencies-

All agencies participated in the Joint Information System and many members of the Media Relations Team and their agency back up staff participated in staffing the statewide Joint

Information Center (JIC). The JIC provided media relations support before during and after the games.

Each agency had an operations center that coordinated daily operations and was on call for emergency response. Each participated in the Alliance coordination meeting that was conducted by conference call. These calls were activated before the games, were held daily during the games and continued through the Paralympics.

Scott Williams, Deputy Director Utah Department of Health, summarized the Alliance and agencies' responsibilities reiterating that, "while the individual agencies retain all authority and responsibility within their statutory jurisdictions, EPHA assures that planning, resource utilization, and communications occur in a coordinated and efficient manner. "

LEADERSHIP

Steering Committee-

The Alliance was directed by a Steering Committee consisting of a voting representative from each of the nine Alliance member agencies. They Elected a Chair and Vice-Chair, which evolved into two Co-Chairs (one from a local agency and one from a State agency). As the work load increased and the volume of meetings and decisions increased, the Steering Committee created an Executive Committee to help prioritize issues and set Alliance agendas.

ORGANIZATIONAL OPERATIONS

The Steering Committee operated by a set of bylaws and used a consensus decision-making model rather than a majority rule model. This was done to assure all agencies' needs were met and that unity among the group could be maintained. Operating issues that were agency specific did not require Alliance action. Minutes, agendas, shared electronic calendar, formal work group charters, and Hot Topic tracking documents were used to help keep the Alliance focused. These documents are also on file.

EPHA Planning Work Groups-

After the summit, specific working groups were established with subject matter experts from the Alliance Agencies and their partners to address issues raised at the summit and to research develop plans for each specific area.

While there was some evolution of the work group assignments, leadership and representation, formal groups were established. They were given Local and State level Chairs and Co-chairs thus strengthening the commitment of the EPHA multi-jurisdictional coordination effort. Charters were established with missions, goals and timelines and were encouraged to report recommendations, challenges and issues of concern to the Steering Committee on a regular basis. A representative from the Executive Committee was assigned to each work group to serve as a liaison to facilitate two-way communication between the work group members and the Steering committee.

Formal work group subject areas were:

- Air Quality, Chaired and Co-Chaired by Royal DeLegge and Rick Sprott, and Cheryl Heying
- Disease Surveillance, Prevention and Control, Chaired and Co-Chaired by Chuck Brokopp and Lynn Flinders (Originally chaired by Craig Nichols, later greatly assisted by Robert Rolfs and Ilene Risk)
- Drinking Water, Chaired and Co-Chaired by Kevin Brown, Royal DeLegge, and Kim Dyches
- Environmental Emergency Response, Chaired and Co-Chaired by Neil Taylor, Delane McGarvey, and Dwight Hill
- Food Safety, Chaired and Co-Chaired by Richard Clark and Joe Decaria
- Injury & Illness Prevention and Health Promotion, Chaired and Co-Chaired by Kevin Thompson and Christine Chalkley
- Media Relations and Public Information, Chaired and Co-Chaired by Kevin Thompson, Laura Vernon and Jana Kettering
- Solid and Hazardous Waste, Chaired and Co-Chaired by Rusty Lundberg, Dennis Dalley and Kent Miner
- Temporary Mass Gatherings/Temporary Housing, Chaired Bob Damjanovich
- Water Quality and Waste Water, Chaired and Co-Chaired by Phil Wright, Don Ostler and John Kennington
- Fee Subcommittee, Chaired and Co-Chaired by Bob Swensen and Ralph Clegg

Planning Work Group Missions-

- *Air Quality-*
To identify and assess potential air quality impacts and to seek methods to mitigate or eliminate those impacts.
- *Disease Surveillance, Prevention and Control-*
To provide consultation to the EPHA Steering Committee on the coordinated public health effort for: (1) expanded and improved surveillance; (2) epidemiology outbreak control; and (3) Olympic health issues and bioterrorism.
- *Drinking Water-*
To ensure public and bottled water suppliers provide safe water for consuming public.
- *Environmental Emergency Response-*
To more effectively coordinate the environmental emergency response resources of the nine Alliance agencies and federal agencies in response to an environmental emergency during the period of the 2002 winter Olympic and Paralympic games.
- *Food Services and Safety-*
To research and develop the food safety component of the Environment and Public Health Alliance plan. The work group is responsible to ensure that the SLOC, industry and the public health community is prepared to deliver safe, efficient, and effective service to games time visitors and residents of Utah.

- *Injury and Illness Prevention and Health Promotion-*
To provide oversight of health promotion, injury prevention, and illness prevention for EPHA activities, training, and programs.
- *Media Relations Team (MRT)/ Public Information-*
To assist the EPHA in informing the public about the positive steps being taken to protect the public health and well being leading up to and during the 2002 Winter Olympics.
- *Solid and Hazardous Waste-*
To ensure that solid waste is properly managed by assisting communities and SLOC with Olympic events and activities; defining recycling and waste minimization needs.
- *Temporary Mass Gatherings/Temporary Housing-*
To develop a State Rule and/or local county regulations for the state and six counties.
- *Water Quality/Waste Water-*
To assure that adequate facilities and wastewater treatment and disposal sites are available during the 2002 Winter Olympic Games.
- *Fee Subcommittee-*
In addition, the Steering Committee authorized a sub-committee of the Temporary Mass Gathering group to develop a methodology for a standard approach assessing temporary mass gathering permit fees.

Documents from each of the work groups have been collected and are available on file including agendas, minutes, reports, plans, recommendations and documents developed by the individual groups.

Cross Cutting Issues-

More than two years before games time, various work groups identified cross cutting issues that would affect multiple work groups and venue teams EPHA wide. It was recommended that the Steering Committee resolve these concerns or assign special ad hoc groups to develop recommendations. These issues included:

- Accreditation: personnel, requirements, process, costs, timing
- Communications Equipment, Protocol and Training
- Memoranda of Understanding for shared use of resources including equipment and personnel
- Staff Qualifications: license requirements, testing or other demonstration of skills, license reciprocity, etc.
- Training and Standardization of Venue Staff
- Uniforms, Identification and other Identifying Documents
- Assigning Venue Leaders and Team Members and their Assignments
- Transportation to Venue Entrances and Venue Parking

- On-site Venue Storage of Equipment and Personal Belongings
- Use of VIP Transportation Lanes if Needed
- Volunteers and Guest Workers from Other Jurisdictions
 - recruitment
 - training
 - credentials/security clearance
 - equipment
 - uniforms
 - housing and transportation
 - parking
 - funding
 - liability/ insurance
 - supervision
- Media Protocols and other Media and Press Issues
- Mutual Aid Agreements or Memoranda of Agreement
- Web Site Information Hosting and Posting
 - security
 - policies
 - funding
 - maintenance and updating, etc.
- Transition from Work Groups to Venue Teams
- Overtime compensation

These issues were all resolved overtime.

OPERATIONAL ISSUES

OPERATIONAL WORK GROUPS

In the transition from planning to operational implementation, the Steering Committee also created special groups to focus on specific operational issues. These included:

- Test Events
- EPHA-wide Operational Issues (Enhanced Operations)
- Rapid Response Teams (R2T)
- Venue Team Leaders
- Loaned Professionals
- Internal Agency Work Groups

Training and Test Events-

A small group coordinated EPHA wide participation in test events which included competition and temporary mass gathering events occurring before the Olympics. These test events were used to implement plans and procedures both as an opportunity to test the planning and assumptions and to give staff an opportunity to “rehearse” these plans. Some of the tests events were the World Cup competitions, the First Night New Year’s Eve celebrations, Gold Cup competitions, Four

Continents competitions and Fourth of July celebrations. Test event venue teams were made up of individuals from several EPHA agencies. This provided a forum for discussion and cross training. Valued lessons were learned and plans and event inspection tools were modified.

In addition to these events, EPHA staff participated in field exercises, tabletop exercises and many formal training sessions. In August 2000, the Department of Environmental Quality sponsored an Environmental Emergency Response tabletop and a debriefing session to discuss lessons learned, coordinated by Neil Taylor. A day long training session was conducted for all venue team members and Rapid Response Team members so that all would have at least some orientation to environmental response issues. Topics at this training included an overview of:

- Air quality and air pollution prevention strategies
- Water quality and waste water issues including portable toilet plans
- Solid waste and SLOC's "Zero Waste" and recycling procedures
- Environmental emergency response protocols and emergency contact information
- Indoor air quality and smoking issues
- Drinking water protections and free drinking water at temporary mass gatherings
- Mass Gathering Inspection reporting

HHS Region VIII provided a series of professionally facilitated tabletop exercises that brought together EPHA and representatives from many of its partner organizations to discuss response capacities and procedures for many emergency scenarios aligning with the Federal Response Plan, Emergency Support Function 8 "Health and Medical Services."

This Public Health Emergency Preparedness Practicum Program included exercises on:

- Medical Management
- Hospital Coordination
- Health and Medical Resource Assessments
- Resource Acquisition and Management
- Major Decisions and Policy Management
- Roles and Responsibilities
- Information Communication
- Public Information and Media
- Surveillance and Epidemiology Outbreak Response
- Prevention and Prophylaxis
- Systems Integration and
- Fatality Management

A full day EPHA wide and SLOC protocol training was held in November 2001 to assure all staff who may be working in venues had a clear understanding of what was expected of them "inside the fence." The SLOC portion of the training focused on a shorten version of the training SLOC provided to their volunteer workers.

Enhanced Operations-

Enhanced Operations was the label used for several of the work group activities that addressed EPHA-wide operational issues. The primary issues addressed by the Enhanced Operations Work Group were interagency communications; back-up staff and equipment resources; system testing and training and hosting of international public health dignitaries. Where there was overlap, the enhanced operations group worked with other work groups and special subcommittees to plan and implement these activities.

The general philosophy of the EPHA agencies was to use existing systems and mechanism where possible to avoid creating new procedures and bureaucracies that would be obsolete after the games ended. This worked for most situations; however, in some areas, special operations were required and in many areas existing systems were enhanced with increased capacity including staffing, equipment, operational hours and procedures.

One of the operational responsibilities of Enhanced Operations was identifying EPHA-wide issues that emerged on a daily basis. Summary reports of all venue inspections were submitted daily by each LHD and data entered to create a system-wide report. These reports were analyzed to identify recurrent or system wide problems, some of which required the involvement of SLOC management above the venue level. Summary reports were issued to each of the EPHA agencies. Issues involving more than one agency were addressed on the daily conference calls.

R2T Rapid Response Teams-

The main purpose of the R2T was to assure that back up staff were trained and available during the Olympics in the event of an emergency or unpredictable event. The Rapid Response Teams were on call to provide additional resources where a short response time would make a difference in responsiveness and effectiveness.

Since there were so many unknowns such as weather, crowds, traffic conditions, and participation in “outside the fence” community events and no way to predict the time or magnitude of an emergency, planning for the exact number of staff to assure regulatory coverage was nearly impossible. Having back up staffing available allowed local health departments to plan efficiently for routine and predictable daily coverage knowing that emergency resources were available if needed.

The three state agencies took the lead in creating a rapid response capability. R2T was organized and directed by Richard Clark, UDOH, Becky Shreeve, UDAF, and Sonja Wallace, DEQ. Staff from each agency were trained, accredited, uniformed and on call to assist if needed. Procedures for utilizing these resources were provided to each agency and lead on call responsibility was rotated among the three state agency coordinators.

Loaned Professionals-

Early in the planning phase, EPHA wanted to create a pool of qualified staff that could be brought to Utah if needed to assure adequate capacity to respond to events and staffing needs that might be larger than projected prior to seeing the specifics in temporary mass gathering permit plans. The Utah Department of Health volunteered to take the lead responsibility in working with

professionals outside of Utah who wanted to volunteer to help conduct environmental and public health inspections. Patti Walsh of UDOH Human Resources office received emails, phone calls and resumes of volunteers. She developed a database of individuals offering to assist and provided their areas of expertise, professional data and contact information to each of the Alliance agencies.

Knowing that they would not be paid to work, would not be provided transportation, nor housing, would not receive per diem, many public health professionals from through the nation volunteered. I think this speaks to the public service orientation and dedication of professionals who work in public health and environmental protection. While these volunteers were not needed, it was very important to know there was a safety net and that trained professionals were prepared to come to Utah to assist if the need arose.

Venue Teams-

Each venue was assigned a public health and environmental Team Leader and a team of cross-trained staff. Venue Team Leaders worked as a group to standardize inspections and enforcement across all venues as much as possible. Facilitation of Venue Team planning and coordination was led by Kent Miner and Michelle Cooke.

Assigning staff to specific venue teams gave team leaders and team members an opportunity to work directly with SLOC Venue Management, food services staff, and UOPSC Venue Commanders. It also enabled them to become familiar with the facilities and capacity issues unique to their specific venue.

Some of the Issues the Venue Team Leaders Group addressed were:

- Plan Review and Permit fees (Fees were based on SLOC's projected event attendance)
- Staff Access to all areas as needed
- Credentials
- Load In and Load Out passes
- Pre-staging equipment (laptops, inspection equipment, battery chargers, etc.)
- Venue Parking
- On Venue Storage of work and personal belongings
- Overtime
- Inspection Form Faxing
- Shift change Coordination
- Process for immediate Corrective Action
- Access to Venue General Manager
- Meal Coupons (For staff who couldn't leave venue during shift)
- SLOC Environmental Officers
- Free and Secure Drinking Water
- SLOC Environmental Officers

Internal Agency Work Groups-

At the same time the Alliance sponsored subject matter experts working together, many, if not all, of the individual agencies had internal work groups that worked on agency specific issues and developed agency positions shared with Alliance work groups. While the Alliance was an essential forum for coordination and collaboration, agencies not the Alliance ultimately had legal responsibility and accountability during the games so internal agency work groups were also an important factor in the overall success.

Budgets-

The chart below provides an overview of EPHA Agency Olympic Budgets as projected 10/22/2001.

	SLOC	Public	Total
SLOC temporary mass gathering fees to LHDs.	350,000		350,000
SLOC impact allowance to LHDs.	300,000		300,000
CDC grant for training and disease surveillance to LHDs.		650,000	650,000
State appropriation for epidemiology, reporting, Command Center operations, and public information to UDOH.		240,000	240,000
Local health department base budget allotments for planning, administration, disease prevention, and temporary food sales.		370,000	370,000
State agency base budget allotments for Olympic activity.			
Additional request for Federal funds.		(500,000)	
TOTAL CURRENT BUDGET	650,000	1,260,000	1,910,000

Operational Issues Tracked-

A matrix was used by the Steering Committee to track the planning and development of operational issues and to assure important issues were not “lost.” Below is a list of many of these issues:

- Training Needs and Training and Exercise Opportunities
- Communications Plan: EPHA Wide Communications
- Emergency Response, Environmental Emergency Response, Bioterrorism Preparedness
- EPHA Media Relations and Joint Information System Participation
- Temporary Mass Gathering Permit Coordination and Inspection Standardization
- Statewide Enhanced Epidemiology and Surveillance
- Coordination with UOPSC, HHS, SLOC and Other Partners
- Hosting International Dignitaries
- Uniforms and Protective Clothing
- Accreditation and Venue Access
- Olympic Open Houses for the General Public
- Daily Coordination Meetings (Conference Calls)

- EPHA Website
- Agency Emergency Contact Lists
- Communications Equipment Procedures, Coordination, Training and Testing
- Food Safety
 - FDA Partnership Agreement
 - SLOC Contractors
 - Media Contractors (NBC and ISB (International Sports Broadcasting))
 - Temporary Food Service Permits
 - Caterers
 - Food Handler Cards
 - Street Vendor Food Sales
- Community Event Issues
 - Temporary Mass Gathering Permits
 - Propane tank safety
 - Freezing water lines
 - Portable Toilet Requirements
 - Approved Food Vendors
- Coordination with SLOC Medical Services
- Accommodations Rule(s): Hotel/Motel, RV Park, Guest Housing
- Indoor Air Quality and SLOC Smoking Policy
- Environmental Air Monitoring Systems (Basis)
- Health Promotion Activities
 - Visitors Information Services Coalition
 - Safety Brochures and Videos
 - Link to SLOC Website
- Staffing the Joint Information Center
- Security and Staff Personal Protection and Safety Concerns
- Emergency Medical Services and Hospital Preparation and Coordination
- Cooling Towers- Legionellosis (Important issue in Sydney)

Daily Conference Calls-

Daily coordination Conference calls were held. Participants included Steering Committee members, work group representatives, federal partners and other partners as required. This was a mechanism to share information and work on EPHA wide issues. A sixty minute time limit was allotted daily. Each agency and each work group was given an opportunity to report. Calls were held to determine if there were issues that required follow up and were conducted even if they were very brief. A telephone bridge was used for the conference calls so that individuals representing their agency on the call could participate from wherever they or not they had issues that needed to be raised that day. Below is a list of many of the follow up issues discussed on the calls.

TOPIC	CONCERN/ISSUE
TMG rules and Solid Waste	Solid waste and proper signage issues at the Olympic Village.
Secretaries Whitman and Thompson-Visit	Joint meeting and photo op with Logo denims, Feb. 8, DEQ 101, 9:30 to 10:30.
Secretary Thompson Visit	Visit changed to Saturday.
Air Quality: Inversion	Inversion impacts on athletes and at risk populations. Review flow of communication.
Food Inspections at Military Facilities	Lack of food handlers' permits and infrequent inspections at military facilities of concern to local health departments.
Food Safety	Compass Food Service Plans.
Communications	Current agency key contact lists needed.
Inspection Forms	Testing of faxing, data entry, and reporting on inspection forms.
SLOC Participation	SLOC Medical and Environmental Program participation on calls.
Portable Toilets	Frozen effluent.
Venue Security	Storage cabinets containing purification filters open with broken locks or unused locking mechanisms. May have been opened by Security Staff.
Rodeo	Davis County request for JHAT team.
Food Services Security	University of Utah Food Services Security.
Drinking Water	Drinking water supplies insufficient at several venues.
Inadequate infrastructure at some venues	Insufficient capacity or access to food services, solid waste removal, toilet facilities.
Air Quality and Idling Buses	Fumes, CO levels, safety of drivers and mechanics.
TMG Trends	Need better process for following up on issues identified on forms.
Solid Waste	Concern at MRF.
NBC Catering	Alleged problems with inspections at NBC catering facilities.
Bus Fumes	Bus fumes are being suggested as possible cause for illness at Main Media Center.
Liquid Waste	Disposal for liquid waste in mountain venues.
Air Quality	Sierra Club press release and article in Desert News. Concern over public health statements.
Celebration	EPHA Recognition/Celebration, Friday, Feb. 22, Hidden Valley Country Club 6:30 to 10:30 pm.
Paralympic Accreditation	Names to be turned in to Laverne by

	Wednesday, Feb 27.
After Action Debriefing	Wednesday, March 13, 8:30 AM, Sheldon Richins Building, Kimball Junction.
Deconstruction of Venues and Park and Rides	Environmental issues and local permitting issues.

Work groups such as the Food Safety group and the Media Relations group used the teleconference bridge before or after the EPHA wide call to coordinate on specific concerns and issues related to their areas of interest and to follow up on issues raised on the EPHA wide call. While these calls may not have been held on a routine daily basis, work group members were prepared to schedule these conferences on short notice. Many of the individual agencies also held internal conference calls or meetings on a daily basis to brief all staff and assure coordination and that all issues were being properly addressed. For example, DEQ used the bridge on a daily basis to assure all their leadership was kept current on recent events.

RECOMMENDATIONS AND LESSONS LEARNED

Environmental and Public Health Alliance
 LESSONS LEARNED DEBRIEFING
 MARCH 15, 2002

Pre-Bid Process

TOPIC	OBSERVATION	RECOMMENDATION
Environment and Public Health Issues Funding	<ul style="list-style-type: none"> Public Health and Environmental issues were not considered during the bid process. A larger than routine event requires additional resources. These resources must come from the event sponsors, agency budgets or other sources. EPHA had an uphill challenge to explain to Games Organizers and outside agencies the importance of protecting the public's health and the environment during the games and the roles of their agencies. 	<ol style="list-style-type: none"> Local, State and Federal Environmental and Public Health agencies should be involved in identifying host related issues before a bid is submitted. Add language to bid city contract that formally recognizes the role of public health and environmental health. Make public health part of the core medical and public safety requirements so local agencies have a formal mechanism to provide suggestions to the medical and public safety committees.

Pre-Planning Preparation

TOPIC	OBSERVATION	RECOMMENDATION
Vision of an Alliance	<ul style="list-style-type: none"> Before the members could come together to work together collaboratively, they each had to have an understanding and vision of the value of an Alliance. 	<ol style="list-style-type: none"> Organize a formal entity to plan and coordinate environmental and public health efforts. Share the vision of a collaborative planning partnership to create a cohesive working team. Obtain approval and support for bylaws and operating procedures. Establish a representative board or committee to provide direction and facilitate ongoing management and

		coordination of joint planning and implementation processes.
Team Approach	<ul style="list-style-type: none"> It was useful to identify the common goals and a single mission for the Alliance. A collaborative decision making style helped solidify commitment and avoided win-lose decisions. 	1. Recognize that all agencies are on the same team very early in the planning process.
Relationships	<ul style="list-style-type: none"> Identifying agency contacts early facilitated working with the IOC. Hosts of large public events must understand the role of public health and environmental health and they are wise to involve the regulatory agencies in planning activities early. 	1. Facilitate interaction between Local and State leaders with Organizing Committee and IOC early. Public Health and Environmental agencies should initiate discussions early if this has not already been done in the pre-bid phase.
Coordinator	<ul style="list-style-type: none"> A full time coordinator helped agencies track and stay focused on system-wide games related issues. 	<ol style="list-style-type: none"> Identify resources for and hire a full time Alliance coordinator. Document roles and responsibilities of staff and board members.

Planning Process

TOPIC	OBSERVATION	RECOMMENDATION
Planning Partnerships	<ul style="list-style-type: none"> The Alliance included natural local and state partners very early in the planning process. Federal partners were quickly added. Soon thereafter, other partners were brought into the Alliance Planning activities. This was a large factor in the Alliance's Planning and Operational success. Region 8 HHS, CDC, FDA and EPA were extremely supportive. 	<ol style="list-style-type: none"> Actively seek planning partnerships among local, state, federal and private agencies. Involve Organizing Committee representatives early. Hire staff to coordinate and support planning efforts.
Planning Topics	<ul style="list-style-type: none"> An Environmental and Public Health Planning Summit was held in 1998 to help identify critical subject matter areas and key planning partners. 	1. Identify areas where specific planning is needed early to help focus planning activities.
Assigning Roles	<ul style="list-style-type: none"> Venue Team Leaders and Team members could have been assigned earlier. Some counties did not assign them as soon as others. Planning assumptions needed to be agreed upon and shared among partners earlier. SLOC Environmental Monitors should have been identified earlier. Roles and responsibilities needed to be agreed upon very early. 	<ol style="list-style-type: none"> Identify Environmental Compliance Officers as soon as possible. Three years out would not be too early. Establish planning assumptions as a starting point understanding that they will change as more information is obtained. Define and agree on roles and responsibilities early.
Funding	<ul style="list-style-type: none"> While a city's name is used as the label for the Olympics, the world recognizes the nation in which the games are held. Federal funding was not secured in the early planning stages that created ambiguity and inefficiency in use of planning time. The various agencies within the Alliance used different models for staffing and estimating workload and costs. This created difficulties for explaining budget requests, unmet needs and compliance costs. 	<ol style="list-style-type: none"> Identify and secure federal resources and funds as early as possible. Identify gaps in staff and resources as early as possible. Request assistance from appropriate federal agencies as appropriate to fill these needs. Do not underestimate the level of daily routine work that will be required. Work to establish a common method across all agencies for estimating workload, staffing needs, and costs.
Training	<ul style="list-style-type: none"> System-wide and venue specific/job specific training became a very significant part of staff and agency preparation. 	1. Plan to identify skills and competencies that will be required for staff success at general and specific activities at least 18

	<ul style="list-style-type: none"> Some training needed to be initiated many months before the event. 	<p>months prior to the event.</p> <ol style="list-style-type: none"> Identify training that is required to assure all staff have these competencies to their games-related responsibilities. Identify resources, trainers, and training materials. Schedule training well in advance of events, create a common training calendar, track who has received what training.
Work Groups	<ul style="list-style-type: none"> Subject matter experts from Alliance agencies, partner groups, and vendors were brought together to research and study games related issues. Work Groups worked with the Steering committee to develop charters that included mission statements, assumptions, goals and timeframes. 	<ol style="list-style-type: none"> Establish a formal process to help Work Groups stay focused and assure they have clear direction and support for their work. Share common planning assumptions. Provide timely answers to work group questions.
Organizational Key Contacts	<ul style="list-style-type: none"> EPHA assigned lead contacts for system-wide issues, as did the Organizing Committee. This helped facilitate communication and getting tasks accomplished. Venue Teams working directly Venue General Managers and other lead venue staff was also very helpful. 	<ol style="list-style-type: none"> Appoint a single point of contact for system-wide and venue specific issues for planning and operational issues.
Test Events	<ul style="list-style-type: none"> Test events were useful in identifying areas in plans which were in need of improvement as well as processes that worked. Test events also helped identify new areas that required planning and areas where additional training and orientation were needed. 	<ol style="list-style-type: none"> Take advantage of competition events held in advance of the Olympics or other large public gatherings to help test and improve your own plans and procedures.
Temporary Mass Gathering Plans	<ul style="list-style-type: none"> The Utah Temporary Mass Gathering Rule was updated through a statewide, collaborative process. The rule requires hosts of events over a certain size to develop a plan and obtain a permit. Working with the Organizing Committee on pre-permit planning helped assure details were addressed efficiently and helped identify inspection needs. SLOC's general adherence to the requirements and willingness to be involved in pre-games planning efforts was very positive. Venues were held in several different political jurisdictions. Developing a common rule and a standardized process for permit inspections was very helpful. Making arrangements for credentialing, parking passes, and on-site equipment storage helped teams do their jobs as planned. Integration of inspectors assisting from other agencies was very useful. 	<ol style="list-style-type: none"> Encourage the Organizing Committee to discuss preliminary plans and requirements well in advance of formal plan submission. Try to create a common approach and a standard methodology for assessing fees for environmental, mass gathering and food safety inspections across all jurisdictions of the event. Collaborate on training and standardizing inspectors.
Best Case-Worst Case Scenarios	<ul style="list-style-type: none"> While we were prepared for many kinds of events, we were lucky that very few unexpected emergency type incidents occurred. Many staff had to be away from their routine 	<ol style="list-style-type: none"> Plan for worst case scenarios to be prepared for emergencies, but also prepare for best case scenarios in case nothing out of the ordinary occurs.

	<p>work areas for large periods of time to staff operations centers and in other on-call assignments. We could have done a better job of thinking about what staff would do to keep busy when there are no emergency events. Extended hours of operations meant that many staff worked very long shifts.</p> <ul style="list-style-type: none"> • Clerical and technology support were essential. 	<ol style="list-style-type: none"> 2. Identify and train to assist in emergencies. 3. Assure necessary clerical and information technology support is available.
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Implementation and Operations Phase

TOPIC	OBSERVATION	RECOMMENDATION
Federal Resources	<ul style="list-style-type: none"> • Federal staff augmented local and state staff in many environmental, public health and emergency response staff. • Federal staff and resources were made available to augment and backup local and state capabilities. • Federal involvement to supplement local and state needs was viewed as very helpful. • The Organizing Committee helped lobby congress and worked with federal agencies to assure funds were allocated to Utah to help for environmental and public health costs related to the Olympics. 	<ol style="list-style-type: none"> 1. Work with agencies as early as possible to identify roles and responsibilities and to secure how federal staff and resources can be used most effectively to supplement and/or enhance routine local and state operations. 2. Identify and clearly describe needs which cannot be met by state and local resources. 3. Work with the Organizing Committee to obtain federal funding. Identify existing funding streams that could be used to channel funds to planning agencies.
Routine Coordination and Communication	<ul style="list-style-type: none"> • Internal and external communication is always a challenge. There was a continued need for clear and direct two-way communication between operational staff and policy staff. • EPHA wide conference calls were used to identify issues, report on issues and obtain updates from agencies. The calls were held daily during games times and a few times before and after the games. • Conference calls were scheduled at a set time each day. A toll free bridge was used. Participants needed a call-in number and identification code to log onto the conference. • Shared facilitation of the calls worked effectively. • Advanced notification by email of agendas, tracking specific follow up issues (hot topics), and daily report summaries and full reports supported the calls and follow up actions. • These calls were very helpful in sharing information and in identifying potential problems and processes for resolution. • Issues that required extensive discussion were addressed in detail in separate conference calls or meetings. 	<ol style="list-style-type: none"> 1. Establish effective processes for communication with internal staff and external partners. 2. Consider conference calls as a tool to help with system wide communication and coordination. Use agendas and call protocols agendas for routine conference calls to keep discussions focused. 3. Be flexible and act quickly to make adjustments and changes when large and small problems are identified.
Equipment for Daily and Emergency Communications	<ul style="list-style-type: none"> • The need for communicating within venues, with main offices and with operations centers was identified early in the planning process. Cell phone coverage was not adequate in early 	<ol style="list-style-type: none"> 1. Secure appropriate and redundant communications equipment that can meet both routine and emergency communications needs.

	<p>planning stages. Planned redundancy was created through use of land lines, cellular phones, alpha-numeric pagers, 800 MHz. radios, conference call bridges and a fax/web based information distribution system. Email was also used to distribute daily agendas and reports and to collect non-emergency information.</p> <ul style="list-style-type: none"> . 	<ol style="list-style-type: none"> 2. Train staff in their use and test the system prior to the main event. 3. Maintain current list of contact numbers and verify right before the event. Develop a daily duty roster containing key contact for each agency that may be needed in an emergency. 4. Assure flexibility is built in to the system so staff can communicate from where ever they need to be. 5. Establish protocols and have policies to govern usage of equipment.
Checklist and Timelines	<ul style="list-style-type: none"> • Information was needed for Alliance agencies from the Organizing Committee and for the Organizing Committee from Alliance agencies. Clearer communication of information needed, deadlines, and timelines would have been helpful. • Hot topics (action item lists) helped keep the Alliance focused on priorities. 	<ol style="list-style-type: none"> 1. Develop a checklist with timeframes for what needs to be done by whom and when. 2. Use checklists for tracking accomplishments and outstanding issues.
Transition to Venue Teams	<ul style="list-style-type: none"> • Many operational activities were implemented at the venue team level. • Environmental and public health services were integrated into venue operational plans. 	<ol style="list-style-type: none"> 1. Start with the idea that planning will make a transition to operations and subject matter groups will make a transition to venue teams. 2. Create venue teams as soon as possible. 3. Focus on developing documents that are critical to operations. 4. Work with the venue general managers on a regular basis. 5. Transition generic venue issues into specific venue plans.
Theater-wide Expectations	<ul style="list-style-type: none"> • Event permitting associated with mass gathering and food services inspections occur at the venue level. Standard procedures and expectations sometimes varied among the local health departments and teams. Variations in expectations, requirements and enforcement created some miscommunication with the Organizing Committee. 	<ol style="list-style-type: none"> 1. Standardize rules and procedures theater- wide as much as possible. 2. Assure these expectations have been communicated consistently to agency staff and host organization staff. 3. Clearly communicate expectations in meetings and in writing. 4. Cross training helped staff better understand each others' roles and increased efficiency.
Uniforms	<ul style="list-style-type: none"> • Uniforms were an important issue for identification and access. A standard look identified a group of unified environmental and public health workers as part of the official venue work force. • Uniform orders had to be placed many months prior to our transition to operations. As expected, staffing plans and assignments changed as operational plans were refined. 	<ol style="list-style-type: none"> 1. Identify a standard look and color for the public health and environmental health team. 2. Assignment of staff to roles and venues early will help with uniform orders. 3. Order extra uniforms for last minute changes in staffing needs and assignments.
Credentialing	<ul style="list-style-type: none"> • Helping the organizing committee understand what it is we do and what access our staff would need was a critical task. 	<ol style="list-style-type: none"> 1. Assure staff have appropriate credentials that will give them access to the places they need to go to do their jobs.

	<ul style="list-style-type: none"> • Accreditation by person was requested following SLOC protocols six months prior to the opening of the games. • Centralizing the requests was helpful. 	2. Start working with the Organizing Committee early to assure credentials which provide required access are obtained prior to the games.
Cross-Trained Venue Teams	<ul style="list-style-type: none"> • Venue inspections were conducted by cross trained teams rather than sending in several different individuals to address specialized issues. 	1. Consider using cross-trained teams which specialize in a venue rather than several individuals addressing specific areas of environmental or public health inspection.
Rapid Response Teams	<ul style="list-style-type: none"> • Staff that did not have front line games time responsibilities were identified and prepared as back up staff to respond to local requests for assistance in case of illness, inclement weather, or other unanticipated events that would require additional staff support. 	<ol style="list-style-type: none"> 1. Assign, train, credential and uniform a pool of staff available to respond quickly to unanticipated needs. 2. Establish protocols and specific procedures for contacting and accessing rapid response personnel as needed for a timely response.

Paralympics Preparations

TOPIC	OBSERVATION	RECOMMENDATION
Accreditation	1. Accreditation for Paralympics was a separate process not unlike that used for the Olympics, but conducted by different people within the Organizing Committee. While the process utilized some of the data gathered for Olympics accreditation, there were some challenges because there was little advanced preparation.	<ol style="list-style-type: none"> 1. Identify the process for Paralympic accreditation before the Olympic games start to begin understanding procedures, data requirements and timelines. 2. Encourage the Organizing Committee to extend Olympic accreditation for use during the Paralympics.
Security	2. Security for the Paralympics was much less than for the Olympic games. However, temporary mass gathering and food inspections were still conducted and the EPICENTER remained fully activated.	1. Maintain a level of security and continue enhanced epidemiology and surveillance activities until the conclusion of the Paralympics.
Points of Contact	2. There were only three Paralympic venues. The EPHA Team Leaders and the Venue General Managers for these venues remained the same. This made the venue transition to the Paralympics a fairly smooth process.	1. Use the environmental and public health team leaders for the Paralympics that are already familiar with venue operations.

Specific Operational Topics

TOPIC	OBSERVATION	RECOMMENDATION
Air Quality	<ul style="list-style-type: none"> • Spectator buses were lined up and left idling for events such as opening and closing ceremonies. Complaints about diesel odors and fumes from transportation staging areas were received. • Joint Air Quality Advisories were developed and issued on days when the air quality was poor. This helped minimize the public's confusion about what was being said and what they should do. • Fireworks were lit every night of the games that created additional air quality concerns. 	<ol style="list-style-type: none"> 1. Watch for potential air pollution problems from transportation staging areas and other sources. 2. Issue a joint air quality advisory as opposed to each agency issuing its own statement. Include health advisory information for the general public. 3. Try to anticipate problems and implement solutions quickly.
Drinking Water	<ul style="list-style-type: none"> • The Utah Temporary Mass Gathering Rule requires the provision of free drinking water. Spectator demand for drinking water exceeded 	<ol style="list-style-type: none"> 1. Plan thoroughly for the service and dispensing of free drinking water. 2. Assure controls at each point of the

	<p>our expectations.</p> <ul style="list-style-type: none"> Contractors for transported water supplies changed just prior to the games. A higher importance should have been placed on proper handling transport water supplies. 	<p>delivery process.</p> <ol style="list-style-type: none"> Work closely with event sponsors to assure proper and approved water supply contractors are being used.
Epidemiology and Surveillance	<ul style="list-style-type: none"> See reports by the Utah Department of Health. 	<ol style="list-style-type: none"> See recommendations in Utah Department of Health reports.
Food Safety	<ul style="list-style-type: none"> Food production was evaluated for safety inside venues and inside food production areas. However, controlling access to facilities outside the venues was a challenge. The food services vendor moved some of their supervisors around. Continuity of supervision would have assisted in consistency of safe food handling practices. Food vendor chefs and management were given little time off which created fatigue. Most EPHA food safety/venue inspection team staff worked normal shifts. The US Food and Drug Administration (FDA) assisted local health department staff conduct food safety inspections. More than xxx inspections were conducted during the period of February 1 through 24. 	<ol style="list-style-type: none"> Assure all steps in the food supply system are evaluated early and controlled for food safety and bio-security. Encourage continuity of food services supervision. Utilize a team approach with greater depth in the management team so supervisors can have some time off. Provide streamlined uniform inspection forms and a central reporting process for evaluating food safety inspection results across all venues. Maintain a tracking system to assure that all violations or resolved promptly and consistently.
ISB Mobile Kitchen Facilities	<ul style="list-style-type: none"> It was a challenge getting plans for International Sports Broadcasters' trailers and food services facilities, arranging for access, and getting them to comply with requirements. The trailers ended up being different from what was presented in their plans and inadequate. 	<ol style="list-style-type: none"> Issue final permits only after on-site inspections of facilities have been completed.
Outside the Fence Food Vendors	<ul style="list-style-type: none"> Atlanta had problems with outside the fence food vendors. Sydney passed an ordinance preventing new games time street vendors. Venue communities were encouraged to limit and closely control the number and types of street food vendors. Numerous food catering vendors supplied food to special event during the games. Catering vendors were required to comply with food handler requirements and were requested to have newly hired staff pass background checks. 	<ol style="list-style-type: none"> Plan for oversight of a large quantity of new catering vendors. Encourage local authorities to closely monitor and control outside the fence temporary food vendors. Assure that all food provided by caterers and other food vendors is properly prepared, maintained and served.
Community Events	<ul style="list-style-type: none"> Community sponsored events outside of the event venues were bigger than anticipated. Many were organized relatively late in our planning phase. 	<ol style="list-style-type: none"> Work with community groups and the Organizing Committee to identify possible plans for community events as early as possible. Assure they have plans and permits in place and secure needed resources for environmental and public health inspections and oversight.
Medical Services	<ul style="list-style-type: none"> The Alliance worked closely with the SLOC Medical Services contractor (Intermountain Health Care) on venue clinic issues, injury 	<ol style="list-style-type: none"> Create a strong working relationship with the Organizing Committee's Medical Services team.

	control, personal health protection statements, as well as epidemiology and surveillance.	2. See SLOC Medical Services Lessons learned attached.
Emergency Medical Services	<ul style="list-style-type: none"> EMS was linked with public safety agencies in the Utah Olympic Public Safety Command (UOPSC). This provided a link into the Public Safety Command that included local, county, state and federal law enforcement agencies and emergency response agencies. 	<ol style="list-style-type: none"> Establish strong working relationships with public safety at all levels of government. Nurture continuous and open communication among public health and law enforcement.
Public Information and Media Relations	<ul style="list-style-type: none"> The Media Relations Team has submitted a summary of lessons learned and a comprehensive report of their findings. Please see the attached reports. 	<ol style="list-style-type: none"> Assure that environmental and public health public information officers work closely with other individuals and agencies which provide information to the media and to the public on behalf of their agencies.
Sensitive and Confidential Information	<ul style="list-style-type: none"> A system wide electronic database (E Team) was used for tracking and sharing information on incidents among many agencies. Some environmental, public health, and medical issues have high sensitivity and legal confidentiality requirements. Criteria for what information should be shared widely was based on the type of data are involved. 	<ol style="list-style-type: none"> If a theater wide incident tracking system is going to be used, establish at the beginning criteria for what kinds of information should be made available theater wide and how updates will be posted.

Post Games Activities

TOPIC	OBSERVATION	RECOMMENDATION
Lessons Learned	<ul style="list-style-type: none"> Lessons learned were requested from each agency, the Steering Committee, the work groups, and the venue teams. 	<ol style="list-style-type: none"> Document lessons learned to identify processes that should be maintained after games time, to improve your own environmental and public health systems, and to assist future host cities.
Celebrations and Recognition	<ul style="list-style-type: none"> The Steering Committee and leaders of individual agencies placed a priority on providing recognition to those who contributed and to celebrate individual and collective successes. 	<ol style="list-style-type: none"> Take time to celebrate large and small successes.
Post Olympics Focus	<ul style="list-style-type: none"> Post-Olympic exhaustion sets in and priorities shift immediately to "undone" work. We committed to documenting our processes including successes and lessons. We value documenting those new processes that should be continued after the games labeling them "legacy issues." 	<ol style="list-style-type: none"> Identify ways to maintain new processes developed for the games that will benefit your environmental and public health systems over the long run.

Legacy Issues

TOPIC	OBSERVATION	RECOMMENDATION
Emergency Preparedness	<ul style="list-style-type: none"> Mock Exercises and tabletops were very helpful in creating partnerships, identifying gaps, and rehearsing response. 	<ol style="list-style-type: none"> Continue to hold mock exercises with partners on a periodic basis.
On-going Communication and Coordination	<ul style="list-style-type: none"> Collaborative planning and decision making and coordinating resource use appear to be a useful process for future activities. 	<ol style="list-style-type: none"> Continue holding regularly scheduled conference calls with environmental and public health partners to share information and resolve problems.
Alliance	<ul style="list-style-type: none"> The Alliance-type Steering Committee and 	<ol style="list-style-type: none"> Identify issues that could benefit from an

Planning	consensus decision making was very useful for collaborative planning, problem solving and system wide implementation.	alliance-type approach (such as planning for the bioterrorism funds, growth management, DEQ Partnership Council, etc.) Continue to promote collaborative planning and implementation of programs.
Epidemiology and Surveillance	<ul style="list-style-type: none"> State, Local and SLOC staff worked with clinics, hospitals, and pharmacies in the enhanced surveillance program. 	1. Continue involvement of Emergency Rooms and clinics in state and local enhanced surveillance activities
Training	<ul style="list-style-type: none"> Agencies worked together to offer training programs. This helped with consistency and cost-effectiveness. 	1. Continue working collaboratively to share expertise and training opportunities.
Solid Waste	<ul style="list-style-type: none"> Agencies worked in collaboration to identify and address issues including waste hauling, Temporary Mass gathering, and recycling. 	<ol style="list-style-type: none"> Assure that your agencies and partners work together to develop consensus on plans and implementation procedures. Have emergency contact lists and communication procedures established prior to games to assure fast resolution to issues as they arise.
Waste Water	<ul style="list-style-type: none"> See comments above for Solid Waste. 	1. See recommendations above for solid waste.

ATTACHEMENT 1- 2002 OLYMPIC TORCH RELAY FACTS AT A GLANCE

- The 2002 Olympic Torch Relay will travel more than 13,500 miles.
- The Olympic Flame will be transported by 11,500 torchbearers.
- The 2002 Olympic Torch Relay will travel through the United States for 65 days.
- The 2002 Olympic Torch Relay will pass through 46 states.
- The Olympic Flame will travel via torchbearers, automobile, airplane, train, ship, dog sled, skier, horse-drawn sleigh, snowmobile, ice skaters, prairie schooner and other unique methods.
- The Olympic Flame travels within a support operation comprised of approximately 50 Chevrolet vehicles including public safety, advance operations, torchbearer shuttles, stage production trucks and support equipment.
- Each torchbearer will carry the flame approximately 0.2 miles or approximately one lap around a track.
- The Olympic Flame will travel an average of 208 miles per day during a 12-hour day.
- The Olympic Flame will stop for two major celebrations each day. Details of these celebrations were developed by local communities.
- The Olympic Flame is ignited by the sun's rays in Olympia, Greece and is kept in a lantern that travels with the Relay. A torch is lit from the flame every morning to start that day's Relay. The Olympic Flame is passed from torch to torch. The lantern is closely guarded to ensure that the flame is never extinguished.
- The Olympic Torch design will be unveiled in the first quarter of 2001.
- The 2002 Olympic Torch Relay is made possible through the generous support of Presenting Sponsors, The Coca-Cola Company and Chevrolet, along with the Official Olympic Torch Relay Provider Delta Air Lines.

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ATTACHMENT 3- DOCUMENTS AVAILABLE IN HARD COPY ONLY

Hard Copy Documents:

- Interlocal Cooperation Agreement to Coordinate Public Health Communicable Disease Management and Environmental Matters for the 202 Winter Olympiad- The agreement used by EPHA members to conduct business together.
- Proceedings: 2002 Winter Games Environmental and Public Health Planning Summit, August 31- September 1, 1998.
- Air Quality Plan, August 1, 2000.
- SLOC Olympic Transportation Guide for Utah Residents, Commuters and Businesses.
- Spirit of the Land Awards- SLOC's 12 point environmental platform and application for a Spirit of the Land award, 2001.
- State of the Environment, SLOC Environmental Final Report.
- SLOC Environment Annual Report, November 2000.
- Air and Waste Management Association's Magazine for Environmental Managers and 2002 Annual Conference Preview: Going for the Gold Coming Up Green: Eliminating the Environmental Impact of the Winter Olympics, February 2002.
- Email Correspondence describing the SLOC request to EPA for a \$2.5 million grant for environmental activities.
- Proposed Master Plan, Salt Lake City Olympic and Paralympic Opportunities, Renee Tanner, March 1999- A report presenting challenges and opportunities for Salt Lake City created by the 2002 Winter Games.
- Salt Lake 2002 Olympic Winter Games, Official Sites for the Olympic Winter Games- brochure with venue descriptions and photos.
- Salt Lake 2002 Medals Ceremonies and Olympic Celebration Series- SLOC brochure for ticket holders on the Medals Plaza and Olympic Square.
- Peak Experience: Your Key to the 2002 Olympic Winter Games, Issue 1, July 2001, Salt Lake City Corporation- a magazine dedicated to providing the public information about the Olympics and pre-Olympics activities.
- Peak Experience: Your Key to the 2002 Olympic Winter Games, Issue 2, September 2001, Salt Lake City Corporation.
- Peak Experience: Your Key to the 2002 Olympic Winter Games, Issue 4, January 2002, Salt Lake City Corporation.
- SLOC Team 2002 Service Training Session 2.
- SLOC Marks and Designations: Policies and Guidelines, Salt Lake Organizing Committee for the Olympic Winter Games of 2002, SLOC Brand Protection, Updated January 2001; Brand Protection Workbook; Brand Protection Master License Agreement Template.
- State of Utah Annual Report for the State Olympic Officer Relating to the State Budget Impacts from the 2002 Olympic Winter Games, Lane Beattie, State Olympic Officer, November 2000.
- Utah Department of Environmental Quality Emergency and Disaster Response Plan, March 1996.
- SLOC Medical Services Functional Plan and Gant Chart Draft.
- SLOC Paralympic Accreditation Centers- a brochure with Paralympic locations and Accreditation Centers.

- Utah Restaurant Association and the National Restaurant Association, Correspondence from Melva Sine to Tom Guinney- Outlines events of the Utah Restaurant Association which had brought the Association up to date on Food Safety Issues.
- Missouri Department of Health Guidelines for Temporary Food Events.
- Utah: Where Life and Landscape Connect- A summary of environmental activities performed by state agencies and SLOC.
- A Healthier You 2002: Utah's Health Legacy: Nutrition Tracker.
- Around the Rings, Ed Hula, Editor, January 18, 2002- an electronic newsletter dedicated to being the authoritative and independent source of world sport news.

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ATTACHMENT 4- DOCUMENTS AVAILABLE IN ELECTRONIC FORMAT

EPHA Documents Available in Electronic Format:

- Agendas and Minutes of Steering Committee Meetings
- Charters and Progress Reports from Work Groups
- Food Safety and Catering Reports
- Utah Temporary Mass Gathering Rule
- Hot Topics from Daily Conference Calls
- Emergency Contact Lists (format and agencies only)
- PowerPoint presentations and photos
- Work Group Member Lists
- EPHA Communications Plan
- EPHA Quarterly Federal Reports

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