THE UNIVERSITY OF SOUTHERN MISSISSIPPI
NATIONAL CENTER FOR SPECTATOR SPORTS SAFETY AND SECURITY (NCS⁴)

COVID-19 CONSIDERATIONS
FOR SPORT AND ENTERTAINMENT VENUES AND EVENTS

NCS4™ | THE UNIVERSITY OF SOUTHERN MISSISSIPPI

The National Center for Spectator Sports Safety and Security (NCS⁴)

The National Center for Spectator Sports Safety and Security (NCS4) (Figure 1) is established at The University of Southern Mississippi (USM) and is the world's leading academic research institution in addressing sports and entertainment safety and security risks and threats. Through cutting-edge research, internationally recognized educational programs, and training and innovative solutions, NCS⁴ continues to enhance the level of preparedness at sporting and entertainment events. With proven security management processes, effective risk management curricula, and web-based sports venue training and evacuation simulations systems, NCS⁴ equips current and future sports managers with the specialized skills and knowledge they need to address real challenges in maintaining secure sports venues.

Figure 1. The Trent Lott Center at the University of Southern Mississippi – NCS4's Home
Photo courtesy of The University of Southern Mississippi Department of Communications

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Executive Summary

On December 31 2019, the Wuhan Municipal Health Commission in China reported an outbreak of pneumonia in Wuhan, China. A study of this cluster of pneumonia cases revealed a novel coronavirus that has since become known as COVID-19. Although China publicly shared the genetic sequence of COVID-19 on January 12, 2020, by January 13, 2020, the first cases outside the Peoples Republic of China appeared in Thailand. On January 21, 2020, the first case of COVID-19 was reported in the United States of America.

On January 22, 2020, the World Health Organization (WHO) reversed its previous stance that human-to-human transmission was unlikely and reported human-to-human transmission of COVID-19 was confirmed. On January 25, 2020, the United States announced it would join other nations in restricting travel from China with its travel ban taking effect on February 2, 2020. On January 30, 2020, the WHO, acting on recommendations from its Emergency Committee, issued a Public Health Emergency of International Concern (PHEIC) about COVID-19. The WHO situation report that day indicated 7,818 confirmed cases of COVID-19 worldwide; 82 of these cases were reported in 18 countries outside China. As of July 2, 2020, 112 nations were completely closed to travel and 71 were partially open to travel based on citizenship and points of origin (Figure 2).
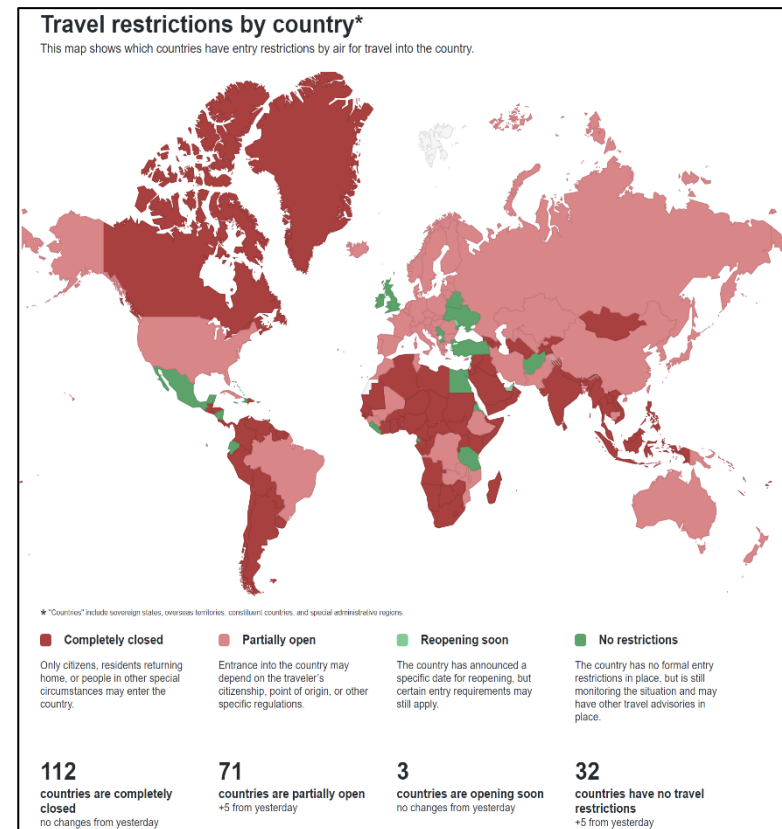

Travel restrictions by country*
This map shows which countries have entry restrictions by air for travel into the country.

* "Countries" include sovereign states, overseas territories, constituent countries, and special administrative regions.

Completely closed
Only citizens, residents returning home, or people in other special circumstances may enter the country.

Partially open
Entrance into the country may depend on the traveler's citizenship, point of origin, or other specific regulations.

Reopening soon
The country has announced a specific date for reopening, but certain entry requirements may still apply.

No restrictions
The country has no formal entry restrictions in place, but is still monitoring the situation and may have other travel advisories in place.

112
countries are completely closed
no changes from yesterday

71
countries are partially open
+5 from yesterday

3
countries are opening soon
no changes from yesterday

32
countries have no travel restrictions
+5 from yesterday

Figure 2. Travel Restrictions by Country as of 2 July 2020 (Kayak.com)

As of July 1, 2020 (i.e., 183 days since the first reported cases in Wuhan, China), Johns Hopkins University's Coronavirus Resource Tracker (Figure 3) reported more than 10.5 million COVID-19 cases worldwide, with more than 512,000 deaths (i.e., 4.87% death rate). In the 163 days since its first case was reported, the United States has recorded more than 2.6 million cases with more than 127,000 deaths (i.e., 4.83% death rate).

Figure 3. Johns Hopkins University Coronavirus Resource Center COVID-19 Dashboard

In early March 2020, the first cities in the United States began to ban mass gatherings of more than 50 people. On March 12, 2020, the National Basketball Association and Major League Baseball halted their seasons, quickly followed by the National Hockey League (March 14), NASCAR (March 16 – delayed start), Major League Soccer (March 19), and all other professional and intercollegiate sports. The loss of sports revenue (Figure 4) is staggering.
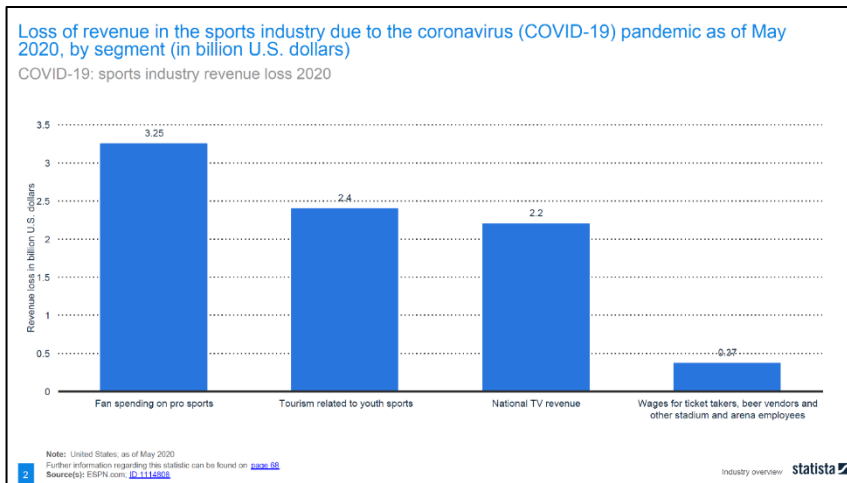
Figure 4. COVID-19 Sports Industry Revenue Loss by Segment as of May 2020

With varying requirements for social distancing, transportation, sanitation, business restrictions, safer-at-home, and lockdowns, fansmay have concerns about mass gatherings and are disinclined to return to sports and entertainment venues unless their concerns about the risks are allayed. As Figure 5 shows, in April 2020, these concerns ran the gamut of facility cleanliness, health screenings, masks, social distancing, and packaging of food items.

The risks associated with a highly infectious virus takes time and data to understand. Because it is new, the COVID-19 virus is deemed a novel coronavirus, and its potential effects on human health(i.e., how it is spread, how to control it, and what people can do to protect themselves and limit its spread) take time and data to fully understand. The lack of data and actionable information produces uncertainty and ultimately affects business and entertainment operations, resulting in the closure of sports and entertainment venues, cancellation of mass gatherings, and delayed starts to professional, intercollegiate, and amateur sports seasons.

Uncertainty about risks associated with COVID-19 can be countered with time, actionable information, and reasonable guidance to help executives and their teams of professionals ask the right questions and manage risks. Thus, the National Center for Spectator Sports Safety and Security (NCS[4]) at The University of Southern Mississippi (USM), created a task force comprised of sport, entertainment and sports-medicine industry professionals to develop a guide of considerations to help venue/event owners and operators protect patrons, staff, and key stakeholders as they plan to resume operations. The task force members have expertise in:

- Venue management

- Event management

- Emergency management

- Public Safety

- Public Health

- Sports-medicine

- Professional development and training

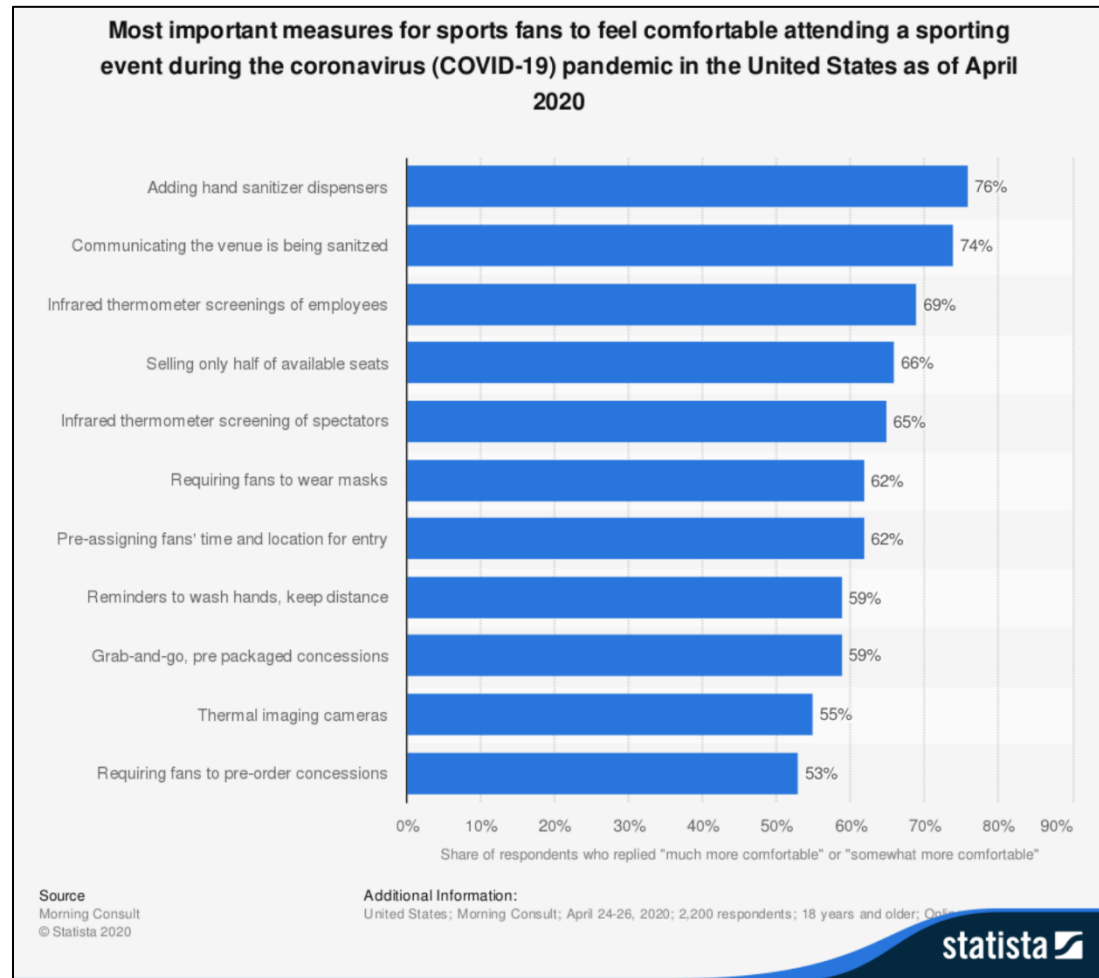- Guest experience

- Safety, security, and service

Figure 5. Measures Necessary for Sports Fans to be Comfortable Enough to Attend a Sporting Event (April 2020)

- Crowd management

- Crowd control

- Threat assessment

- Risk management

- Incident management

The *COVID-19 Considerations for Sport & Entertainment Venues and Events* Guide is intended to help inform decision-makers as they develop strategies to reopen their businesses, build resilience and continuity plans, and continue operations in the "new normal." Given the dearth of evidence-based practices for COVID-19, the NCS4 task force members leveraged existing medical, government, and industry resources. Various segments of the sports and entertainment industry had developed some nascent guidance for their respective organizations, associations, leagues, and venues/events, which task force members used to compile the considerations list. Sources include, but are not limited to, publications and guidance from:

- The World Health Organization (WHO)

- The United States Center for Disease Control (CDC)

- Department of Health and Human Services (HHS)

- The National Institute of Health (NIH)

- Department of Homeland Security (DHS)

- The Federal Emergency Management Agency (FEMA)

- Presidential, state, and municipal executive orders

- State and local public health services

- International and national sports federations and leagues

Task force members were organized into four working groups:Pre-Event/Arrival, Event, Training and Education, and Policies and Procedures. These groups cast a wide net for credible COVID-19 guidance about business operations, personal behavior, social distancing, mass gatherings, sports and entertainment events (Figure 7), and other unique industry-related topics.

The task force members distilled information from these sources, identified common themes and duplicative considerations, and grouped them into categories for participants, spectators, staff, and venues.

The task force created the following structure and Tables 1-4 to present COVID-19 Considerations:

Figure 6 . Jakarta - 28 June 2020: a queue of visitors who will enter the Bung Karno Stadium (GBK) engagning in a health protocol implemented by the authorities to prevent transmission of the COVID-19 virus

Source: Shutterstock.com

- **Participants** – teams, officials, trainers, and other direct support staff for the teams and talent.
- **Spectators/Customers/Guests** – people who purchase tickets or have credentials to attend a sports or entertainment event.
- **Staff** – resident venue staff, event staff, third-party vendors, volunteers, crowd and security stewards, and other similar people and organizations that provide specialized services before, during, and after each event.
- **Venue** – the location where mass gatherings occur. A venue may include fixed or temporary structures for sports and entertainment events.

These four sub-groups provided a framework for information-gathering that yielded items for consideration within four segments:

- **Pre-Event** – Planning and organizing activities that occur before the event start date to help prepare for sports and/or entertainment events.
- **Event** – an occurrence of the planned activity or series of activities associated with planned sports and/or entertainment events.

- **Training and Education** – development activities delivered using a system of learning to facilitate the transfer of knowledge to teach necessary skills.
- **Policies and Procedures** – Policies are principles, rules, and guidelines that set boundaries and create a permissive environment for events and activities. In contrast, procedures use different methods to translate policies into action and operations. Together, policies and procedures are used to influence decisions about operations and actions for various activities within an ecosystem whose boundaries are set by policies.

Table 1. Pre-Event

Topic	Participants	Spectators	Staff	Venue
1.1 Common Areas	☐	☐	☐	☐
1.2 Parking	☐			
1.3 Pedestrian Flow	☐			
1.4 Pre-Screening	☐			
1.5 Signage	☐			
1.6 Tailgating	☐			
1.7 Visiting Team Communication	☐			

Recommends ways to address pre-event activities, including those in parking lots (i.e., car parks), tailgating areas, and fan zones. Recommends ways to communicate this information with visiting teams.

Promotes the use of social media and signage to guide pedestrian movement from the parking areas to fan areas that comports with social distancing requirements. Also addresses ways to limit touch points and personal contact by using cashless systems and pre-packaged concessions.

Promotes considerations to facilitate pedestrian flow while complying with social distancing requirements.

Table 2. Event

Topic	Participants	Spectators	Staff	Venue
2.1 Common Areas	☐	☐	☐	☐
2.2 Concessions/ Food and Beverage	☐	☐	☐	☐
2.3 Deliveries	☐	☐	☐	☐
2.4 Facility Safety	☐	☐	☐	☐
2.5 Facility Security	☐			
2.6 Ingress/Egress	☐			
2.7 Pedestrian Flow	☐			
2.8 Personal Protective Equipment (PPE)	☐			
2.9 Restricted Items	☐			
2.10 Safe Working Environment	☐			
2.11 Safe Zone	☐	☐	☐	☐
2.12	☐	☐	☐	☐

Recommends ways to address parking, venue ingress, circulation through the venue, and venue egress. Discusses protocols to limit entrance and exit traffic, designating specific spectator entrances to and exits from facilities, while addressing ways to ensure staggered pick-up and drop-off for practice and events protect athletes and entertainment talent.

Addresses ways to increase public confidence in facility cleanliness, while encouraging good health, sanitation, and social distancing practices among participants, spectators, and staff.

Promotes the use of social media and signage to guide movement within the venue and align business practices with social distancing guidelines.

Topic	Participants	Spectators	Staff	Venue
Screening				
2.13 Seating	☐	☐	☐	☐

Topic	Participants	Spectators	Staff	Venue
2.14 Signage	☐	☐	☐	☐
2.15 Social Distancing Measures	☐	☐	☐	☐
2.16 Venue Staff	☐	☐	☐	☐

Table 3. Education and Training

Topic	Participants	Spectators	Staff	Venue
3.1 Education and Training	☐	☐	☐	☐
	☐			
	☐			

Recommends the use of standardized training on public health, safety, and sanitation protocols to promote safe operations and build public confidence.

Table 4. Policy and Procedure

Policy	Participants	Spectators	Staff	Venue
4.1 Policy and Procedure	☐	Recommends clear and concise policies and procedures based on CDC, WHO, federal, state, and municipal protocols to govern behavior, advise sick people, de-escalate tensions, and discharge people who refuse to follow safety protocols.		
	☐			
	☐			

The information and considerations within this document are not considered best practices; instead, they are based on a review of available guidance from multiple reputable sources. These considerations are designed to stimulate critical thinking and help inform decision-making. They can be adapted by decision-makers to support event planning, event operations, and other business operations based on federal, state, and local municipal requirements.

Introduction

The coronavirus disease (COVID-19) has altered the operations of the sports and special event industry to a degree that demands clear and concise direction in order to resume event operations. In this infancy stage, the safety and security industry does nott have a set of traditional best practices that have been vetted by industry practitioners and subject matter experts. However, NCS[4] recognizes the need for a document that calls attention to issues that may be faced in returning to live sports and special events. These considerations seek to highlight areas of concern that may need further study or demand alterations to chart a path forward for returning to events. The health and safety of participants, staff, and spectators will continue to be a priority. The areas highlighted by this report will seek to inform decisions that address these priorities. These considerations, and the plans that the industry creates, will evolve based on new information about COVID-19 and guidance that is provided by public health authorities. The overall goal of these considerations is to spur thought and inform the process for creating operational plans and standard operating procedures (SOPs) for future events, while remaining in compliance with all applicable local, state, and federal guidelines. These considerations are shared to inform decision-makers and event operators and to create a common approach and more consistency across the sport and special event industry.

NCS[4] organized the COVID-19 Task Force intending to create a broad set of considerations that can be applied at all levels of events across the industry. A group that represents a cross-section of industry practitioners and partners have worked to gather these considerations and format them to make a document to aid senior executives, management, and operational planners as they continue on a path to returning to in-person events. The Task Force will review these considerations as needed and make changes to the content as necessary.

Perhaps the most challenging concept is the need for significant changes to event operations. The public has certain expectations of their experience at events. These thoughts underscore the necessity to communicate clear and detailed expectations to the public during this time period.Regardless of the strategies that are implemented, ALL stakeholders should be informed of changes or reemphasize the policies that remain in place. Communications need to address venue expectations of event attendees and the steps that the venue has taken to make returning to events as safe as possible with a prioritization of patron safety.

This will not be a one-time read and react situation. The COVID-19 Task Force will endeavor to provide updates to this content as necessary. Similarly,, venue and event managers must to respond accordingly to updates from public health officials. Leveraging available community resources to enable a safe return to events is esssential. Careful coordination at all levels of government and

corporate or institutional oversight is critical. This is a team effort within each respective sports organization and in the industry. Reach out to peer venues or events and discuss solutions to concerns.

The considerations listed below have been organized and formatted to allow quick review by the following topical areas:

- **Participants** – Those with an active role in event operations. Participants may include but are not limited toathletes, performers, and media.
- **Spectators** – Individualsattending the event as patrons.
- **Staff** – Individuals actively involved in working or managing the event. Staff may include, but is not limited to, venue, production, concessionaires, housekeeping, facilities, transportation, parking, police, fire, EMS, environmental health and safety, and volunteers.
- **Venue** – A list of considerations that may be specific to the operations of the facility itself.

Following the content, are appendices that detail referencesused in the creation of this report and COVID-19 Task Force members that must be recognized for their time and effort in producing this timely and important industry document.

I. Pre-Event/Arrival Considerations

Topic	Participants	Spectators	Staff	Venue/Facility
1.1 **Common Areas** Pre-Event	• Consider restricting or eliminating exterior "fan zones" or team walks into the facility where practicing social distancing may be difficult. • Revise current team vehicle drop-off and pick-up location procedures. Locations may need to change to allow for social distancing.	• Consider restricting or eliminating exterior "fan zones" where practicing social distancing may be difficult. • Where Fan Zones are not eliminated, an ambassador should restrict the number of attendees granted access. Implement social distance visual reminders (i.e., circles, chalk lines, or signage to promote social distancing spacing). • Consider restricting access to or eliminating the team walks. • Consider eliminating the promotional areas and giveaways to reduce fan congestion.	• Use conference rooms as workspaces • Use conference software for meetings (e.g., Zoom, Teams, etc.). • Minimize using food and beverage preparation equipment (e.g., refrigerators, ice machines, microwaves, etc.). ○ Have cleaning products available for sterilization before and after use. ○ Recommend that colleagues use their own coolers or insulated lunch bags. ○ Remove items from	• Consider restricting or eliminating exterior "fan zones" where practicing social distancing may be difficult. • Consider opening every other window at the venue/facility's box office to help ensure that social distancing is observed. Placeclear markers on the ground,6 feetapart to assist patrons in practicing social distancing. • Revise current rideshare drop-off and pick-up location procedures. Locations may need to be changed to allow for social distancing

Topic	Participants	Spectators	Staff	Venue/Facility
Common Areas Pre-Event (cont.)			• refrigerators daily. • Reduce the number of tables and chairs in break areas. Request that individuals do not move or rearrange them. • -Encourage eating at their workspaces or outdoors. • Use disposable cups for water, ice, and coffee.	• Consider using audio messaging via the public address system to broadcast social distancing and face-covering procedures, if applicable.
1.2 Parking Pre-Event	• Establish designated parking for team buses, equipment trucks, and other vehicles. • Consider establishing parking spaces that would minimize participant interaction with non-participants • Consider prohibiting spectators in participant parking areas.	• Consider digital sales of parking areas that allow for assigned parking that implements social distance spacing. • Consider digital sales of parking based on lots that are near each seating location. • Assuming reduced crowd size for the event, consider parking vehicles every other space to provide		• Consider using pre-paid parking passes only • Limit the number of patrons allowed in elevators and possibly stairwells inside of parking structures. Use guidelines (e.g,. CDC, WHO, OSHA, etc.) to determine the appropriate number of people in each space.

Topic	Participants	Spectators	Staff	Venue/Facility
		visible social distancing .		
1.3 Pedestrian Flow Pre-Event	EXTERIOR • Post signage of access and venue precautions in all routes to and from the venue/facility (routes that would be taken once the patron exits their vehicle) • Consider restricting interaction with non-participants during ingress and egress from the facility PRACTICE • Create protocols to limit entrance and exit traffic, and designat specific facility entrances and exits. Establish protocols to ensure staggered pick-up and drop-off for practice and events	EXTERIOR • Consider implementing a design plan that allows attendees to park in the geographic area of facility gate entry.		EXTERIOR Post signage of access and venue precautions in all routes to and from the venue/facility that patrons would take to move between their vehicles and the venue.

Topic	Participants	Spectators	Staff	Venue/Facility
Pedestrian Flow Pre-Event (cont.)	and ensure that athletes are not congregating while awaiting pick-up. Ensure congregation or crowding does not occur on drop-off. Pick-ups and drop-offs should remain outside. Parents should not enter the facility.			
1.4 Pre-Screening	• Before each event, consider establishing and conducting a wellness/sentiment survey for all participants, including athletes, staff/volunteers, and officials.		• Before each event, consider establishing and conducting a wellness survey for all staff, including venue staff, security, vendors/third-party personnel, and volunteers.	
1.5 Signage	• Install signage encouraging social distancing, reminders of symptoms, and on-site medical locations.Include any mask/face cover	• Install social distancing signage in parking areas, gated entry areas, and throughout the facility. Include any	• Install signs displaying entrances, temperature screening locations, and physical screening locations. • Consider social distancing signs and	• Install signage encouraging social distancing, reminders of symptoms, and on-site medical locations.

Topic	Participants	Spectators	Staff	Venue/Facility
Signage (cont.)	guidelines or policies .	mask/face cover guidelines or policies .	distance markers (e.g., floor signage and other physical barriers). • Install signage notifying colleagues when specific areas (e.g., fitness centers, one-way stairwells, specific restrooms, break rooms/ lunchrooms, some elevators, or triage/ conference rooms) are not in use.	• Consider using a variety of signs (e.g., ground designations, wall signage, and digital signage) on the interior and exterior of the building that enhance pedestrian flow. • Use signage that clearly explains tailgating/picnicking limitations, including spacing requirements between groups and individuals. • Post signage along all routes that patrons take to move between their vehicles and the venue. • Consider using audio messaging via the public address system to broadcast social distancing and face-covering

Topic	Participants	Spectators	Staff	Venue/Facility
Signage (cont.)				procedures, if applicable.
1.6 Tailgating		- Consider prohibiting tailgating if CDC/state social distancing guidelines cannot be followed. - If tailgating is permitted, create a specific lot or location for tailgaters that allows social distancing spacing of tailgating sites. - Consider digital sales of parking areas that allow for socially distanced assigned parking. - Limit tailgating spaces to one family unit per parking spot. - Tailgating areas should be patrolled by facility ambassadors who encourage proper social distancing protocols.		- Consider prohibiting tailgating. - Create a specific lot or location for tailgaters if tailgating is permitted. - Limit tailgating spaces to one parking spot. - Park vehicles in every other space, creating a 10-12 -foot barrier around each vehicle. - Areas should be patrolled by facility ambassadors, security, and/or law enforcement who encourage social distancing protocols.

Topic	Participants	Spectators	Staff	Venue/Facility
Tailgating (cont.)		• Consider placing additional hygiene stations in the tailgating area. • Post signage encouraging social distancing, reminders of symptoms, and on-site medical locations should they be needed. Include any guidelines or policies on masks/face covers.		
1.7 Visiting Team Communication	• Establish pre-event communication with the visiting team's participants. • Require identification of all visiting team personnel and officials. • Obtain a list of authorized members of visiting teams, personnel, staff, and officials in advance of the event.			

Topic	Participants	Spectators	Staff	Venue/Facility
Visiting Team Communication (cont.)	• Outline screening safety requirements of all participants. • Provide social distancing and medical precaution procedures and expectations of visiting team ingress/egress from the facility and while inside/at the facility concerning. This includes screening procedures at access points. • Outline and communicate on-site policies for visiting individuals (e.g., spectators, guests, media, etc.). • Communicate on-site parking plans for visiting team buses and equipment trucks.			

II. Event Considerations

Topic	Participants	Spectators	Staff	Venue/Facility
2.1 Common Areas	• Create protocols to limit entrance and exit traffic, designating specific entry to and exits from facilities. Establish protocols to ensure staggered pick-up and drop-off for practice and events and ensure that athletes are not congregating while awaiting pick-up. Ensure congregation or crowding does not occur on drop-off. Pick-ups and drop-offs should remain outside. Parents should not enter the facility. • Increase access to hand sanitizer stations with clear signage across common areas.	• Restrict pedestrian flow in common areas. • Consider removing unnecessary common areas in the venue. • Consider implementing a Restroom Ambassador program to ensure restroom capacity is limited and adheres to social distance guidelines. • Use floor decals in line queue areas to promote social distance spacing . • Eliminate the communal touch items (e.g., water fountains, ATMs, etc.). • Elevator operators to limit the number of patrons using an elevator at any given		• Restrict pedestrian flow in common areas. • Consider using stanchions and clearly marked 6 footmarkers for merchandise and concession stands. Make sure that the lines do not intersect with the venue/facility's pedestrian flow. • Hand sanitizer stations should be accessible throughout the facilities. Station areas should also adhere to social distancing guidelines. • Venue management should review and make any adjustments to its

Topic	Participants	Spectators	Staff	Venue/Facility
Common Areas (cont.)		time and clean touch surfaces regularly after each use.		cleaning and sanitizing protocols. For example, venues/facilities have increased the number of times they clean the door handles, and wipe other surfaces down with an alcohol-based cleaner. • Consider removing unnecessary common areas. • Restrict the number of patrons allowed into important common areas (e.g., Mother's Rooms, restrooms, etc.). Consider having a staff member posted at the entrance to such areas to ensure policy adherence. Use separate entrances and exits to these locations to ensure proper pedestrian flow.

Topic	Participants	Spectators	Staff	Venue/Facility
Common Areas (cont.)				• Develop a plan for events with an increased number of medical incidents. These plans may require a secondary first aid location. • Consider limiting the number of sponsors allowed in a specific area at one time. Ensure that the sponsors are educated on and abide by social distancing standards and new policies and procedures that apply to them.
2.2 Concessions/ Food and Beverage	• Limit cash transactions to the extent possible; find alternative ways to charge admission and pay for concessions.	• Consider implementing a food service program that allows no-touch service or order via an app for delivery. • Considering using a cashless transaction process.	• Cafes and restaurants should review their seating layouts and occupant capacities. They should also following health authority guidance. • Consideration should be given to establishing levels of service,	• Create a plan for line management at the concession stands, retail stands, and portable carts. • Establish a plan for proper food preparations per the FDA and CDC guidelines for food

Topic	Participants	Spectators	Staff	Venue/Facility
Concessions/ Food and Beverage (cont.)		• Only use single-serve condiment packets.	depending on the current local or state restrictions. Examples are: ○ Normal Restrictions – Trained volunteers are used. Reduce food sales to covered items. ○ Advanced Restrictions – Volunteers and third parties are limited to essential needs. Volunteers should be replaced by repurposed, trained employees. Food sales are limited to a few items. ○ Extreme Restrictions – No volunteers or third parties.	handling and preparation. • Discourage groups. If small groups do eat togeher, their dining areas should be spaced appropriately. • Consider replacing condiment stands with condiment packets that can be given to guests upon purchase. • Assess the process for in-seat and mobile ordering procedures. • Consider removing buffet-style types of meals in the suites and clubs. • Use all plastic-type utensils. • Evaluate the cleaning standards in kitchens, portable carts, and concession stands.

Topic	Participants	Spectators	Staff	Venue/Facility
Concessions/ Food and Beverage (cont.)			Food sales are eliminated for the general public.	• Meals should be provided in individually packaged containers or bags, in takeout form. • Establish specific procedures for stocking and re-stocking products. • Disable all public water fountains. Instead, consider using water stations with disposable cups. • Consider using apps to pre-order and pre-pay for food and merchandise, including clothing, programs, and other related items. • Ensure adequate signage outlining pedestrian flow. • Use stanchions and floor decals to illustrate pedestrian flow accurately and encourage social distancing.

Topic	Participants	Spectators	Staff	Venue/Facility
Concessions/ Food and Beverage (cont.)				• establishing levels of service, depending on the current local or state restrictions. Examples are:Normal Restrictions – Trained volunteers are used. Reduce food sales to covered items. • Advanced Restrictions – Volunteers and third parties are limited to essential needs. Volunteers should be replaced to be repurposed, trained employees. Food sales are limited to a few items. • Extreme Restrictions – No volunteers or third parties. Food sales are eliminated for the general public.

Topic	Participants	Spectators	Staff	Venue/Facility
2.3 Deliveries				• All deliveries should be scheduled and staggered so that social distancing is possible. • Delivery drivers should go through all of the standard screening for deliveries and also go through the temperature screening described above. They should be allowed in the venue/facility only if they meet all screening requirements.
2.4 Facility Safety	• All participants, including staff, coaches, and officials, should practice adequate safety precautions inside the facility or at the venue.			• Follow local and state guidelines regarding staff masks and/or face covers.
2.5 Facility Security	• Ensure adequate security to prevent non-participant access			

Topic	Participants	Spectators	Staff	Venue/Facility
	to facility use such as locker rooms.			
2.6 Ingress/Egress	• Ensure sufficient entry points and screening lanes to accommodate all participants without requiring queues with less than 6 feet per person of social distance. • Ensure queuing is built in a way that maintains social distance. Additional screening zones may be required (i.e., ticket validation, health screen, security screening). • Ensure staff has sufficient personal protective equipment (PPE) and training. • Ensure adequate signage to educate participants before, during, and after the entry process. This should include overhead, eye level, and floor signage.			• Ensure there enough entry points and screening lanes to accommodate attendees without forcing people to queue with less than 6' per person of social distance. • Ensure queuing is built in a way that maintains social distance. Additional screening zones may be required, i.e., ticket validation, health screen, security screening. • Ensure staff has sufficient PPE and training. • Ensure adequate signage to educate staff and attendees before, during, and after the entry process. This should include overhead,

Topic	Participants	Spectators	Staff	Venue/Facility
Ingress/Egress (cont.)	• Design approach spaces and screening spaces to minimize choke points on both ingress/egress • Institute staged entry when/where possible • Ensure all ingress paths are staffed with an appropriate quantity to accommodate the attendee volumes expected to minimize congestion. Also, make sure that ingress paths are clearly marked. • Park attendees close to their point of entry and seating area. • Perform thermal scanning should the local authorities require it. Staff will require training on these procedures as well as direct supervision, should further screening be required. Note: medical personnel			eye level, and floor signage. • Design approach spaces and screening spaces to minimize choke points on ingress and egress. • Institute staged entry when and where possible. • Ensure all ingress paths are staffed with an appropriate quantity of venue personnel to accommodate the attendee volumes expected to minimize congestion. Also, make sure that ingress paths are clearly marked. • Minimize the handling of attendee personal property as much as possible. Suggest the use of clear bags. • Consider using strongly-worded bag

Topic	Participants	Spectators	Staff	Venue/Facility
Ingress/Egress (cont.)	should be on duty near checkpoints to confirm temperature readings and to assist any attendees (if requested) with medical conditions that could cause a misread of the scan. • If temperature screening is employed, consider conducting temperature checks in controlled temperature areas to avoid outdoor ambient temperature influence. This includes potentially using heated or air-conditioned spaces such as tents. • Consider using barcoded credentials instead of traditional tickets/ripped stubs to minimize contact with ticketing personnel. • Ensure participant egress paths are			and prohibited-item policies. Use multiple platforms to broadcast them. • Park attendees as close to their point of entry and seating area as possible. • Perform thermal scanning based on local and state policies. Staff will require training on these procedures as well as direct supervision, should further screening be required. Note: medical personnel should be on duty near checkpoints to confirm temperature readings as well as be available to assist with any attendees (if requested) with medical conditions that could cause a misread of the scan.

Topic	Participants	Spectators	Staff	Venue/Facility
Ingress/Egress (cont.)	restricted to participant use only. • Consider implementing hand sanitizer locations at entry and exit points.			• If conducting temperature screening, consider conducting temperature checks in controlled temperature areas due to outdoor ambient temperature. This includes potentially using heated/air-conditioned spaces such as tents. • Consider using barcoded tickets instead of using traditional tickets/ripped stubs to minimize contact with ticketing personnel.
2.7 Pedestrian Flow	• Assign guest relations personnel to help guide patrons into the appropriate screening areas. • Consider reducing the number of screening	• Develop a procedure to stagger entry times to reduce the number of people waiting in lines. • Establish a procedure to have line queuing		SCREENING AREA • Have guest relations personnel on hand to help guide patrons into the appropriate screening areas.

Topic	Participants	Spectators	Staff	Venue/Facility
Pedestrian Flow (cont.)	areas to help to ensure social distancing between participants. • Clearly mark the routes to the screening areas. Consider using decals that are placed on the ground to help to ensure social distancing and pedestrian flow. • If possible, make one door the entry to the restrooms and another the exit. Have staff on hand that can guide patrons to the proper area. • Have signs reminding all individuals to cover their mouth and nose of their cough or sneeze with their arm • Have signs to avoid shaking hands or high fives during celebrations.	that meets social distancing guidelines. • Post signs reminding all individuals to cover their mouths and noses when coughing and sneeze into their arms. Post signs reminding individuals to avoid shaking hands or high fives during celebrations.		• Consider reducing the number of screening areas to help to ensure social distancing between patrons. • Have the routes to the screening areas clearly marked. Consider using decals that are placed on the ground to help ensure social distancing and pedestrian flow. • If possible, make one door the entry to the restrooms and another the exit. Post staff who can guide patrons to the appropriate doors.

Topic	Participants	Spectators	Staff	Venue/Facility

2.8 Personal Protective Equipment (PPE)	• Encourage adult athletes, coaches, and staff are encouraged to wear face coverings when they are not engaged in a sporting activity, unless doing so jeopardizes their health.		• Recommend having a policy on required and recommended colleague PPE (gloves, surgical face mask, cloth face mask, face shield, gowns, etc.)
			• Suggested locations where colleagues must wear PPE:
			    ○ Building entry and exit
			    ○ While moving throughout the office and within 6 feet of others
			    ○ Visiting common areas
			    ○ Elevators and stairwells
			    ○ Hallways
			    ○ Lunch and break rooms
			    ○ Restrooms
			    ○ Conference rooms
			• Properly dispose of all equipment in marked	

Topic	Participants	Spectators	Staff	Venue/Facility
Personal Protective Equipment (PPE) (cont.)			receptacles designated within the building.	
2.9 Restricted Items		• Review the venue/facility's restricted items list and make any necessary changes. • Consider prohibiting bags unless the bag is required for medical needs or small children.		• Consider implementing a clear bag policy or prohibiting bags unless the bag is required for medical needs or small children.
2.10 Safe Working Environment	• Make use of social media to educate participants on new/best recommendations related to COVID-19. • Consider informing visiting participants ahead of the event what steps are being taken to clean and disinfect the facility. • Ensure that clearly identified hand		• Ensure HVAC updates to increase outdoor air ventilation rates, bringing in more fresh air. • Perform chlorine testing on drinking water to confirm safety for participants, staff, and spectators/guests. • Utilize touchless Bluetooth-enabled parking codes to replace older badge	• Make use of social media to educate guests on new/best practices related to COVID-19. • Consider informing guests ahead of the event what steps are being taken to clean/disinfect the facility. • Clearly identified hand washing or

Topic	Participants	Spectators	Staff	Venue/Facility
Safe Working Environment (cont.)	washing or sanitizing locations are readily available. • Consider providing PPE gear at access points. Each person must wear appropriate PPE based on their role. • Masks must be worn by all, where applicable (e.g. on-field participants). • Use gloves as appropriate depending on the position. • All individuals must adhere to federal and state guidelines regarding COVID19.. • Hand sanitizer stations should be accessible throughout the facilities, Ensure stations adhere to social distancing guidelines.		scanning systems for parking. • Clean and disinfect kitchenettes, cafeterias, and break rooms multiple times per day. • Utilize EPA-registered cleaning and preventative products such as sanitizers, disinfectants, electrostatic sprayers, nanoseptic surface cleaners, and disinfectant lights.	sanitizing locations readily available • Consider providing PPE gear at access points. Each person must wear appropriate PPE based on their role. • All individuals must wear masks. • Use gloves as appropriate, dependingpon the position • All individuals must adhere to federal and state guidelines regarding COVID19. • Hand sanitizer stations should be accessible throughout the facilities, and the state has placed an order of hand sanitizer for the venue. Ensure stations adhere to social distancing guidelines.

Topic	Participants	Spectators	Staff	Venue/Facility
2.11 Safe Zone	• Consider establishing a "safe zone" for all participants. This safe zone would include the playing area and ingress/egress to adjacent locker rooms. • Restrict the safe zone to participants only. • Participants include, but are not limited to, team members, coaches, staff, and officials. • Give strong consideration to the exclusion of mascots, cheerleaders, and band members from inclusion in this group. • If media has access to the safe zone (e.g., camera operators or photographers on the field), establish physical distance guidelines. • Restrict non-participant access to this area.			

Topic	Participants	Spectators	Staff	Venue/Facility
Safe Zone (cont.)	• Venue management should review and make any adjustments to its cleaning and sanitizing. For example, increasethe door handle cleaning frequency and wipe other surfaces down with an alcohol-based cleaner. • Have a plan developed and in place for events with an increased number of medical incidents. This may require a secondary first aid location. • If activities are planned to occur before, during, or after an event in the safe zone (e.g., bands on the field at halftime), ensure all participants have left the safe zone before non-participants entering the safe zone.			

Topic	Participants	Spectators	Staff	Venue/Facility
2.12 Screening	• Establish or emphasize the policy of no screening - no entry. • Utilize the same screening process for participants and other groups. • The screening process should comply with established venue policy. • Implement secondary screening locations and to accommodate people with ADA requirements, religious beliefs, etc. • If conducting temperature screening, consider conducting temperature checks in controlled temperature areas due to outdoor ambient temperature. This includes potentially using heated/air-conditioned spaces such as tents.	• Revise policies for metal detector screening to allow a patron to re-scan through the walk-through metal detector, thus eliminating secondary screening contact. • Establish a process for the use of a patron pre-screening questionnaire via a cell phone app to check wellness. • Consider marking a designated spot on the floor, ground, etc., for guests to stand during screening. • Do not allow patrons to remove items from pockets to pass through metal detectors. • Use a digital ticket to create a touchless entry scan or useno-touch kiosks to scan tickets.	• Considering alternative methods or technologies to reduce the need for touching visitor and staff belongings.	• Revise policies and procedures to address social distancing when standing close to a person for screening purposes. • Establish or emphasize that screening is required for entry. • Consider marking a designated spot on the floor, ground, etc., for the guest to stand. • Inform guest that staff will be approaching them to conduct screening and the reason fr the screening. • Ensure that security officers are wearing appropriate PPE (e.g., eye protection, gloves, and masks). • Ensure that security officers remove and dispose of gloves

Topic	Participants	Spectators	Staff	Venue/Facility
Screening (cont.)		• Implement a policy stating that the person conducting the scanning does not touch the mobile ticket device. Consider branded face covering sponsors. securing		between each gues search. • Implement secondary screening locations and to accommodate people with ADA requirements, religious beliefs, etc. • If using a confined screening space, consider cleaning it after each use. • Consider prohibiting giveaway items that would usually be handed out to patrons directly after the screening process. EMPLOYEE SCREENING • Consider limiting the number of staff entrances . • Work with HR to develop an employee health screening form that should be

Topic	Participants	Spectators	Staff	Venue/Facility
Screening (cont.)				filled out every day before personnel can enter the screening area. • Once the health screening form is successfully filled out and the employee meets the necessary threshold for entering the building (e.g., no symptoms, has not traveled outside of the US, etc.), allow them enter the building and proceed to the temperature screening area(s) while practicing social distancing. • Have a secondary screening area where employees whose temperature was at 100.4 degrees Fahrenheitor above can receive a secondary

Topic	Participants	Spectators	Staff	Venue/Facility
Screening (cont.)				temperature screening. • If the employee does not meet the screening requirements to enter the building, tell them to return home and contact Human Resources. • Post signs as employees enters the screening area outlining screening procedures. • Work with HR to develop or edit the employee guidebook, which clearly outlines employee procedures and expectations. • If conducting temperature screening, consider conducting temperature checks in controlled temperature areas

Topic	Participants	Spectators	Staff	Venue/Facility
Screening (cont.)				due to outdoor ambient temperature. This includes potentially using heated/air-conditioned spaces such as tents.
2.13 Seating		EXTERIOR • Establish a policy for group or family seating that follows social distancing guidelines. • Avoid seating assignments that require spectators to cross over others seated in the same aisle. INTERIOR • Establish a group or family seating policy. • Implement a process for selecting seating locations andthen selecting the nearest parking lot location based on the seating location.		EXTERIOR • Establish clear physical distancing guidelines within the seating bowl. • Consider seating patrons in every other row with space between each seat to promote social distancing. • Implement new pre-event, during, and post-event cleaning standards in the seating bowl . • Transparently outline processes and procedures for staff interacting with fans within the seating bowl.

Topic	Participants	Spectators	Staff	Venue/Facility
Seating (cont.)		• Establish a pedestrian flow pattern for premium seating and suites. • Reduce the seating capacity by only having two seating groups per row to avoid crossover contact. • Indicate that suite doors will remain open to reduce touchpoint contacts.		• Train staff on ADA guidelines relate to the new seating assignments. • Establish a seating plan in case seat re-locations are necessary. • Identify ways to enforce physical distancing within the seating bowl, such as removing seats and/or covering seats. INTERIOR • Develop a layout for tables and chairs to enforce 6-foot physical distancing or remove all tables and chairs in communal seating. • Use barriers between tables to help to prevent the spread of airborne germs between patrons.

Topic	Participants	Spectators	Staff	Venue/Facility
2.14 Signage		• Install decals and other visual clues to remind patrons of social distance guidelines. • Install signage that indicates the need for social distancing while remaining in assigned seating.		• Venue management must install and or maintain signage in both English and Spanish. Place signs in every common area(s) at each entrance/exit and each restroom throughout the facility. Based on CDC, WHO, and OSHA guidelines, these signs should includehow to wear and dispose of gloves and masks and how to wash hands. : • Consider using decals that are placed on the ground to help to ensure social distancing and pedestrian flow. • Consider displaying signage if some new rules and policies will be enforced in the seating bowl.

Topic	Participants	Spectators	Staff	Venue/Facility
Signage (cont.)				Use standard signage, the venue's digital signage, and even scoreboards, if possible, to display messages to patrons frequently.
2.15 Social Distancing Measures			INTERIOR • Staff may be asked to work in a new workspace. • Ask staff to stay within their workspaces. • Consider not sharing items with others. • Consider avoiding direct contact. • Limit the number of individuals in an elevator together. • Designate escalators and/or stairs for one direction.	

Topic	Participants	Spectators	Staff	Venue/Facility
Social Distancing Measures (cont.)			Limit the number of restroom stalls available to ensure social distancing (e.g., a restroom with four or more stalls allows 2 colleagues).	
2.16 Venue Staff	• Coaches should create a back-up staffing plan, which should include cross-training staff and coaches and training all coaches and officials on safety protocols.		• In the initial stages of reopening and the absence of readily available approved vaccines, administrative staff should consider working on split shifts/rosters, which will help with social distancing. • Some in-house staffing, such as security guards, cleaning, and maintenance teams, may not be available. • Exploring back-up options for relief service providers is recommended.	MEDIA • Consider displaying signage if new rules and policies will be enforced in the seating bowl. • Identify areas to reduce personnel to enforce 6 foot physical distancing. • Remove all communal seating and food and beverage buffets in the media dining. UNION WORKERS • Consult union staff if they are utilized. Assure they have read and understand

Topic	Participants	Spectators	Staff	Venue/Facility
Venue Staff (cont.)			TRAVEL • Supervisors must approve domestic business travel. • Refer to CDC guidelines for personal or essential travel. • International business travel (including to and from Canada) must be approved by supervisors and comply with CDC travel guidance.	the policies and protocols on COVID19 protocols. in place.

III.   Education and Training Considerations

Topic	Participants	Spectators	Staff	Venue/Facility
3.1 Education and Training	• Each participant should complete training on safety and sanitation protocols, including those who have frequent contact with outside individuals. • Standardized training materials should be used for all staff to ensure health and safety policy consistency . • The utilization of online/virtual training is preferred. Should in-person training be required, make accommodations to ensure personal health requirements. • Participant safety protocol education venue facilities is critical. Ensure adequate resources are		SCREENING • Train staff on policies and procedures and how to use thermometers. • Train staff on post-COVID-19 policies and procedures. • Determine what secondary screening measurements will be used. • Train staff on conflict management/conflict deescalation. OTHER Train staff on: • How to properly apply and dispose of PPE. • Conflict management • Cleaning and disinfection • Emergency response and evacuation routes	• Each employee should complete training on safety and sanitation protocols. • Use standardized training materials for all staff to ensure consistency in health and safety policies. • Use online/virtual training if possible. Determine if in-person training is required. Make accommodations to ensure personal health requirements. • Ensure managers actively supervise their staff. • Attendee education on venue facilities and procedures is critical. Ensure adequate resources

Topic	Participants	Spectators	Staff	Venue/Facility
Education and Training (cont.)	available through all digital customer touchpoints (i.e., website, ticketing page, phone app, social media, radio, signage, etc.).		UPDATES • Employee assistance programs • CDC information and updates • Tech resources • Company updates	are available through all digital customer touchpoints (i.e., websites, ticketing page, phone app, social media, radio, signage, etc.).

IV.   Policy and Procedure Considerations

Policy	Participants	Spectators	Staff	Venue/Facility
4.1 Policy and Procedures	• Develop a clear and concise policy that directly affects participants who refuse to follow policies and procedures on safety. Make sure to include explicit language defining specific procedures employees should follow if they encounter a patron who refuses to follow safety procedures. Use precise language and cite specific related protocols (CDC, WHO, city, state, and federal, etc.). • Re-assess current policies, procedures,etc. that outline severe weather response procedures. Current procedures	• Develop a policy to take only one family per mobility cart and clean thoroughly between riders. • Revise the Fan Code of Conduct that directly affects patrons who refuse to follow safety policies and procedures. Use precise language and cite specific related protocols (CDC, WHO, city, state, and federal, etc.). • Implement a required face-covering policy by attendees while in the facility. • Develop a policy for ticket refunds digitally within 48 hours to discourage ticket office interaction.	• Have procedures for staff diagnosed with COVID-19, displaying symptoms, or asked to self-quarantine due to potential exposure. • Allow diagnosed or symptomatic staff the option to work remotely. • Consider adjusting the time-off police to include COVID-PTO days. • Determine if staff will be required to provide a medical professional note that certifies that they are cleared to return to work. • Consider adapting current childcare policies to include issues due to COVID-19 (i.e., affected by school and childcare closures).	• Develop a clear and concise policy that directly affects patrons who refuse to follow safety policies and procedures. Include explicit language defining procedures employees should follow should they encounter a patron that refuses to follow safety procedures. Use precise language and cite specific related protocols (CDC, WHO, city, state, and federal, etc.). • Re-assess current policies, procedures, SEAPs, etc. that outline severe weather response procedures. Current

Policy	Participants	Spectators	Staff	Venue/Facility
Policy and Procedures (cont.)	may not be compliant with current city, state, or federal guidelines and may not be consistent with current CDC and WHO recommendations. • Re-assess/re-write screening procedures to include wearing the proper PPE, an updated restricted items list, social distancing protocol during ingress/screening, and restricted item disposal. • Communicate procedures and requirements for entry. Make sure to point out where procedures and requirements are different from what participants are used to seeing. • If human interaction is needed for customer service, ensure staff	• Implement a plan to restrict VIP access to the competition areas.	• Give staff with age vulnerability or other health concerns (autoimmune issues) consideration.	procedures may not be compliant with current city, state, or federal guidelines and may not be consistent with current CDC and WHO recommendations. Venues/facilities may need to adapt their evacuation plan on severe weather events. Severe weather policies and procedures should also take into consideration the importance of social distancing during egress which may require venues to extend further the distance in which they make the call to evacuate (i.e., current protocol says that venues shelter in place or evacuate when severe

Policy	Participants	Spectators	Staff	Venue/Facility
Policy and Procedures (cont.)	has appropriate PPE (i.e., masks, gloves, clear dividers, etc.). • Adjust ADA plans to accommodate additional health screening protocols. FIELD OF PLAY • Coaches and league officials must review and consider the CDC guidance on consideration for youth sports to modify practices and games to mitigate the risk of spreading the virus. This includes focusing on individual skill-building versus competition and limiting contact in close-contact sports. • The community, league, or team must designate a primary point of contact for all questions related to COVID-19. Provide all			weather is within 5 miles and now make the change to 15 miles to allow more time for people to exit the venue/facility). Venues/facilities should also clearly address if any situations directly related to severe weather allow disregarding social distancing protocols. • Re-assess/re-write screening procedures, to include wearing the proper PPE, an updated restricted items list, social distancing protocol during ingress/screening, and restricted item disposal. • Communicate ticket policies/options at the original point of

Policy	Participants	Spectators	Staff	Venue/Facility
Policy and Procedures (cont.)	parents, athletes, officials, and coaches the person's contact information. • The community, league, or team must develop a plan of action in the event an athlete, coach, or official falls ill, make the plan publicly available, and explain it to the entire sports community. • The community, league, or team must educate all athletes, staff, and families about the symptoms of COVID-19 and when to stay home. Athletes also should be educated on proper handwashing and sanitizing. • The coaching staff and other adult personnel should wear face coverings (i.e., masks or face shields) at all			sale (i.e., website, ticket window, etc.). • Establish clear and concise policies concerning refunds. Consider allowing refunds to anyone feeling ill to dissuade them from feeling like they NEED to attend an event. • Communicate procedures and requirements for entry. Make sure to point out where things are different from what attendees are used to seeing. • If human interaction is needed for customer service, ensure staff has appropriate PPE (e.g., masks, gloves, clear dividers, etc.). • Adjust ADA plans to accommodate additional health screening protocols.

Policy	Participants	Spectators	Staff	Venue/Facility
Policy and Procedures (cont.)	times unless doing so jeopardizes their health. • Coaches and athletes must maintain appropriate social distancing at all times possible, including in the field of play, locker rooms, sidelines, dugouts, benches, and workout areas. During downtime, athletes and coaches should not congregate. • Coaches and athletic staff must screen and monitor athletes for symptoms before and during games and practices. Send home individuals participating in sporting activities if they show symptoms, have a temperature of 100.4 degrees Fahrenheitor higher, or are sick.			

Policy	Participants	Spectators	Staff	Venue/Facility
Policy and Procedures (cont.)	• All athletes, coaches, and officials must bring their water and drinks to team activities. Team water coolers for sharing through disposable cups are not allowed. The use of fixed water fountains should not be allowed. • Activities that increase the risk of exposure to saliva must not be allowed, including chewing gum, spitting, licking fingers, and eating sunflower seeds. • Avoid shaking hands, fist bumps, or high fives before, during, or after games and practices. Limit unnecessary physical contact with teammates, other athletes, coaches, officials, and spectators.			

Policy	Participants	Spectators	Staff	Venue/Facility
Policy and Procedures (cont.)	• Equipment and other personal items should be separated and not shared when possible. Disinfect shared equipment. • If multiple games are held at the same facility, schedule adequate time between contests to allow for facilities to be cleaned and disinfected and to minimize interaction between athletes. Sports complexes with multiple fields may operate simultaneous games or practices on fields within a complex only if social distancing can be maintained. Each game or practice at a complex must adhere to the gathering occupancy limits (i.e., 25 in yellow, 250 in green), and the facility as a whole may			

Policy	Participants	Spectators	Staff	Venue/Facility
Policy and Procedures (cont.)	not exceed 50% of total occupancy otherwise permitted by law. • Concession stands or other food must adhere to the World Health Organization (WHO) Guidance for Businesses in the Restaurant Industry.			

Appendices

Appendix I. References

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Appendix II. COVID-19 Task Force Members

First Name	Last Name	Title	Organization
Stephen	Beres	Senior Director Security	Daytona International Speedway
Virginia	Brophy Achman	Executive Director	Twin Cities in Motion/ Medtronic Twin Cities Marathon
Lance	Carter	Assistant Athletic Director	Katy ISD
George	Chiampas	Assistant Professor, Departments of Emergency Medicine and Orthopaedic Surgery Medical Director, Community and Sports Event Preparedness Management	- Chief Medical Officer, United States Soccer Federation - Medical Director Bank of America, Chicago Marathon - Team Physician, Chicago Blackhawks - EMS Medical Liaison, Chicago Police Department
Mario	Coutinho	Vice President, Stadium Operations & Security	Toronto Blue Jays Baseball Club & Rogers Centre
Derek	Doolittle	Assistant Athletic Director	UCLA
Steve	**Georgas**	**Task Force Co-Chair** **Deputy Chief (ret.)**	**Chicago Police Department**
Jim	Hosfelt	Director of Public Safety and Track Operations	Dover International Speedway
Mark	Klukow	Lieutenant	Minneapolis Police Dept
Billy	Langenstein	Director of Security Services and Investigation	National Football League
Melissa	Lesperance	Director, District Command Center	Ilitch Holdings, Inc.
Toby	McSwain	Director of Safety	Sea Pines Resort

Todd	Metro	Senior Manager, Safety and Security	New York Road Runners / New York Marathon
Joe	Monroe	Chief of Police	University of Kentucky
Mike	Nishi	General Manager	Chicago Marathon
Angie	Nix	Director of Guest Services	San Francisco 49ers
Daniel	Noeker	Captain	New York Racing Association
John	Pepper	Police Sergeant	Nashville Police
Drew	**Pittman**	**Task Force Co-Chair Associate Athletic Director**	**Baylor University**
Kenna	Powell	Director of Safety, Security & Emergency Management	Providence Day School
Mark	Robertson	Emergency Management Director	University of Nebraska - Lincoln
Megan	Sargent	Event Security Coordinator	Olympia Entertainment / Little Caesars Arena
Tim "2Ba"	Smith	Director -Festivals and Strategic Initiatives	C3 Presents/Live Nation
Daniel	Spencer	Emergency Management Coordinator	Pennsylvania State University
Chris	Troyanos	Executive Director	International Institute for Race Medicine (IIRM)
Stacey	Hall	Director	NCS[4]
Lauren	Cranford	Sr Associate Director of Operations	NCS[4]
Michael	Finley	Task Force Project Manager Manager of Curriculums	NCS[4]
Chris	Kinnan	Manager of the National Sport Security Lab (NSSL)	NCS[4]
Tyler	Jacobs	Graduate Assistant	NCS[4]
Catherine	Repsher	Graduate Assistant	NCS[4]
Joslyn	Zale	Editor Technical Writer and Compliance Coordinator	NCS[4]