

MU MEMORIAL STADIUM

HEALTH SMART EXPERIENCES

AUDIT REPORT August 6, 2020



**Dimensional
Innovations**

HEALTH SMART FAN EXPERIENCES AUDIT REPORT

01 PURPOSE / PROCESS

02 SURVEY RESULTS SUMMARY

03 STADIUM HEAT MAP

04 VULNERABILITY MATRIX

05 FAN JOURNEY RECOMMENDATION

06 CAPACITY GUIDELINES

07 DESIGN SYSTEM

08 SEPARATION ZONES



**Dimensional
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AUDIT PURPOSE/PRINCIPLES



HEALTH SMART EXPERIENCE AUDIT

PURPOSE

The current COVID-19 pandemic has turned our “normal” upside down. We are social animals built to live lives full of rich experiences, we don't suffer static isolation well — we long to return.

The intent behind the **DI Health Smart Experience Audit** is to identify barriers and provide possible solutions that demonstrate MU's care for fans by providing both tangible actions and reassurance to those who long to return.

All of these efforts are brought to bear with the brand foremost in mind. So that solutions and messaging are true to what the MU Tigers brand represents.

HEALTH SMART EXPERIENCE AUDIT OBJECTIVES

1. **Simplify:** Utilize concise, positive messaging and emphasize comfort, control and peace of mind.
2. **Preserve:** Even during a pandemic, this is still about the experience. Don't lose sight of that. It's more important than ever. Celebrate those that play, coach, administer and attend like we never have before.
3. **Be Strategic:** Focus on leveraging existing resources and infrastructure.
4. **Temporary:** Pandemics do end. Identify and utilize behavioral and temporary solutions whenever possible.
5. **Innovate:** In historical moments, all bets are off, so do not let "typical" constraints limit our thinking.
6. **Solutions:** Consider all possibilities from physical, cultural and behavioral to provide solutions.
7. **Execution:** Plan for the most complicated scenario and focus on temporary, phased and layered solutions that can quickly adapt to changing conditions. It's easier to add people than subtract them.

HEALTH SMART EXPERIENCE AUDIT

PRINCIPLES

The Audit builds on the directives and guidance provided by local, state and national authorities. It does not replace them.

The Audit references the most current and reliable information for both its analysis and recommendations with the understand that what is known about COVID-19 is constantly being updated.

The Audit makes no promise to mitigate all dangers and vulnerabilities and acknowledges that scientific and health experts continue to learn more.

The Audit aims to provide the best possible options within the limits of both our understanding and the realities of particular facilities, audiences and experience goals.

The Audit offers potential solutions that attempt to balance legal requirements, fan concerns, healthy environment best practices, and an unequaled MU fan experience.

HEALTH SMART EXPERIENCE AUDIT

PURPOSE | EXPERTISE

Drew Berst

Practice Director for Collegiate Sports.

At DI, Berst is the single point of accountability for all collegiate sports clients and his main focus is to live and breathe college sports, in other words, keep doing what he has been doing his entire life. Professionally, Berst has been working in the sports facility industry for over 12 years and has been involved in over \$2 billion worth of athletic facility projects.

Rick Smith

Executive Creative Director

A truly versatile designer, manager and creative leader, Rick Smith brings more than 20 years experience to DI.

Working as Executive Creative Director, Rick inspires excellence in DI's creative team, crafting fully integrated designs and rich experiences. His broad experience includes both professional and collegiate sports brands and facilities. Rick's strength lies in his ability to connect brands and their customers to the physical environment.

Ashley Siebert

Associate Creative director

In this projects context Ashley serves as a lead facility auditor at DI. She has completed countless comprehensive audits of every class of stadium throughout the United States. Ashley's exhaustive experience with stadiums and adjacent facilities provides a depth of knowledge about the inner-workings, traffic patterns and experiences of such spaces. Those insights allow us best identify the areas of concern and viable solutions.

Nigel Morley

Creative Director

Nigel has extensive experience guiding collaborative teams of smart, talented creatives in developing effective solutions for a wide range of brands. Taking a thoughtful approach to each challenge Nigel excels at making brands tangible — Finding ways to engage audiences that move them beyond brand spectators and into brand participants, building interest and loyalty.

DI Covid-19 Task Force

A group of interdisciplinary DI experts selected to research, review and recommend return standards and actions, The task forces initial objectives were to facilitate best health practices at all DI locations and coordinate the safest possible return to work. The content gathered and the breadth of experience provide valuable input as we partner with our clients in their efforts to do the same.

HEALTH SMART EXPERIENCE AUDIT PROCESS | PRE-VISIT

Pre-visit

1. DI in collaboration with Persuasion Strategies authored and conducted a survey to assess American sports fans' perceptions of in-person sporting events, concerns over the coronavirus pandemic, and the intersection of the pandemic and attending sporting events.
2. Gathered relevant information to better understand the Memorial Stadium facilities, events and target audiences:
 - Stadium floorplans
 - Ticketing breakdowns
3. Research current county, state and national Covid-19 regulations and guidelines.

HEALTH SMART EXPERIENCE AUDIT PROCESS | ON-SITE TOUR

On-site

1. The team from DI joined Tony Wirkus for a comprehensive tour of the Stadium including parking, concourses, public and private spaces, food service areas, suites and other premium locations.
2. Tour included questions and answer segments at every stage
3. Tour concluded with requests for additional information, included current architectural plans and attendance/ticketing data.

HEALTH SMART EXPERIENCE AUDIT PROCESS | POST-VISIT

Post-visit

1. Review all input, observations and client provided info.
2. Develop “heat map” reference on the Stadium floorplan to identify areas, and degrees of vulnerability
3. Complete the DI Vulnerabilities Matrix to identify in detail the areas of vulnerability, risk factors, potential solutions and relevant messaging.

SURVEY RESULT SUMMARY



HEALTH SMART EXPERIENCE SURVEY

RESULTS SUMMARY

Respondents' average level of concern from one ("no safety concern") to ten ("extreme safety concern") in descending order:

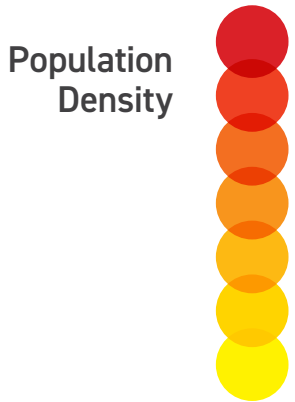
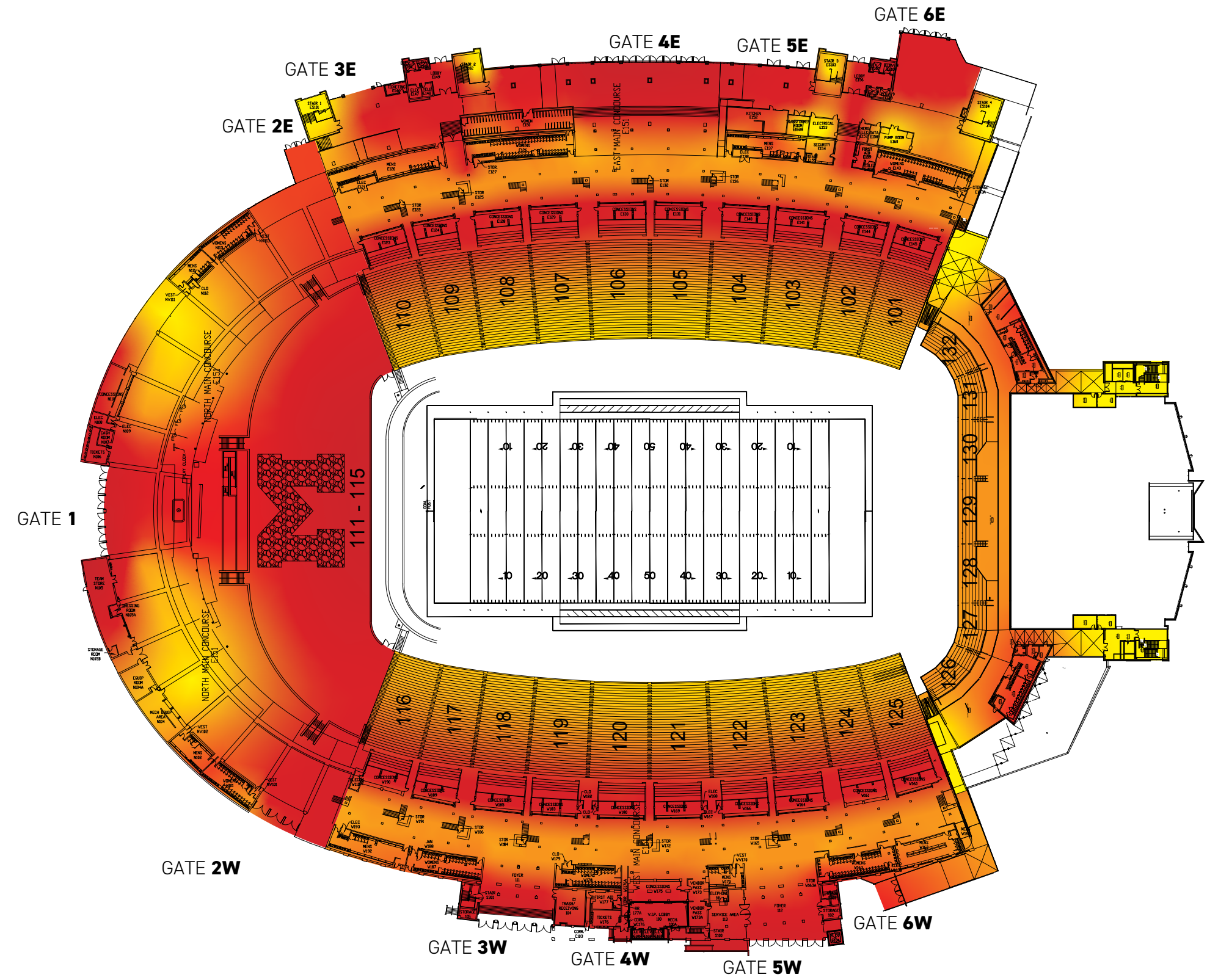


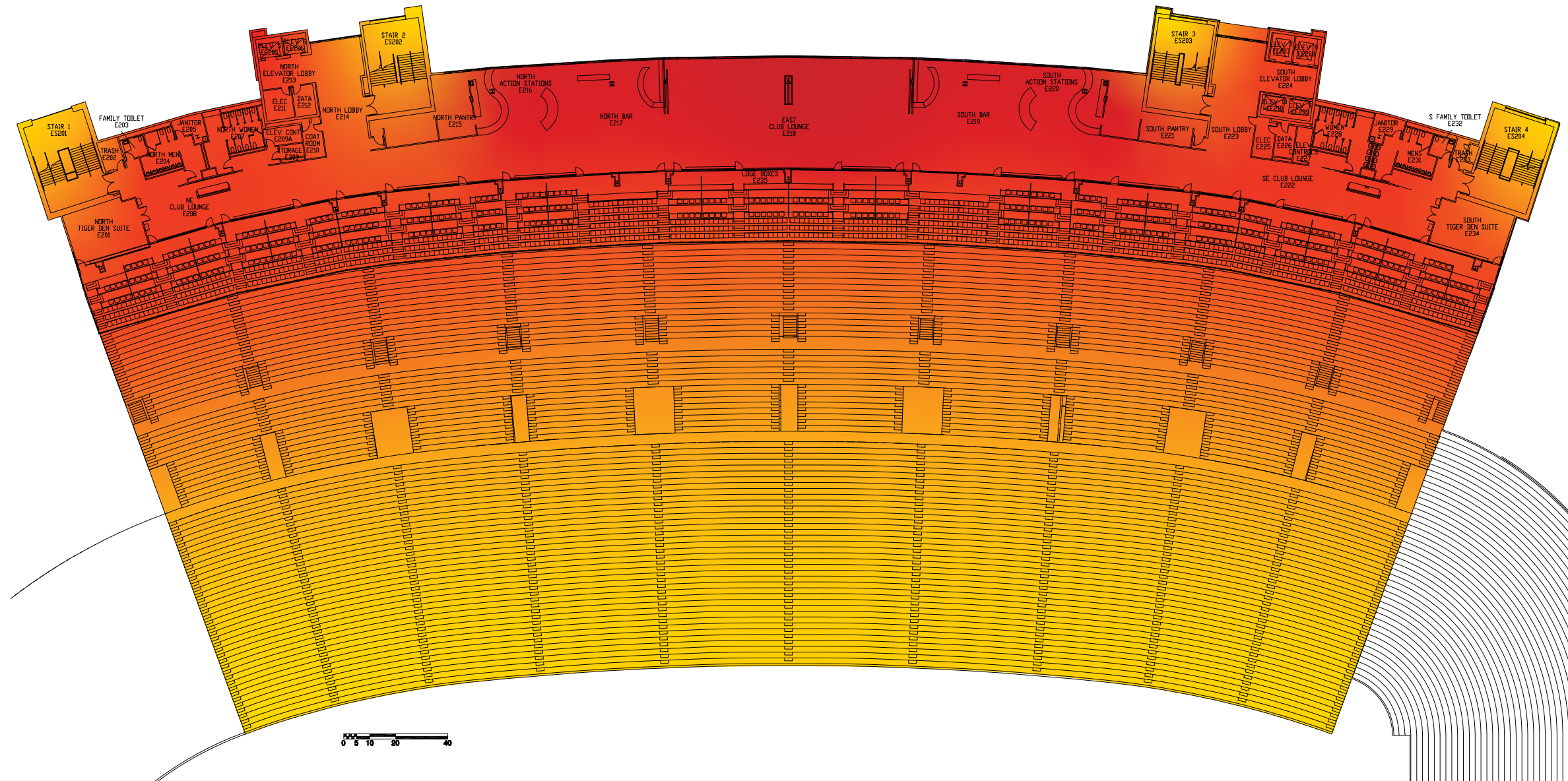
Mizzou fans displayed much less concern about these factors than respondents to the other surveys we've conducted thus far. (Averages exclude the "indoor event" and "outdoor" event variables as these are not included in the national surveys.)

AUDIT STADIUM HEAT MAP

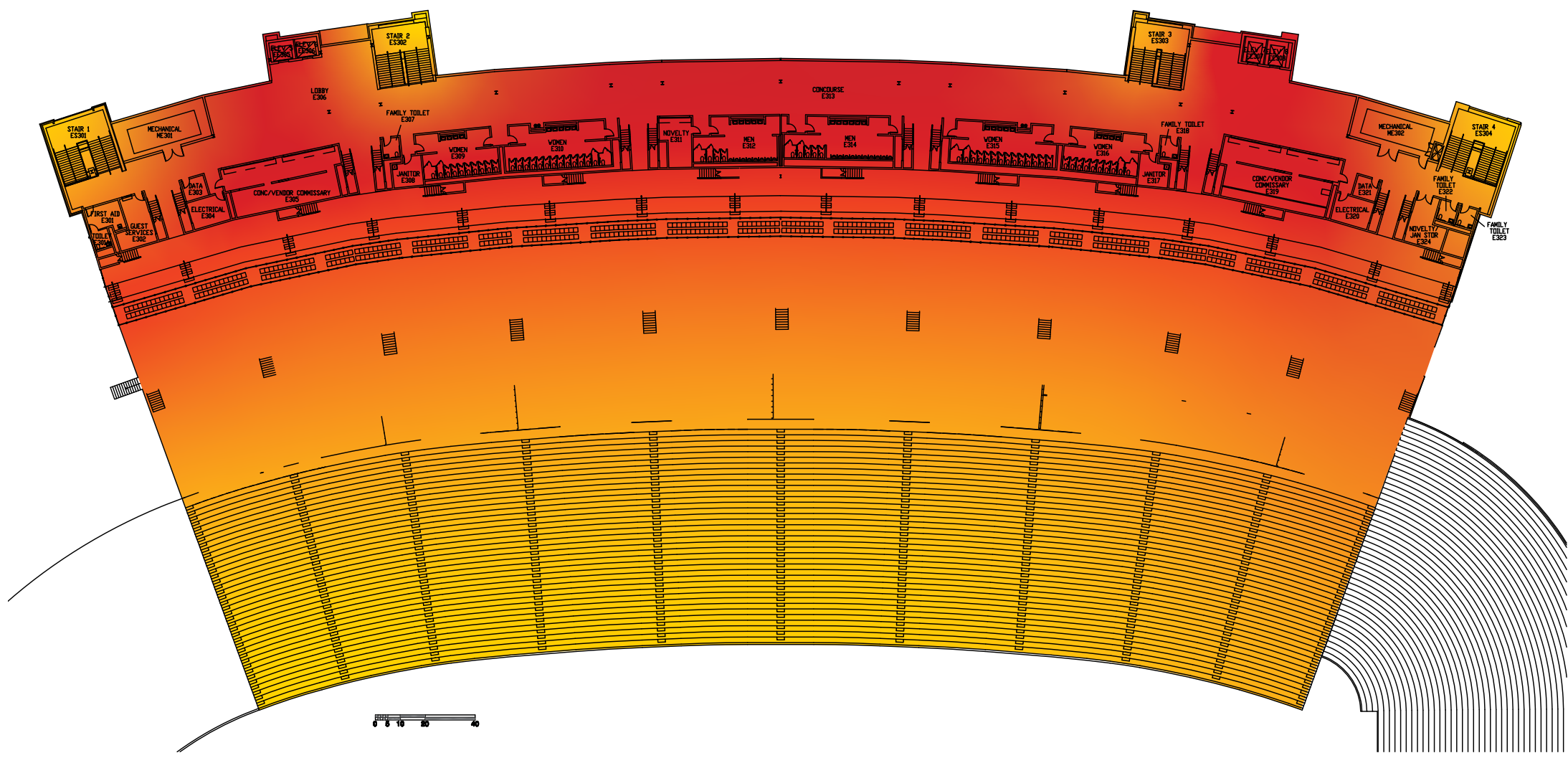
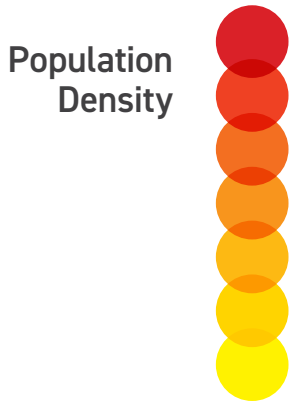
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HEALTH SMART EXPERIENCE AUDIT
HEAT MAP | CONCOURSE LEVEL

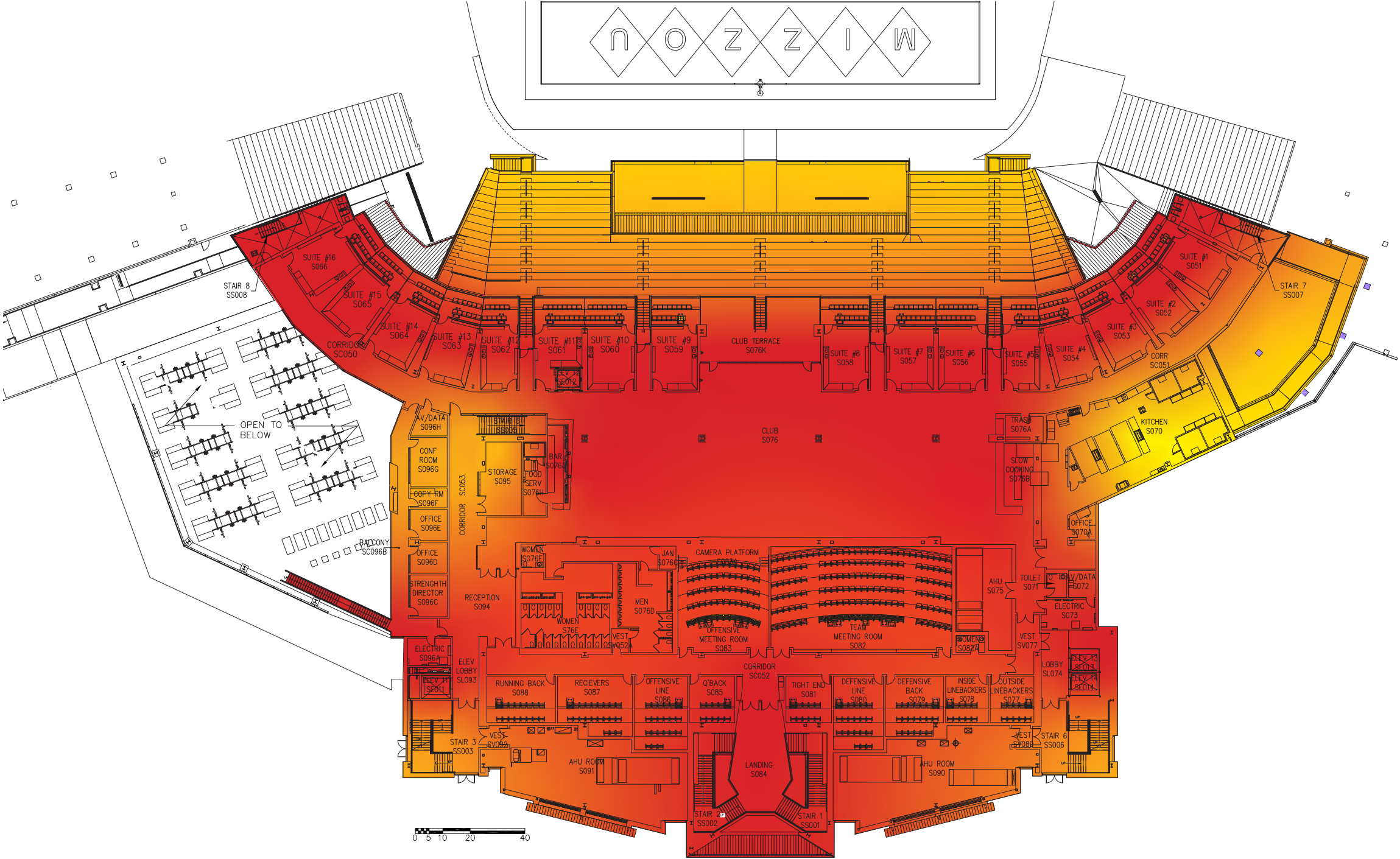
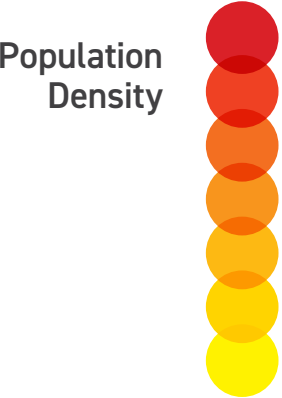




HEALTH SMART EXPERIENCE AUDIT
HEAT MAP | EAST SIDE UPPER CONCOURSE



HEALTH SMART EXPERIENCE AUDIT
HEAT MAP | CLUB LEVEL



AUDIT VULNERABILITY MATRIX



HEALTH SMART EXPERIENCE AUDIT

VULNERABILITY MATRIX



LOCATION
ACTIVITY

Detailed list of relevant spaces and activities in a given area

ALSO INDICATES LEVEL OF VULNERABILITY AND WHO IS ACCOUNTABLE



LEVEL OF FAN
CONCERN

The numbered color spectrum indicates level of fan concern related to risk factors — based on the MU specific fan survey



RISK
FACTORS

Identifies possible spaces and activities that present notable levels of vulnerability



PHYSICAL
SOLUTIONS*

Suggests possible physical changes from opening windows to adding signage



PROCESS
SOLUTIONS*

Suggests possible changes in process. From how tickets are processed to policies about capacity



MESSAGING
SOLUTIONS*

Suggests possible language or subject matter that might influence behavior

***Suggested Solutions:** The Audit identifies a large range of solutions. MU may determine that some are unrealistic and others ineffective. The intent is to offer a rich diversity of ideas from which to fashion the best strategy.





Sidewalks
VULNERABILITY: MEDIUM-HIGH
ACCOUNTABILITY: STADIUM/FANS

Parking Lots
VULNERABILITY: MEDIUM
ACCOUNTABILITY: STADIUM/FANS

Tailgate Parties
VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM/FANS



- 6
- 4
- 6

- 4
- 6

- 6
- 6
- 5

PARKING/TAILGATING



- Queuing pregame
- Tailgating setup on sidewalk
- Dense foot traffic

- Tailgating setup on tarmac;
- Dense foot traffic

- Setups interfere with foot traffic
- Larger groups gather
- One Tailgate setup directly adjacent to another



- Signage and stanchions to direct queuing

- Signage aligning gate/section naming and parking lot naming

- Signage that defines tailgating locations



- Designate Tailgating locations
- Assign entry times (SW airlines approach)

- Control Parking entry and direct cars to disperse traffic
- Designate parking closest to seating section

- Designate Tailgating locations
- No side-by-side tailgating



- Designate Tailgating locations
- Assign entry times (SW airlines approach)

- Park near your gate—Lot indicated on ticket
- Social Distancing signage

- Care for others/in this together messaging



LOCATION
ACTIVITY

Gates

VULNERABILITY: MEDIUM-HIGH
ACCOUNTABILITY: STADIUM

Entry queue

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM

Doorways

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM

Ticket retrieval/ Scanning

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM

Security check

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM



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RISK
FACTORS

- Population density – High level of foot traffic in congested area

- Population density — Anticipation to entry drives forward momentum and crowding

- Highest level of foot traffic in confined area;
- Increased touching of door and handles

- Interaction requires close proximity
- Population density — Anticipation to entry drives forward momentum and crowding

- Proximity for interactions
- Increased touching of personal items, counter surfaces



PHYSICAL
SOLUTIONS

- Signage indicating queue areas set back from gate

- Signage indicating queue areas set back from gate
- Position hand sanitizer stations along queues

- Stand doors open.
- Separate doors where possible to open up entry flow (change center doors to windows and outer windows to doors)

- Go ticketless
- Clearly define queuing areas to accommodate spreading out queues

- Set up security point outside of building and rope off from there to door to limit enclosed congestion areas



PROCESS
SOLUTIONS

- Assign entry times and locations (SW airlines approach)

- Assign entry gates

- Designate entry and exit doors where possible to avoid cross traffic

- Make stadium transactions can be accommodate touchless.

- Move up security point earlier so bag check happens along queue before entry into building



MESSAGING
SOLUTIONS

- Use the gate closest to your seat. — indicated on fan ticket

- Indicate entry gate on ticket
- Sanitize your hands before you enter

- Enter/Exit to your right

- Reminders about Social Distancing, Masks and Hand sanitizer

- Reminders about Social Distancing, Masks and Hand sanitizer



LOCATION
ACTIVITY

Lobbies/Queue

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM

Capacity/space confines

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM

Operation

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM



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ELEVATORS



RISK
FACTORS

- Close quarters
- Anticipation to entry drives forward crowding
- Entry and egress through same doors
- Limited access options
- Elevator physical capacity exceeds healthy space requirements
- Touching buttons,
- Multiple stops with multiple entry/exits



PHYSICAL
SOLUTIONS

- Define queue areas with signage
- Where possible designate Elevators for particular floor.
- Each elevator has one destination
- Add way-finding to direct to stair options
- Position hand sanitizer stations in lobbies
- Indicate health safer capacity on elevator exterior
- Station employee in elevator lobby to direct traffic and push buttons



PROCESS
SOLUTIONS

- Where possible assign single floor destinations for each elevator
- Require face masks
- Indicate capacity limits
- Where possible assign single floor destinations for each elevator
- Require face masks
- Designate certain elevator for certain floors.



MESSAGING
SOLUTIONS

- Face masks required
- Use the stairs — it's better for everyone
- Give people a reason to enter the stadium earlier
- Give people a reason to enter the stadium earlier



LOCATION
ACTIVITY

Item transport to/ from kitchen/storage

VULNERABILITY: MEDIUM-HIGH
ACCOUNTABILITY: FOOD SERVICE

Hallways & doorways

VULNERABILITY: MEDIUM-HIGH
ACCOUNTABILITY: FOOD SERVICE

Food and other items

VULNERABILITY: MEDIUM-HIGH
ACCOUNTABILITY: FOOD SERVICE



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RISK
FACTORS

- Servers allowed free range in kitchens and storage areas
- Lack of personal hygiene stations

- Locations have tight quarters and much cross foot traffic

- Unsealed packaging



PHYSICAL
SOLUTIONS

- Hand washing and/or Hand sanitizer stations at all interaction points
- Glove disposal and new gloves station
- Service counters to separate staff and avoid direct hand-offs

- Hand washing and/or Hand sanitizer stations

- All food/utensils in covered/sealed packaging



PROCESS
SOLUTIONS

- Separate servers from prepares
- Encourage a clockwise directional traffic flow wherever possible
- Stay to the right along halls and corridors
- Kitchen and storage staff to wear masks and gloves

- Assign one-way foot traffic where possible

- Direct food pass off – Food should go from server to customer, not get passed from fan to fan until it arrives at customer



MESSAGING
SOLUTIONS

- Hand Washing and sanitizing reminders
- Face masks required
- Walk to the right reminders
- Kitchen/storage staff only reminders
- Walk to the right reminders
- Face masks required



LOCATION
ACTIVITY

Queuing

VULNERABILITY: HIGH
ACCOUNTABILITY: FOOD SERVICE

Order/payment

VULNERABILITY: HIGH
ACCOUNTABILITY: FOOD SERVICE

Destination Concessions

VULNERABILITY: HIGH
ACCOUNTABILITY: FOOD SERVICE

Concessions adjacent to entry/exits

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM

Food+Drink pick up

VULNERABILITY: HIGH
ACCOUNTABILITY: FOOD SERVICE

Condiments/utensils

VULNERABILITY: HIGH
ACCOUNTABILITY: FOOD SERVICE



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CONCOURSE CONCESSIONS



RISK
FACTORS

- Queue and concourse foot traffic share common space

- Transactions require proximity;
- Space for Queuing is shared by foot traffic in concourse

- Branded concessions that draw fans from other areas (Andy's)
- Distinctive food offerings only available at some locations localize traffic

- Population density,
- Cross Traffic

- Transactions require proximity and touching
- Queues to order mix with those waiting to pick-up orders

- High touch dispensers
- Crowding around self serve stations



PHYSICAL
SOLUTIONS

- Define queue location with stanchions and signage
- Touchless payment method
- Pre-order from seat or before game – Payment linked to barcode on ticket

- Make offering universal at all concessions,
- Provide Fans one destination for all offerings

- Stanchions and signage to separate queues from foot traffic

- Separate order and fulfillment locations — Order at counter ends, receive food in center

- Adjust menu to eliminate need for condiments and utensils



PROCESS
SOLUTIONS

- Separate order and pickup locations so that transaction are handled separately

- Separate payment transaction staff from food/drink
- Fulfillment distribution staff

- Make menu offering universal at all concessions

- Close concession directly adjacent to entry when traffic is highest

- Separate order and fulfillment locations — Order at counter ends, receive food in center

- Staff distributes condiments/utensils with food/drink
- Entrees come with condiments



MESSAGING
SOLUTIONS

- Reminders about Social Distancing, Masks and Hand sanitizer

- Reminders about Social Distancing

- Reminders about Social Distancing

- Reminders about Social Distancing



LOCATION
ACTIVITY



CLUB CONCESSIONS



RISK
FACTORS



PHYSICAL
SOLUTIONS



PROCESS
SOLUTIONS



MESSAGING
SOLUTIONS

Order/payment

VULNERABILITY: HIGH
ACCOUNTABILITY: FOOD SERVICE

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- Queuing
- Transactions require proximity;
- Space for Queuing is shared by foot traffic in concourse

- Define queue location with stanchions and signage

- Move ordering to the table. No queues results in less back and forth foot traffic

- Reminders about Social Distancing, Masks and Hand sanitizer

Food+Drink pick up

VULNERABILITY: HIGH
ACCOUNTABILITY: FOOD SERVICE

4

6

- Transactions require proximity and touching
- People waiting for orders share space with queues waiting to order

- Touchless payment method
- Pre-order from seat or before game at time of ticket purchase- Order linked to barcode on ticket

- Separate payment transaction staff from food/drink fulfillment distribution staff

- Reminders about Social Distancing, Masks and Hand sanitizer

Table service

VULNERABILITY: MEDIUM
ACCOUNTABILITY: FOOD SERVICE

6

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5

- Density of population
- Foot traffic
- Servers interacting with multiple customers

- Decrease the number of tables
- Create traffic flow aisle so servers/ patron do not need to navigate between multiple tables to get to destination

- Allow fans to reserve tables before games

- Reminders about Social Distancing and Hand washing

Condiments/Utensils

VULNERABILITY: HIGH
ACCOUNTABILITY: FOOD SERVICE

6

6

- High touch dispensers,
- Handling by server or crowding around self serve stations

- Adjust menu to limit need for condiments and utensils

- Reminders about Social Distancing, Masks and Hand sanitizer

Seating

VULNERABILITY: HIGH
ACCOUNTABILITY: FOOD SERVICE

6

6

6

- Table turnover,
- High touch surfaces;
- Density of adjacent tables

- Decrease the number of chairs at each table
- Create traffic flow aisle so servers/patrons do not need to navigate between tables

- Define table capacity

- Indicate table capacity
- Reminders about Social Distancing, Masks and Hand sanitizer



LOCATION
ACTIVITY

Foot Traffic

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM



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6

6

6

CONCOURSE & THOROUGHFARES



RISK
FACTORS

- Fans going to and from: Concessions, restrooms, seats, stadium entry/exit;
- Constant cross foot traffic;
- Extremely high population density before and after game and halftime
- Navigation between floors relies heavily on elevators



PHYSICAL
SOLUTIONS

- Position hand sanitizer stations along all corridors
- Directional signage
- Signage to indicate alternate route options



PROCESS
SOLUTIONS

- Encourage a clockwise directional traffic flow wherever possible
- Stay to the right along halls and corridors



MESSAGING
SOLUTIONS

- Reminders about Social Distancing, Masks and Hand sanitizer





LOCATION
ACTIVITY



RISK
FACTORS



PHYSICAL
SOLUTIONS



PROCESS
SOLUTIONS



MESSAGING
SOLUTIONS

Open seating

VULNERABILITY: HIGH

ACCOUNTABILITY: STADIUM

6

- Population density without assigned seating

- Close off alternating seating benches checkerboard style

- Consider assigning seats or sections
- Define social distance by group not individuals
- Sell groups of ticket (4) instead of individual tickets

- Reminders about Social Distancing and Masks

Assigned seating

VULNERABILITY: LOW

ACCOUNTABILITY: STADIUM

6

- Seating density can be controlled

- Signage indicating closed seating areas

- Assign seats so density is alleviated

- Reminders about Social Distancing and Masks

Season ticket holder seating

VULNERABILITY: XX

ACCOUNTABILITY: XX

6

- Selected seats from previous years may lead to too much density this year

- Adjust seat assignment so density is alleviated
- Rotate game access. Holder can attend 50% of the games. alternating attendance by adjacent seat holders.

- Reminders about Social Distancing and Masks

Seat backs

VULNERABILITY: MEDIUM

ACCOUNTABILITY: STADIUM

6

- Handling of rented seat backs creates touch points,

- Pre-install seat backs. No game time seat back rental

- Pre-order and install seat back
- Sell seats with or without seat backs pre installed with no options to rent at game

- Reminders about Social Distancing, Masks and Hand sanitizer

4

- Transaction to rent requires proximity

Traffic flow

VULNERABILITY: HIGH

ACCOUNTABILITY: STADIUM

6

- Aisle and stairs force traffic flow density

- Signage indicating one-way aisle/stairs/tunnels

- Designate one-way aisle/stairs/tunnels

- Reminders about Social Distancing and Masks



Restrooms (2 door)

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM



- 6
- 6
- 6
- 7
- 7

RESTROOMS (2 DOOR)



- Queuing to enter & inside
- Traffic flow
- Population Density
- Touch operated facilities
- Stall handles and surfaces



- Clear indicate entry and exit doors
- Define queue location with stanchions and signage
- Switch to all touchless controls
- Replace air dryers with touchless paper dispensers*
- Stand doors open
- In Mens restroom Close off a portion of all urinals to force distancing
- Put lids on toilets and signage indicating lid should be down when flushing
- One soap dispenser for each sink
- Visual 20 second timer starts when soap is dispensed
- Close off alternate sinks



- Confine all queuing to the exterior
- Restroom attendant to guide queuing, Entry, exit



- Reminders about Social Distancing, Masks and Hand sanitizer
- Wash hands for 20 seconds

* Air dryers draw air from the environment, heat it up and spread that air back onto the hands of users. "Petri dishes exposed to bathroom air for two minutes with hand dryers off, grew no more than one colony of bacteria. Petri dishes exposed to hot hand-dryer air for 30 seconds grew up to 254 colonies of bacteria."



Restrooms (1 door)

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM



- 6
- 6
- 6
- 6
- 6
- 7

RESTROOMS (1 DOOR)



- Queuing to enter & inside,
- Traffic flow,
- Cross Traffic,
- Door congestion,
- Population Density,
- Touch operated facilities



- Define queue location with stanchions and signage
- Switch to all touchless controls
- Replace air dryers with touchless paper dispensers*
- Stand doors open
- In Mens restroom Close off a portion of all urinals to force distancing
- Put lids on toilets and signage indicating lid should be down when flushing
- One soap dispenser for each sink
- Visual 20 second timer starts when soap is dispensed
- Close off alternate sinks



- Confine all queuing to the exterior
- Restroom attendant to guide queuing, Entry, exit



- Reminders about Social Distancing, Masks and Hand sanitizer
- Wash hands for 20 seconds

* Air dryers draw air from the environment, heat it up and spread that air back onto the hands of users. "Petri dishes exposed to bathroom air for two minutes with hand dryers off, grew no more than one colony of bacteria. Petri dishes exposed to hot hand-dryer air for 30 seconds grew up to 254 colonies of bacteria."



LOCATION
ACTIVITY

Interior suites seating/capacity

VULNERABILITY: HIGH

ACCOUNTABILITY: SUITE OWNER

Food Service

VULNERABILITY: HIGH

ACCOUNTABILITY: SUITE OWNER/
FOOD SERVICE

Amenities

VULNERABILITY: HIGH

ACCOUNTABILITY: SUITE OWNER



CONCERN
LEVEL

6

6

6

6

6

6

6

6

6

6

SUITES



RISK
FACTORS

- Physical capacity exceeds healthy space requirements
- Enclosed space
- Single entry/exit
- No access management

- Buffet style – common serving dishes
- Condiments/utensils

- TV screens and remote control
- Common counters
- Unassigned seating
- Blankets



PHYSICAL
SOLUTIONS

- Open all windows
- Sanitizer dispenser at entry
- Install ventilated interior doors
- Decrease number of movable chairs
- Install touchless soap and paper towel dispensers by sinks

- Adjust menu to offer more individual serving options
- Adjust menu to limit need for condiments and utensils
- Provide utensils in sealed packages

- Wall mount controls to limit handling remotes
- Provide sanitizer wipe dispenser
- Offer dry-cleaning services for blankets and similar items
- Decrease number of movable chairs



PROCESS
SOLUTIONS

- Suggest limiting capacity
- Discourage guests visiting other suites

- Focus on Suite service for food/drinks. Minimize bar service

- Focus on Suite service for food/drinks. Minimize bar service



MESSAGING
SOLUTIONS

- Reminders about Social Distancing, Masks and Hand sanitizer
- Wash hands for 20 seconds
- We care about your health and strongly suggest following recommended CDC health guidelines in your suite”

- Reminders about Social Distancing, Masks and Hand sanitizer
- Wash hands for 20 seconds

- Reminders about Social Distancing, Masks and Hand sanitizer
- Wash hands for 20 seconds



LOCATION
ACTIVITY



SUITE COMMON AREAS



RISK
FACTORS



PHYSICAL
SOLUTIONS



PROCESS
SOLUTIONS



MESSAGING
SOLUTIONS

Hallways & doorways

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM

6

6

6

- Tight Quarters
- Cross Traffic
- Congested entry & exit points

- Hand washing and/or Hand sanitizer stations at multiple locations

- Assign one-way foot traffic where possible

- Reminders about Social Distancing, Masks and Hand sanitizer

Elevator Lobbies

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM

6

6

- Queuing for Elevators
- Cross traffic

- Define queue areas with signage
- Where possible designate Elevators for particular floor.
- Each elevator has one destination
- Add way-finding to direct to stair options
- Position hand sanitizer stations in lobbies

- Where possible assign single floor destinations for each elevator
- Require face masks
- Indicate capacity limits

- Face masks required
- Encourage use of stairs

Bars

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM

4

6

6

- Transactions require proximity and touching
- People waiting for orders share space with queues waiting to order
- Enclosed spaces

- Designate order locations
- Limit seating capacity
- Touchless payment method
- Pre-order from seat or before game at time of ticket purchase–
- Order linked to barcode on ticket or wristband
- Open windows and stand doors open where possible

- Focus on Suite service for food/drinks. Minimize bar service
- Separate payment transaction staff from food/drink
- Fulfillment distribution staff
- Make menu offering universal at all bars

- Reminders about Social Distancing, Masks and Hand sanitizer



LOCATION
ACTIVITY



Hallways & doorways

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM

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Elevator Lobbies

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM

6

6

Media Suite

VULNERABILITY: HIGH
ACCOUNTABILITY: STADIUM

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6

MEDIA AREAS



RISK
FACTORS

- Tight Quarters
- Cross Traffic
- Congested entry & exit points

- Queuing for Elevators
- Cross traffic

- Physical capacity exceeds healthy space requirements
- Enclosed space
- Tight aisles



PHYSICAL
SOLUTIONS

- Hand washing and/or Hand sanitizer stations at multiple locations

- Define queue areas with signage
- Where possible designate Elevators for particular floor.
- Each elevator has one destination
- Add way-finding to direct to stair options
- Position hand sanitizer stations in lobbies

- Remove seats
- Way finding entry exit and one-way traffic flow



PROCESS
SOLUTIONS

- Assign one-way foot traffic where possible

- Where possible assign single floor destinations for each elevator
- Require face masks
- Indicate capacity limits

- Limit available in-suite seating to each media venue



MESSAGING
SOLUTIONS

- Reminders about Social Distancing, Masks and Hand sanitizer

- Face masks required
- Encourage use of stairs

- Reminders about directions (one-way), Masks and Hand sanitizer

FAN JOURNEY RECOMMENDATIONS

05

STUDENT



BRENNA

LOVES Mizzou football: some of her most fond college memories are home game Saturdays. It's her senior year so she doesn't want to miss out, but is concerned about her health and safety in the large crowds.

Top Issues

- Fans won't take the health and safety standards seriously and how the University will enforce any new rules.
- How this will affect the memories of her senior year.

SEASON TICKET
HOLDERS



SAM & ZACH

Bleed yellow and black: they're all in. It's where they met and they'll stick by their team through it all. They're professional tailgaters – pandemic or not, nothing is going to get in their way of having a good time.

Top Issues

- Game day still feels like game day – seeing the empty stadiums on ESPN is a real bummer.
- Will the new health safety standards increase the time it takes to get into the stadium?

PREMIUM TICKET
HOLDERS



KENNY & LAUREN

Cherish their school and are proud suite holders. Time spent in Columbia has been a major component of their family for decades. Before stepping foot on stadium grounds, they expect proper precautions and updated health and safety standards have been put in place.

Top Issues

- Other fans will ignore health and safety guidelines, especially while tailgating.
- Close quarters in and around the stadium/suites.

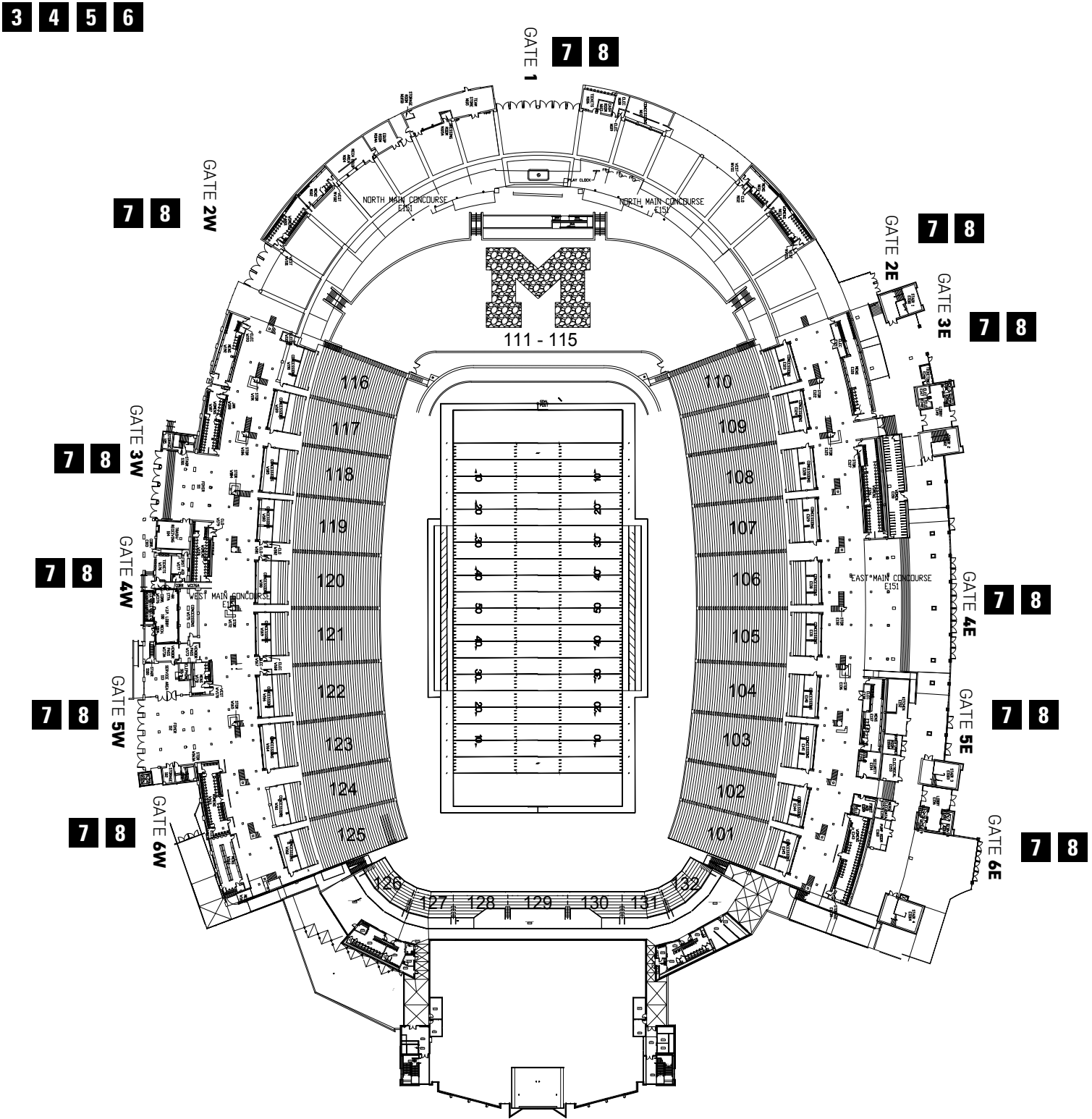
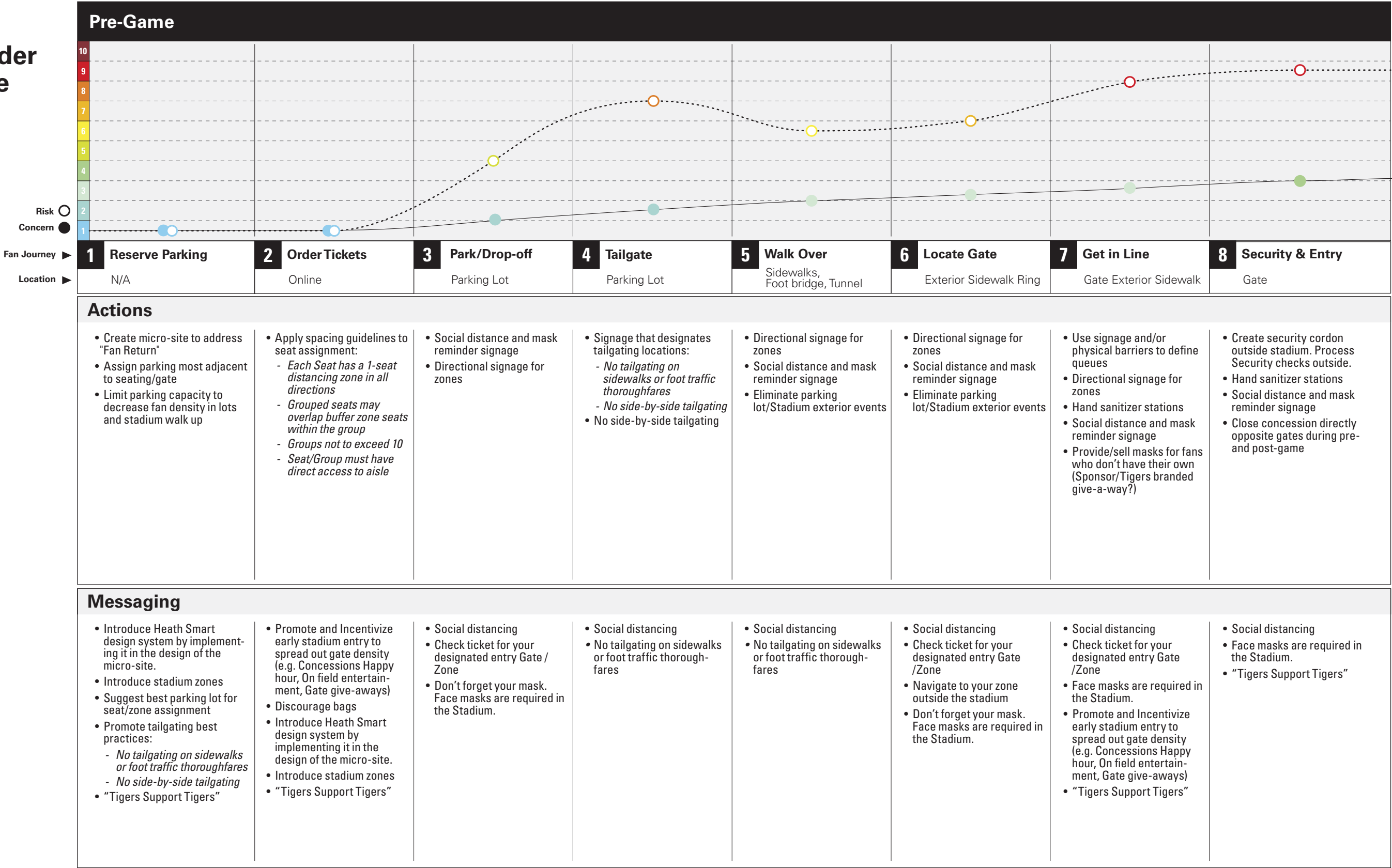


ADDITIONAL GROUPS

- Media
- Team and Stadium Staff
- Levy Employees

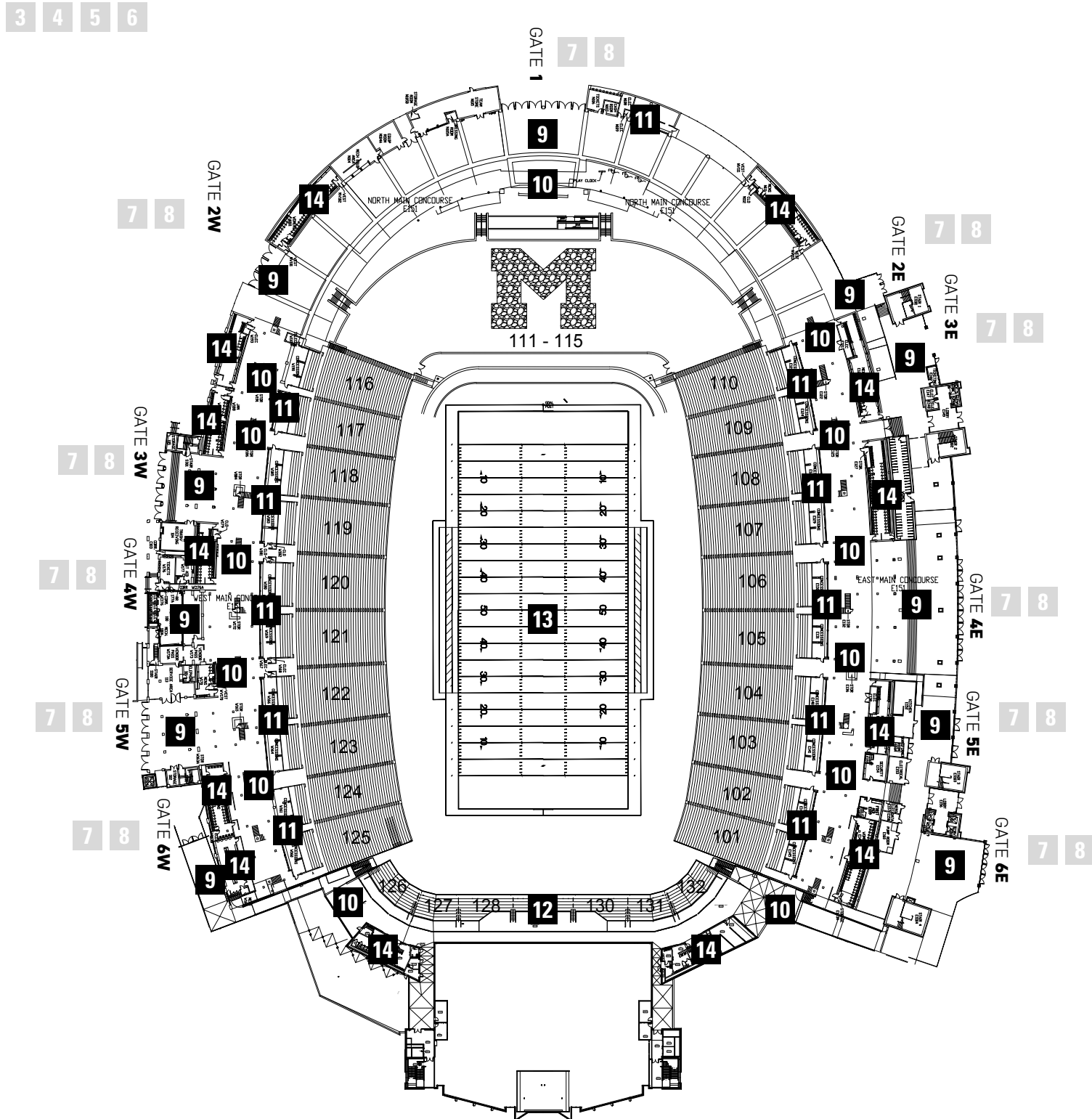


Season
Ticket Holder
Experience
Map

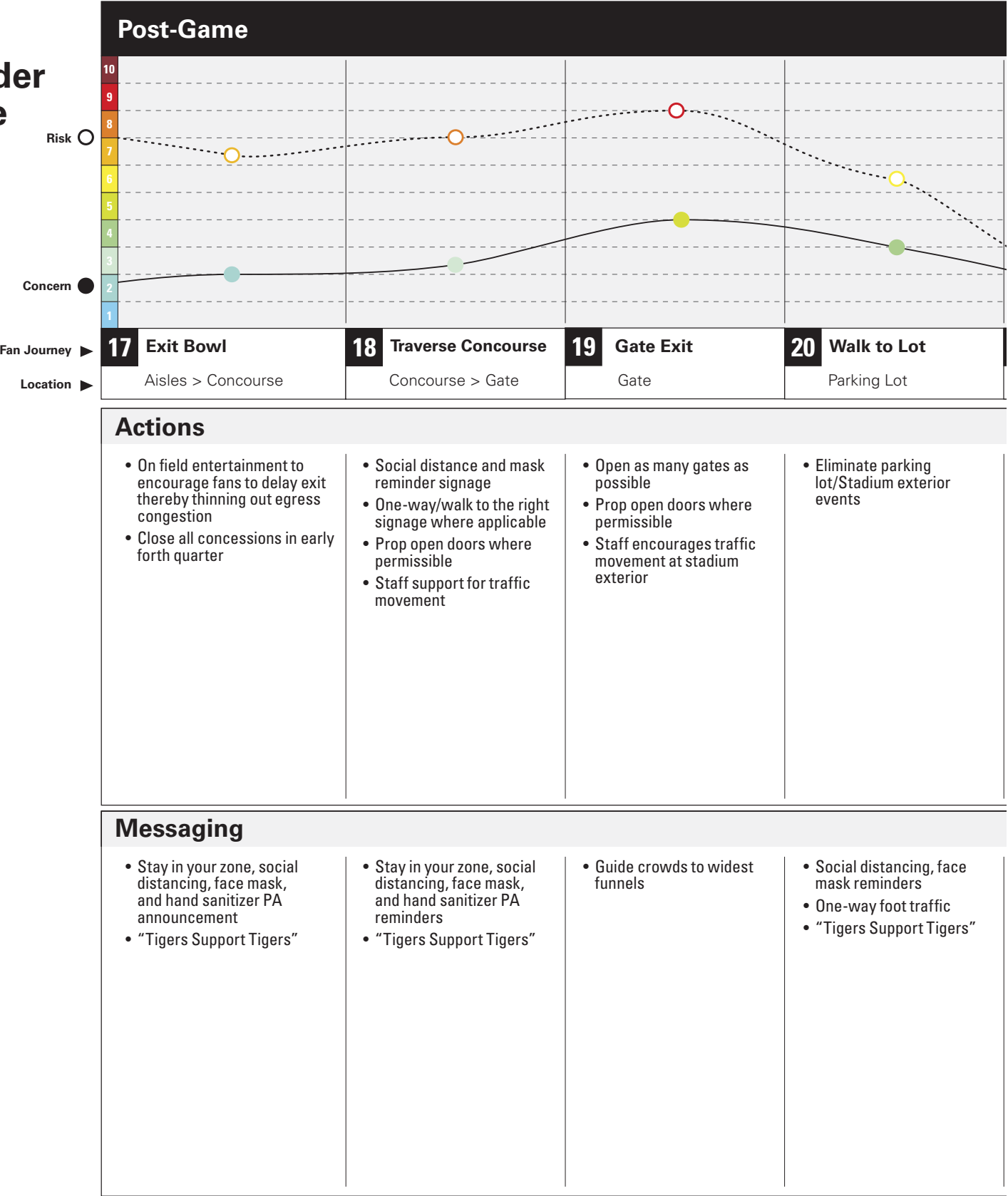


Fan Journey ▶

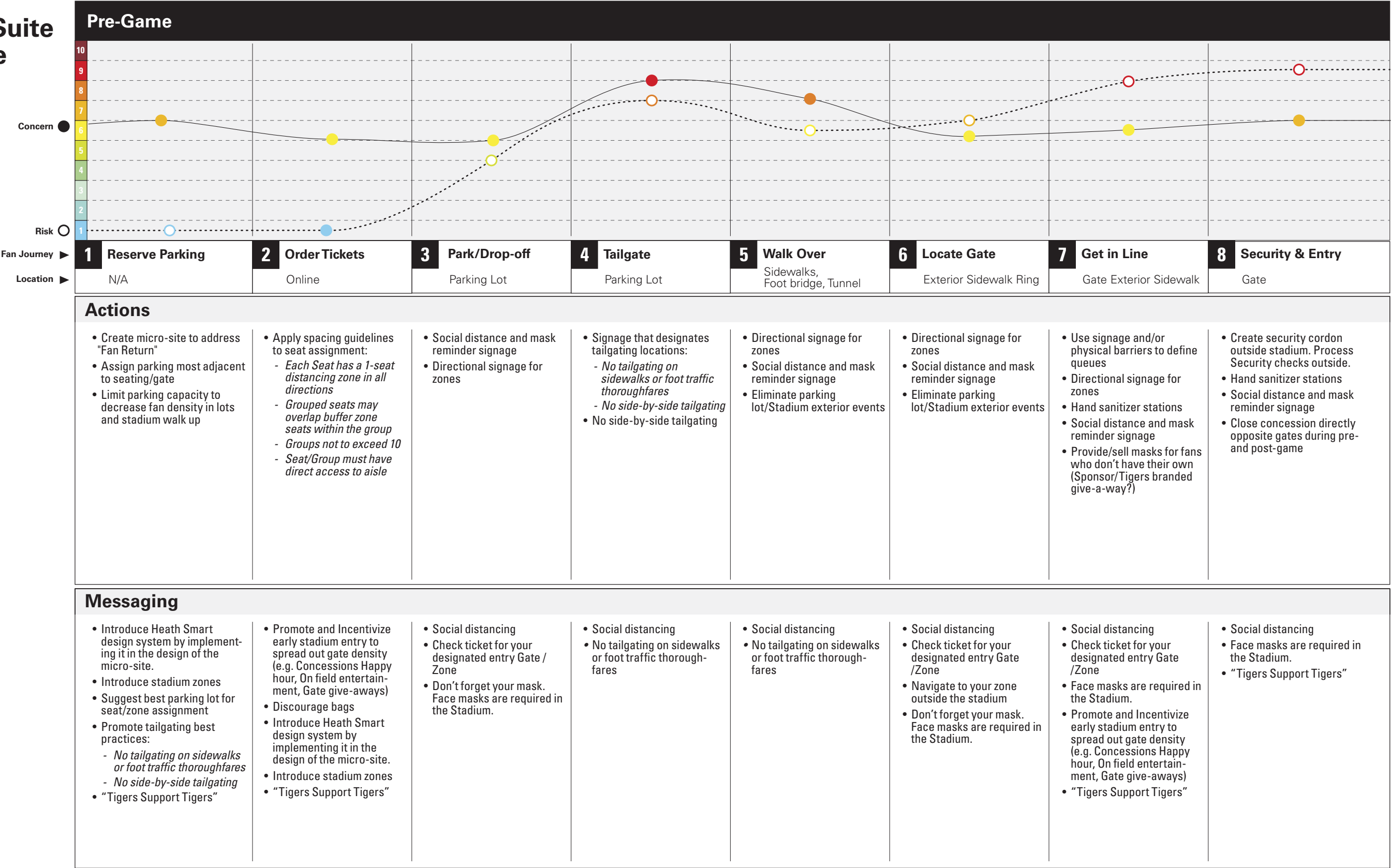
Location ▶



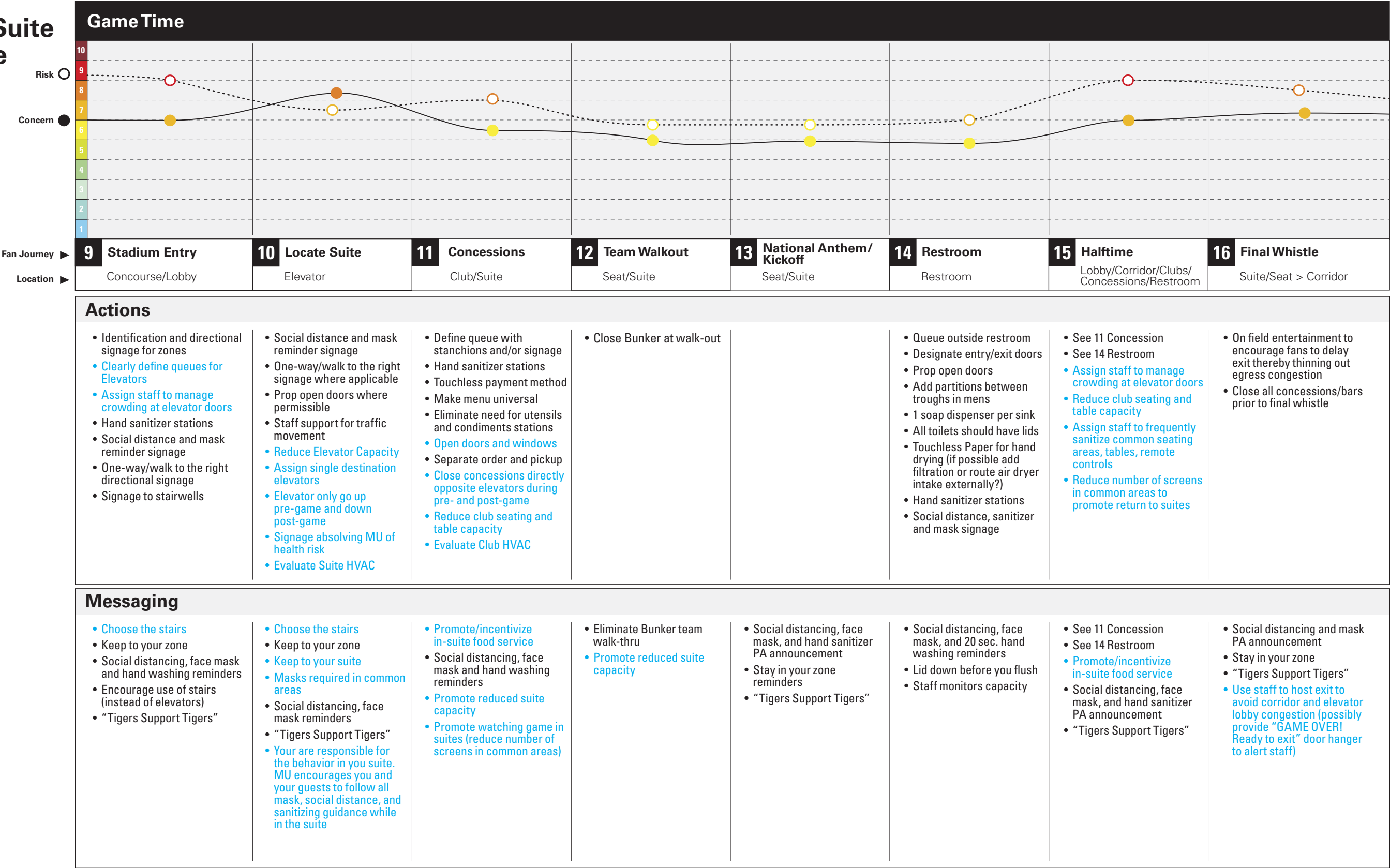
Season
Ticket Holder
Experience
Map



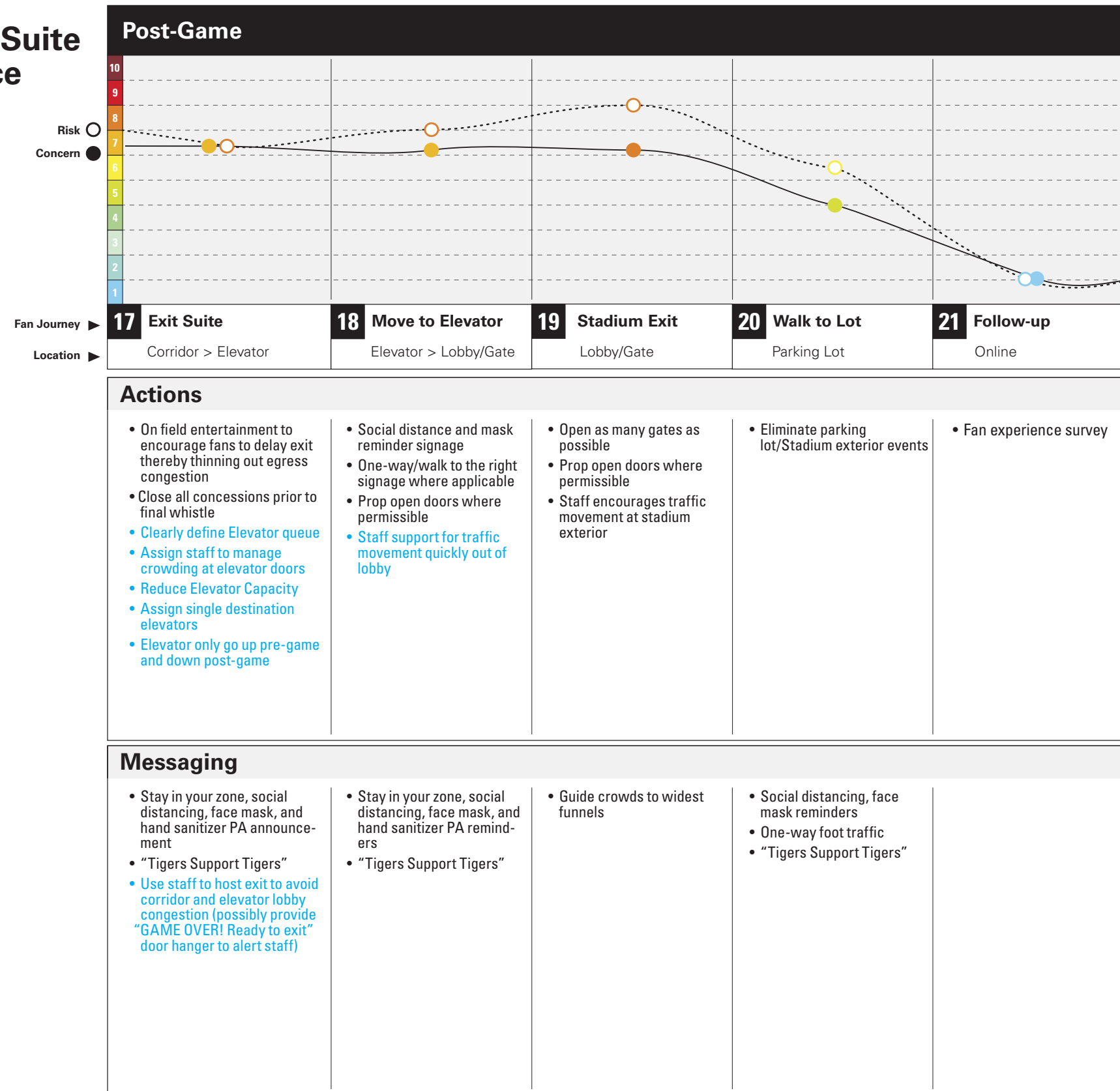
Premium Suite
Experience
Map



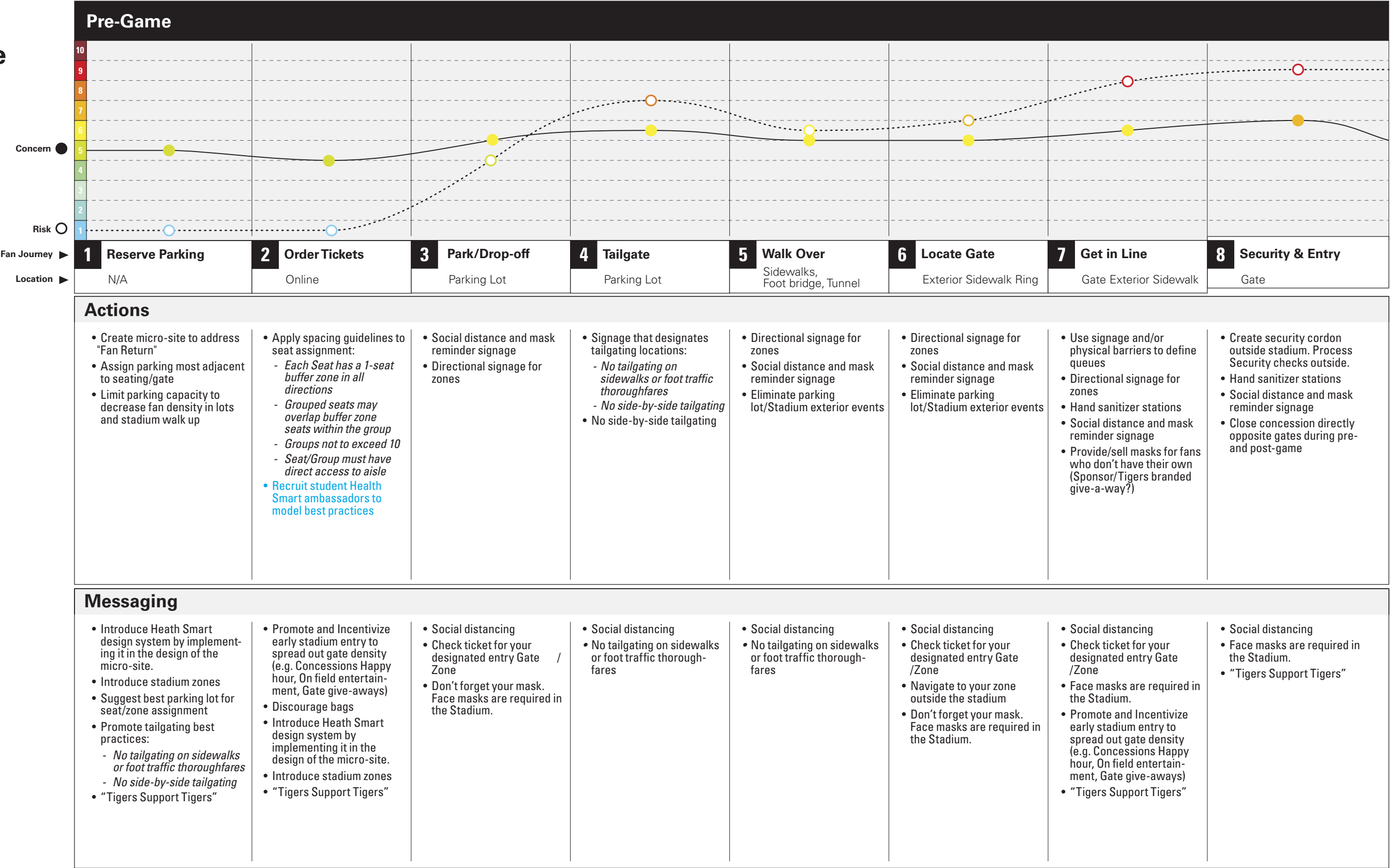
Premium Suite
Experience
Map



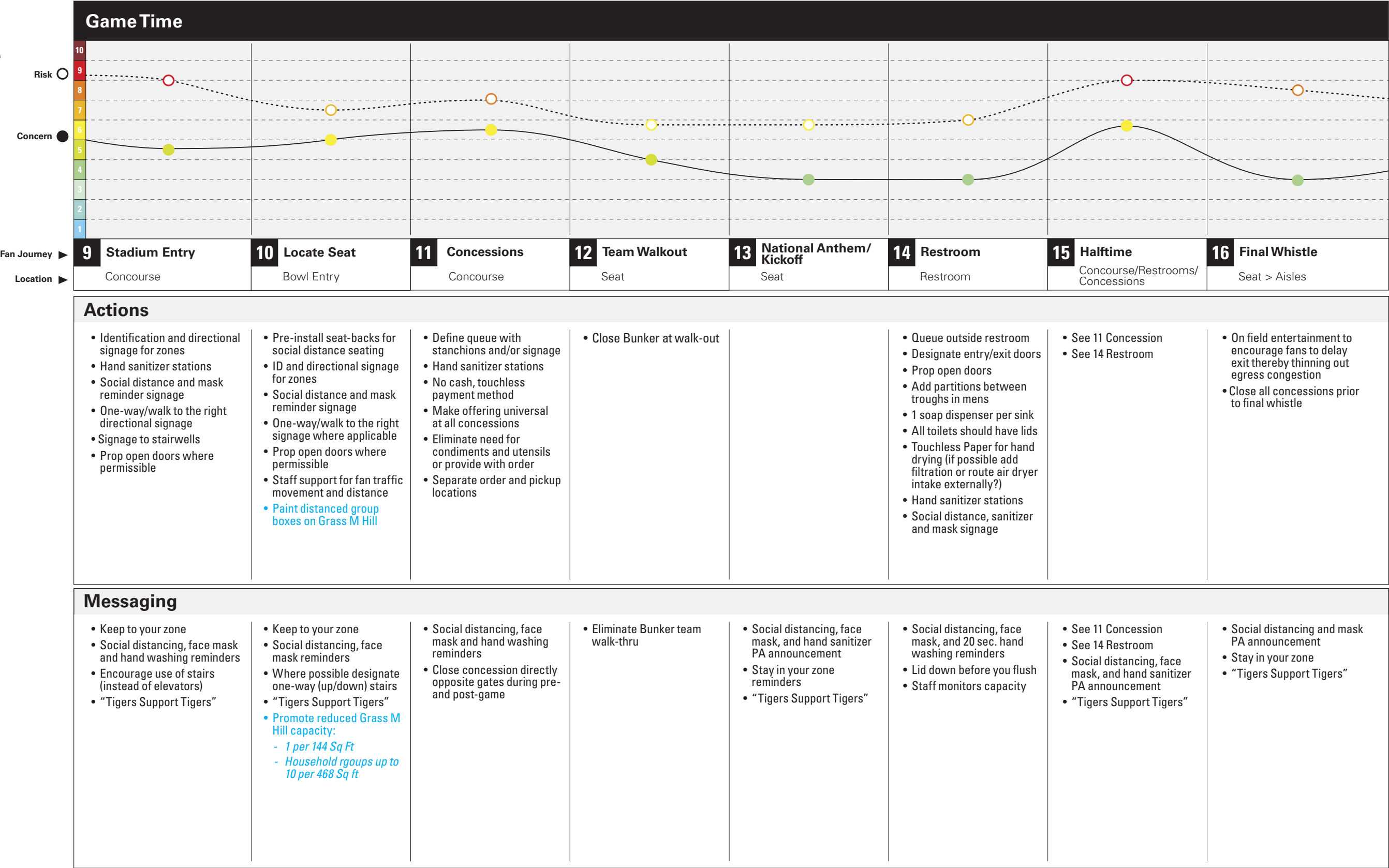
Premium Suite Experience Map



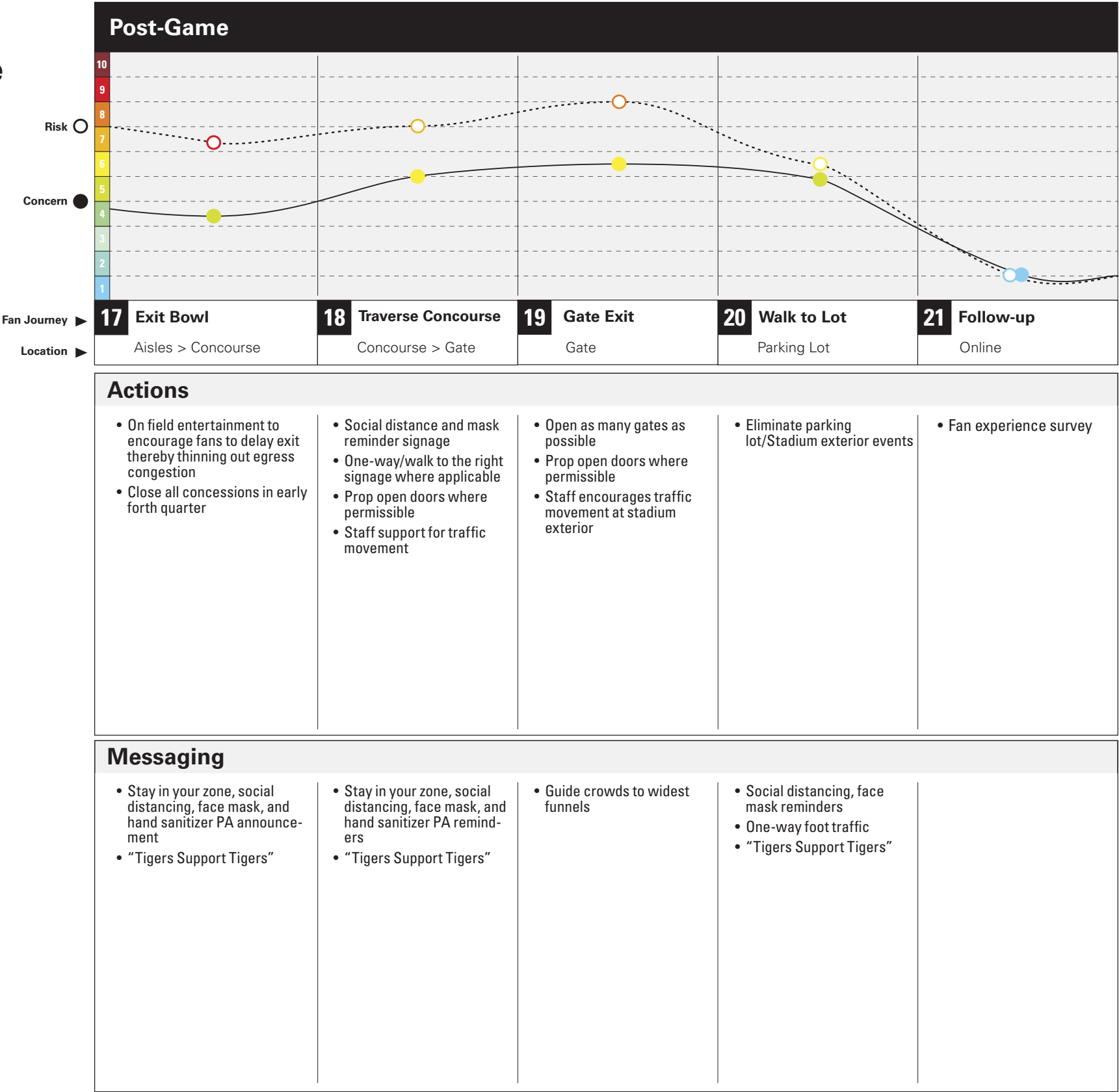
Student
Experience
Map



Student
Experience
Map



Student
Experience
Map



CAPACITY GUIDELINES

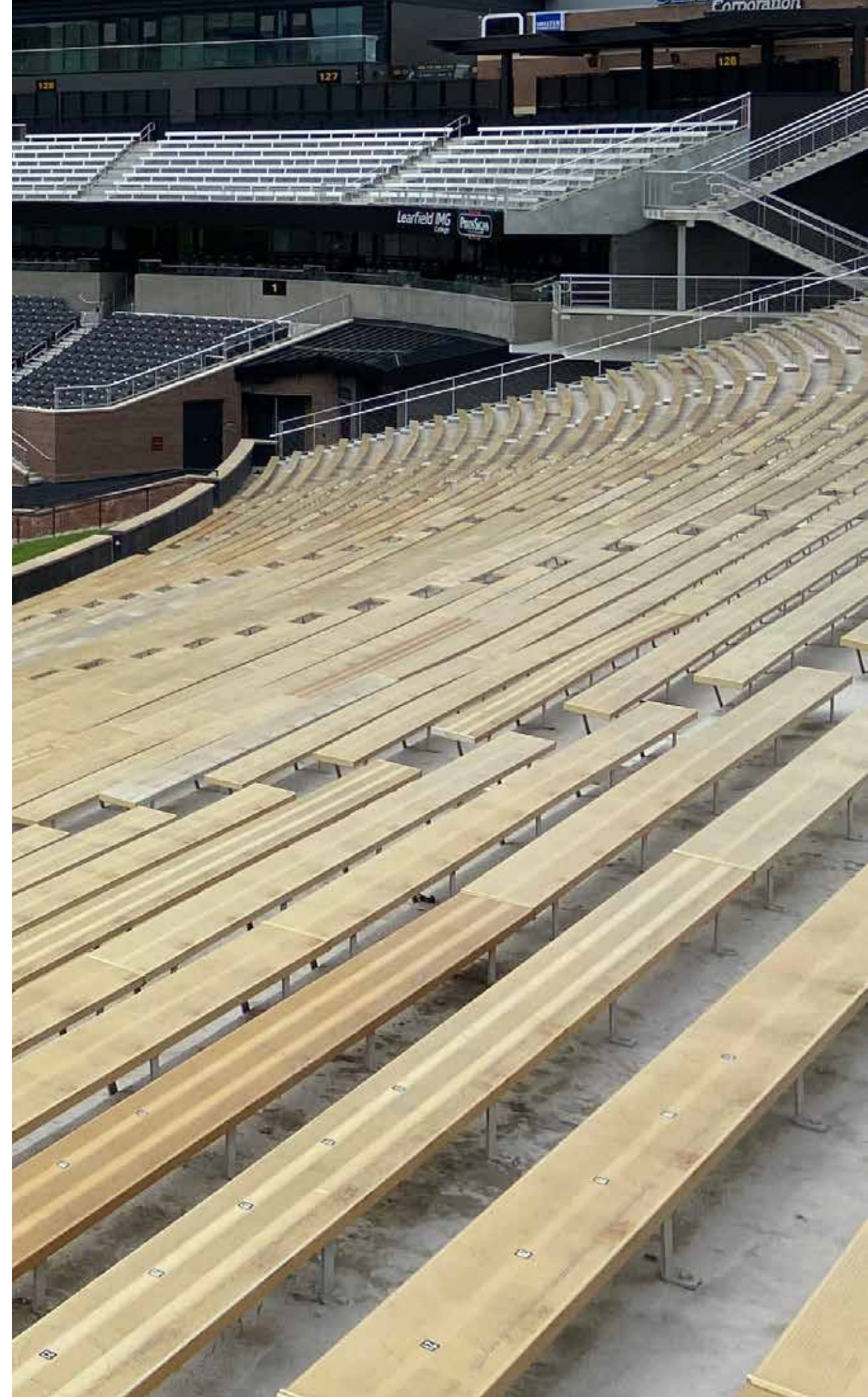


HEALTH SMART EXPERIENCE SOLUTIONS

CAPACITY | GENERAL GUIDELINES

- Reduce total stadium capacity to a total that allows for proper social distancing behavior. Estimated to be around 25%.
- Require face masks
- Social distancing* between individuals and/or household groups
Groups are designated as "household" to indicate that members of the group have agreed to forgo social distancing
- Groups to have direct aisle access wherever possible
- Groups can not exceed 10 members
- In bowl seating will have indicators to define approved socially distanced seating area
- Grass "M" Hill socially distanced* areas will be defined with outlined squares painted on the grass
- Common areas: fans to abide by social distancing* guidelines and to not linger for more than 14 minutes. Signage should be clearly visible.

* Social Distancing is also known as Physical Distancing and is defined as staying at least 6 feet from other people who are not from your household in both indoor and outdoor spaces.



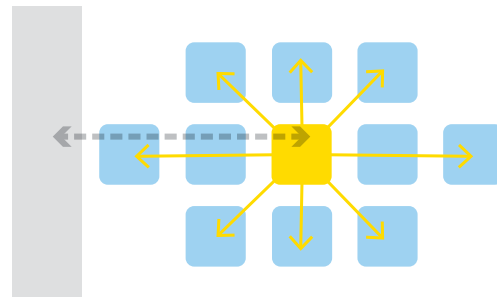
MU FOOTBALL

INTERNAL PREMIUM CAPACITY GOALS

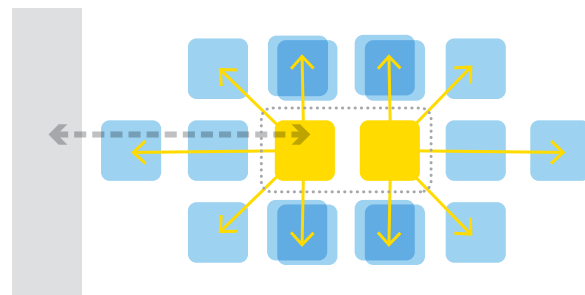
- **West Side Suites:** 83% Capacity
Remove the 4 SROs they receive
- **West Side Loge:** 100% Capacity
*Construct temporary wall between each loge box that doesn't allow for social distancing**
- **West Side Tiger Lounge:** 35-38% Capacity
Managing the selection process by hand and allowing up to 8-10 multi-account group seating, could allow for an increase in capacity
- **East Side Club – Walsworth Family Columns Club:** 35-38% Capacity
Managing the selection process by hand and allowing up to 8-10 multi-account group seating, could allow for an increase in capacity
- **South Endzone Suites:** 80% Capacity
Remove the 4 SROs they receive. We will also be constructing temporary walls between the outdoor suite seats
- **South Endzone Club:** 35-38% Capacity
Managing the selection process by hand and allowing up to 8-10 multi-account group seating, could allow for an increase in capacity
- **Outdoor West and East Stands:** 18-22% Capacity
Managing the selection process by hand and allowing up to 8-10 multi-account group seating, could allow for an increase in capacity
- **Hill and Bunker Club** TBD

* Social Distancing is also known as Physical Distancing and is defined as staying at least 6 feet from other people who are not from your household in both indoor and outdoor spaces.

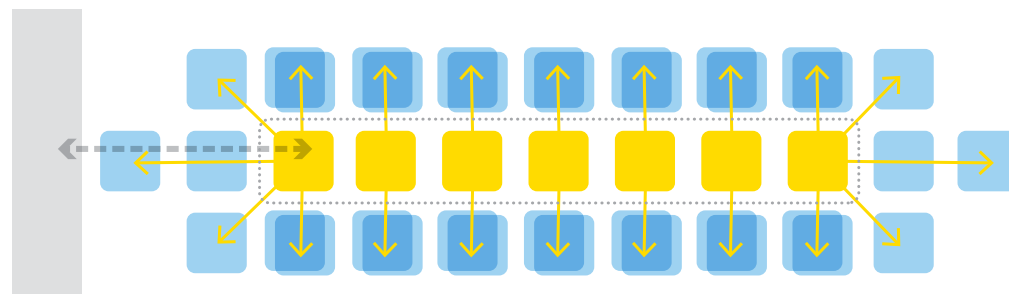




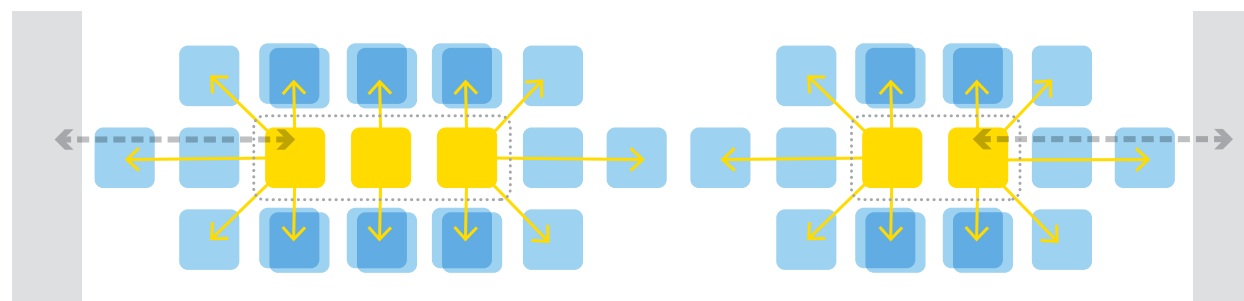
Single **seat** with access to aisle
Each individual **seat** includes 10 **buffer seats**.



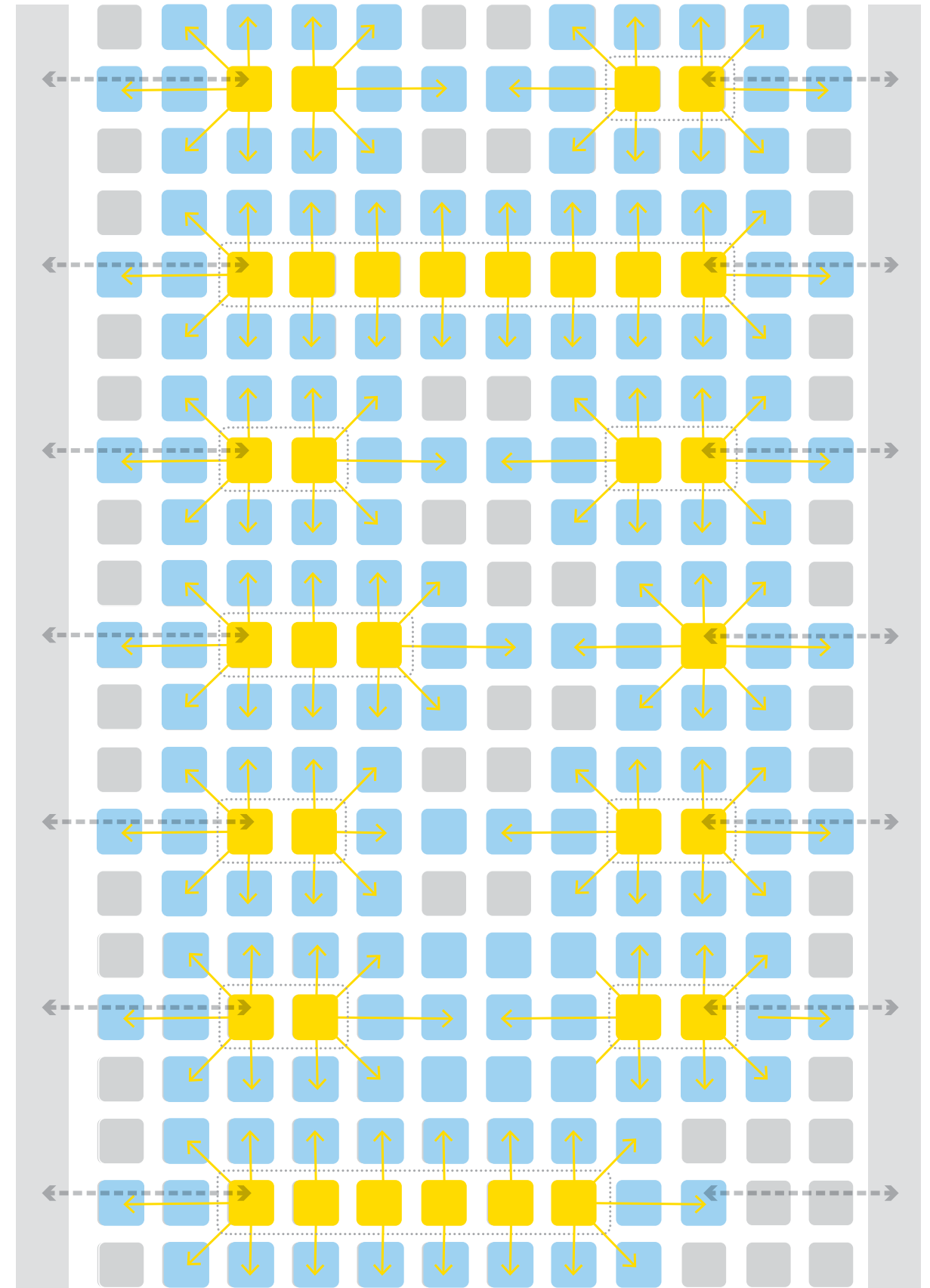
Small household **group** with access to aisle
Each **member** of the same household **group** may overlap their **buffer seats**

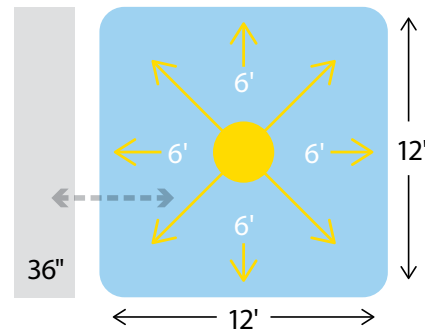


Large household **Group** (Up to **10**) with access to aisle

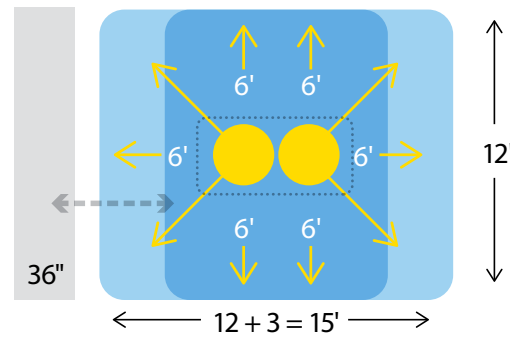


Household **groups** may not overlap **buffer seats** of adjacent **seats/groups**.
Each **group** requires it's own access to aisle

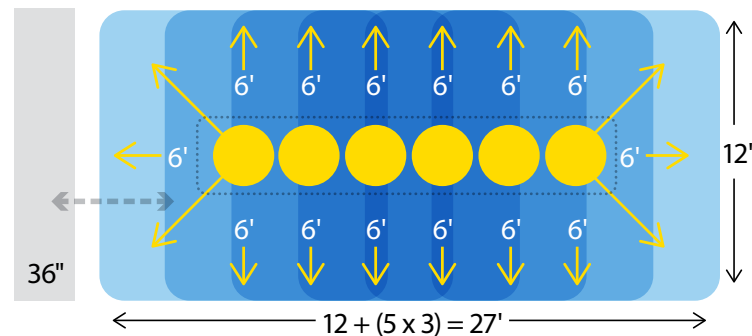




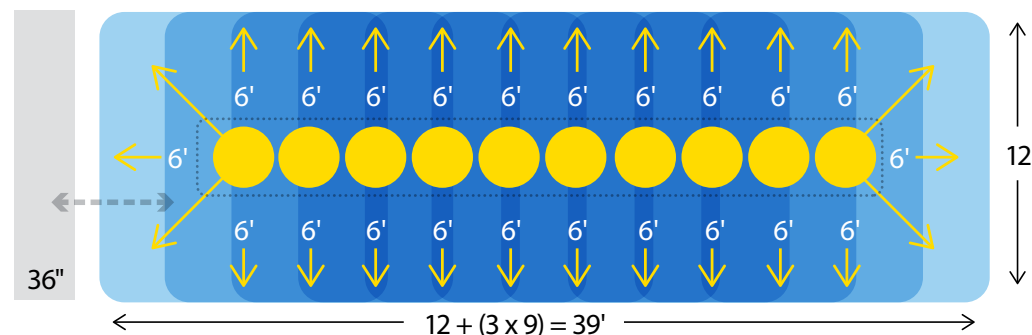
6 foot buffer zone population density. 1 person per 144 Sq Ft.
Each person / household group must have direct aisle access



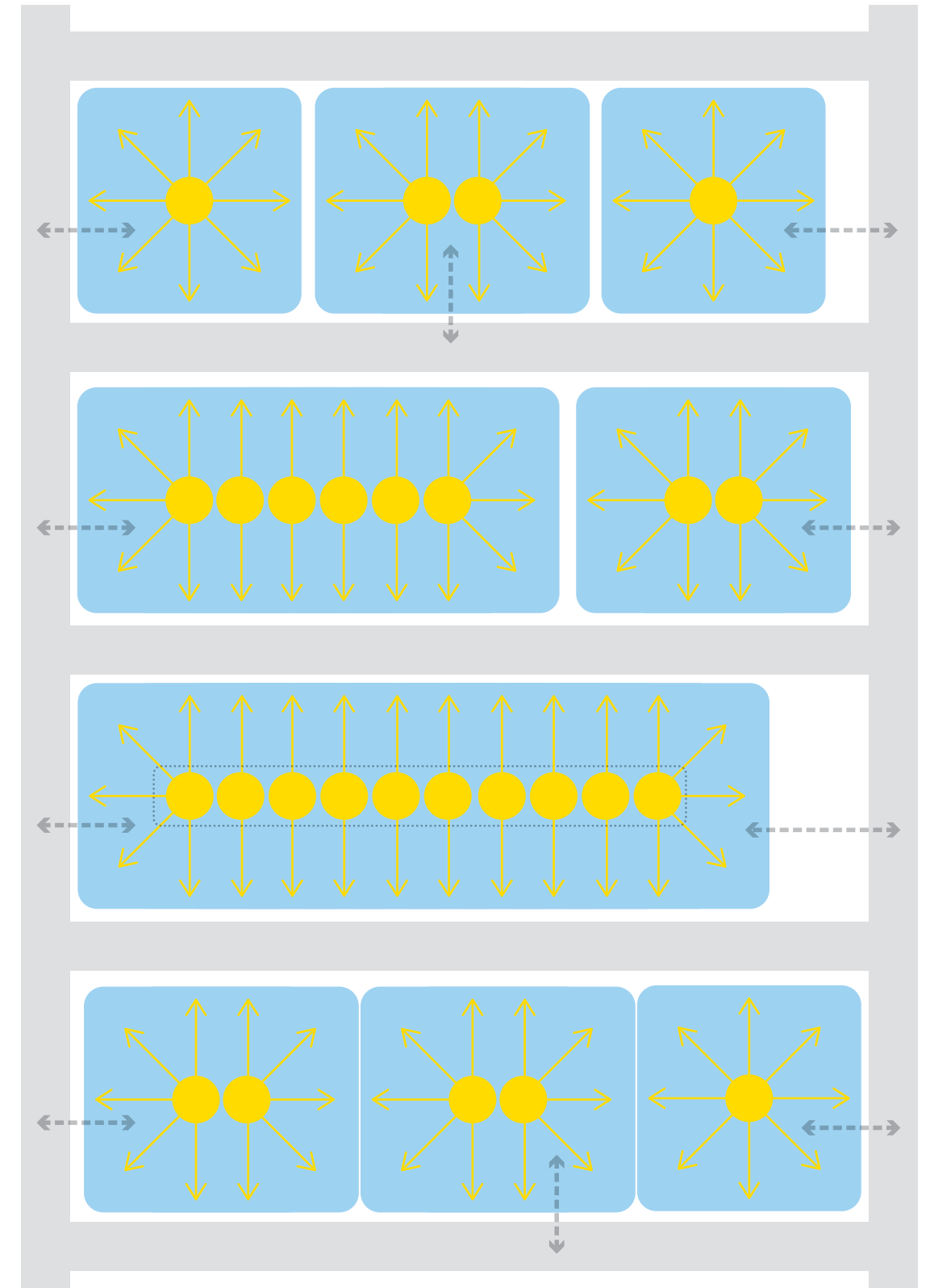
6 foot buffer zone population density. Household group of 2 per 180 Sq Ft. (+ 3'/person)
Each member of the same group may overlap their buffer zone



6 foot buffer zone population density. household group of 6 per 324 Sq Ft. (+ 3'/person)
Each member of the same group may overlap their buffer zone



Maximum household group size not to exceed 10. Group of 10 per 468 Sq Ft. (+ 3'/person)



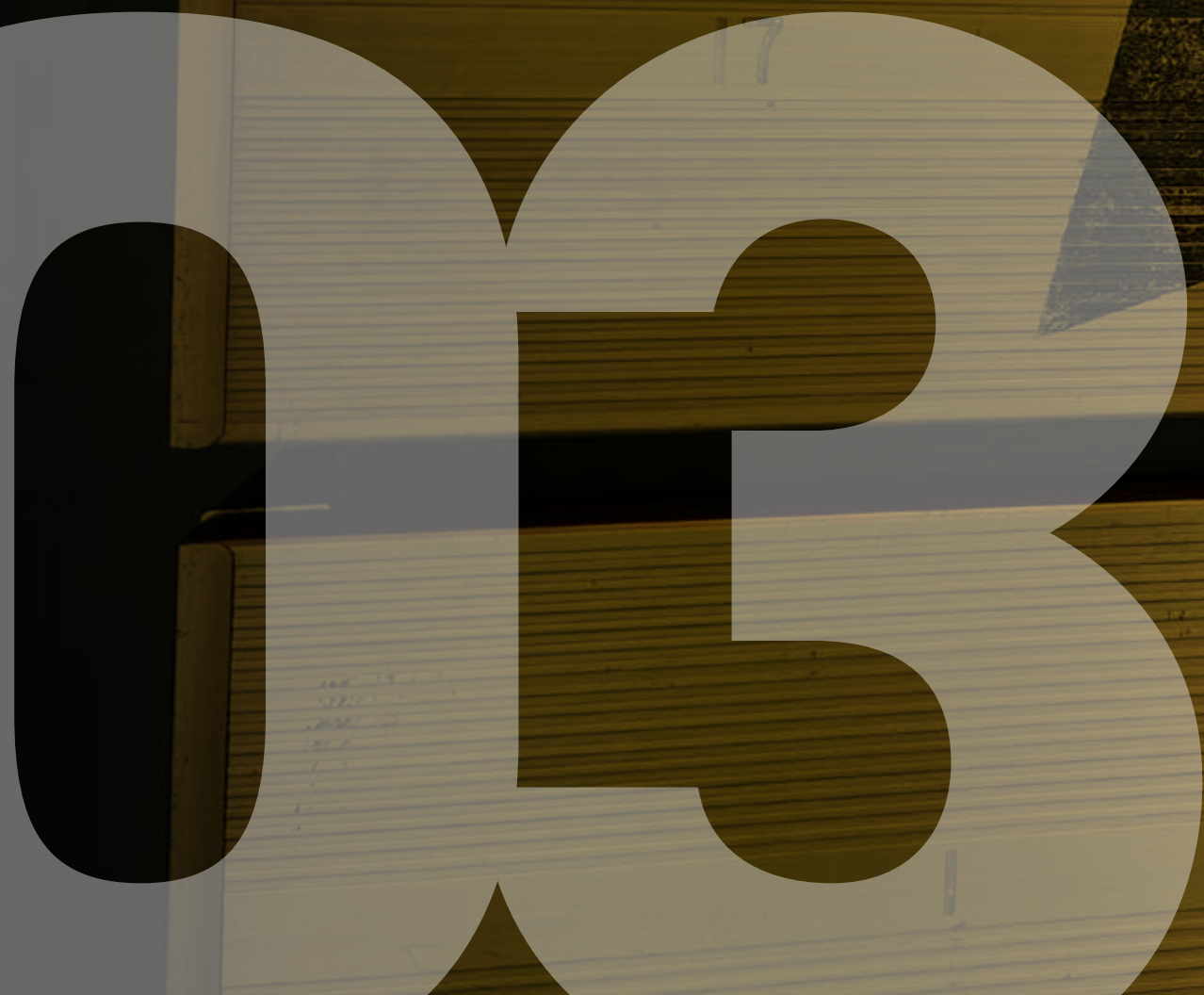
HEALTH SMART EXPERIENCE SOLUTIONS

CAPACITY | PREMIUM SEATING STRATEGY

- Open all windows where possible
- Sanitizer dispenser at entry
- Install ventilated interior doors if possible
- Decrease number of movable chairs
- Suites may govern their own capacity but health smart capacity recommendations will be posted
- Install touchless soap and paper towel dispensers by sinks where possible
- Prohibit guests visiting other suites
- Focus on Suite in-service for food/drinks. Minimize bar service
- Assign one-way foot traffic where possible
- Exterior premium seating areas (e.g. Loge) will be partitioned from adjacent areas



HEALTH SMART DESIGN SYSTEM



Implementation Strategies



Implementation Strategies

- MAINTAIN CONSISTENT VISUAL CUES THROUGH SHAPE
- SEEK OPPORTUNITIES TO CUSTOMIZE WITH FOOTBALL THEMING
- CONSIDER OPTION TO USE ONE, HIGH VISIBILITY COLOR TO HIGHLIGHT COVID-19 SIGNAGE FROM OTHER MESSAGING

HEALTH SMART SUPPLEMENTAL SIGNAGE

LAYOUTS

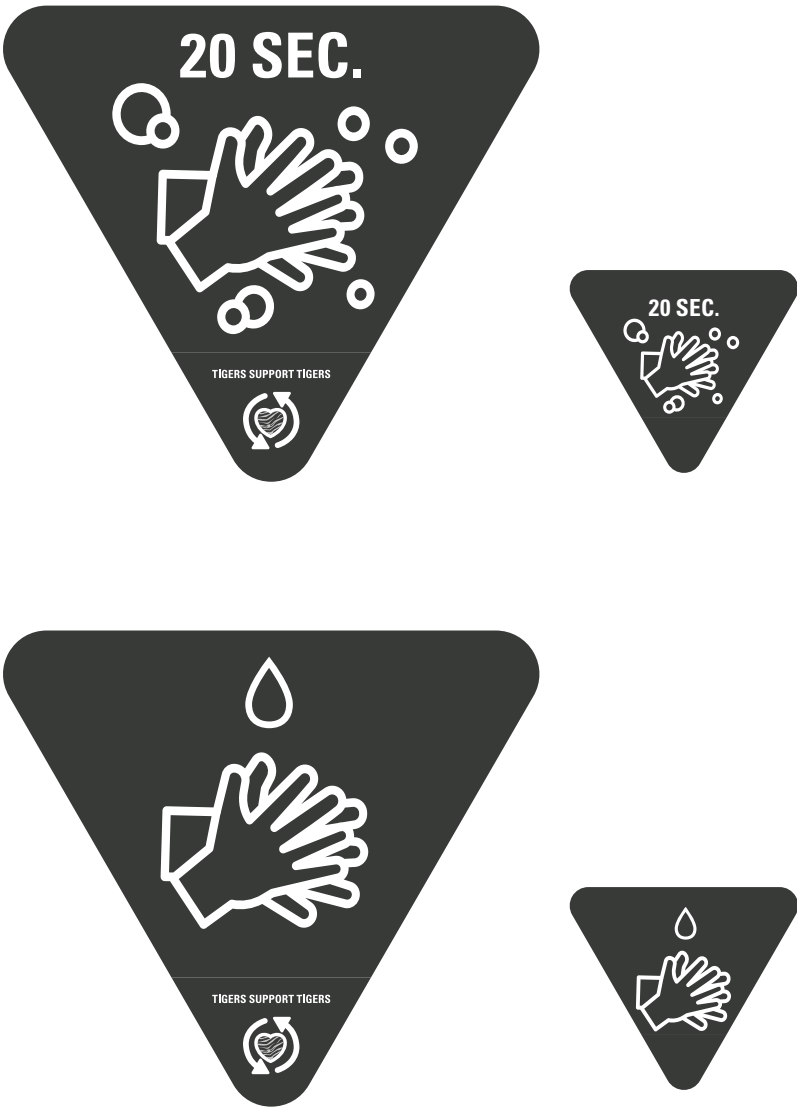
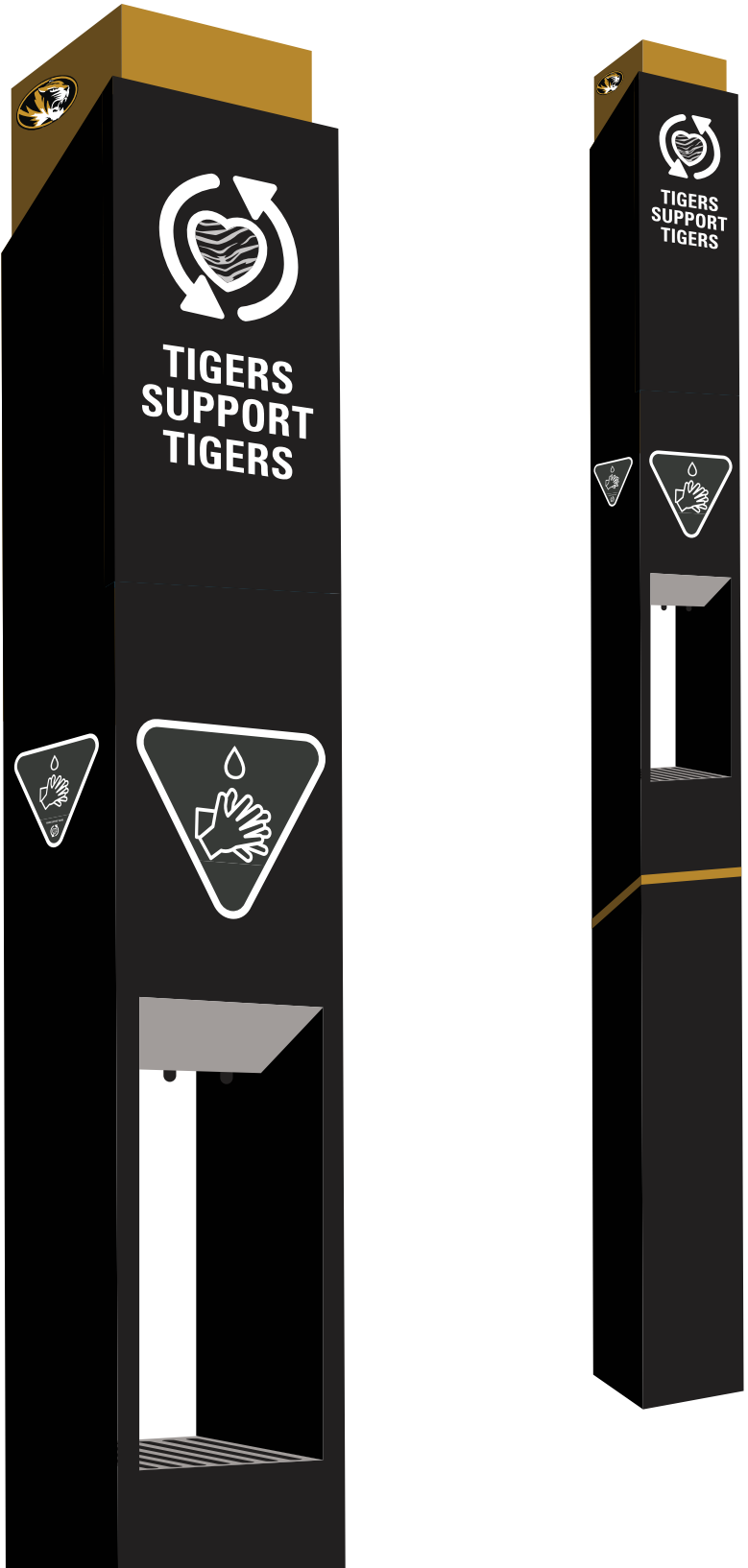


Implementation Strategies

- MORE PERMANENT INSTALLATIONS SHOULD CLEARLY TIE TO THE BUILDING SIGNAGE AND MATERIALITY
- PROVIDING PRACTICAL, ON-BRAND AND ACCESSIBLE SOLUTIONS TO HYGIENE DIRECTIVES WILL INCREASE PARTICIPATION

HEALTH SMART PRACTICAL OPTIONS

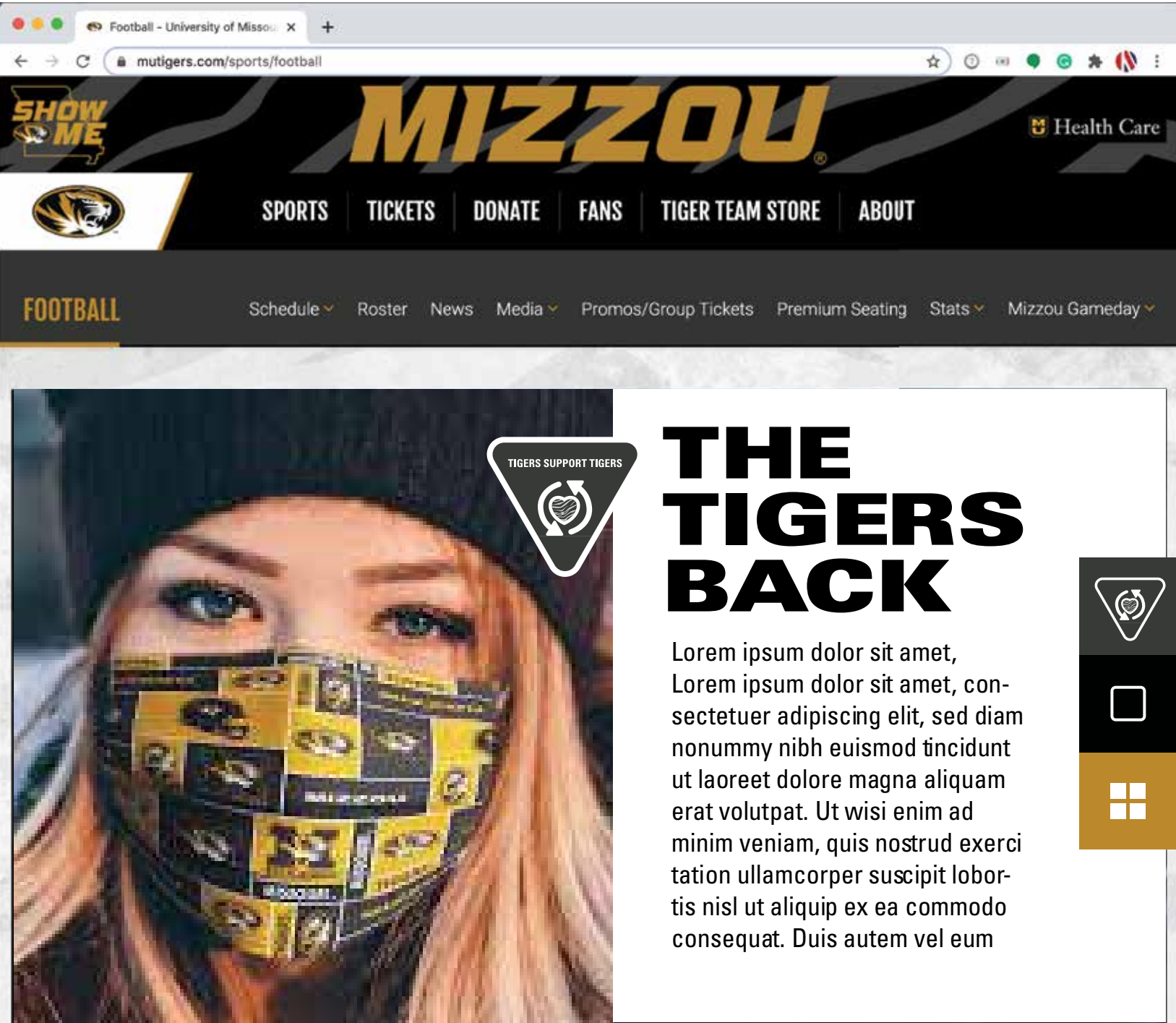
HAND SANITIZER STATION CONCEPT



Implementation Strategies

- HEALTH SMART MESSAGING SHOULD START AT THE FIRST POINT OF CONTACT
- ESTABLISH MESSAGING DESIGN SYSTEM EARLY SO FANS KNOW WHAT TO LOOK FOR AT GAME TIME
- TONE SHOULD BE AFFIRMATIVE NOT RESTRICTIVE. “WE’RE IN THIS TOGETHER.” “WE CAN DO THIS!”

HEALTH SMART ONLINE SUPPORT



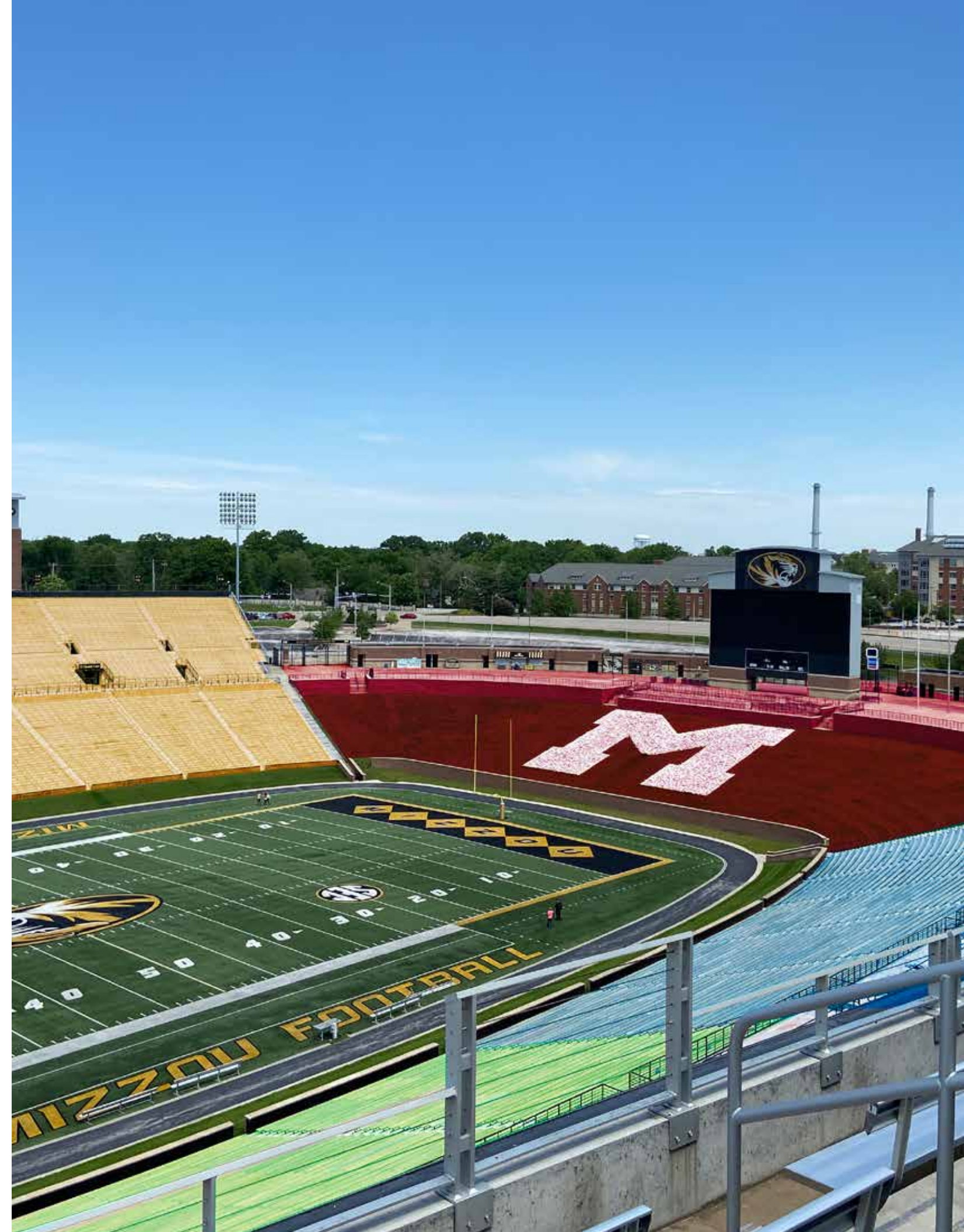
SEPARATION ZONES



HEALTH SMART EXPERIENCE SOLUTIONS

SOLUTIONS | SEPARATION ZONES

- Isolate sections into groups with color-coded supplemental temporary signage and pre-game communications
- Maintain appropriate population density within each section through ticketing
- Prevent “clustering,” control traffic flow between seats and amenities, avoid “cross-contamination”
- Create a basis for contact tracing, should the need arise
- Require fans to enter the stadium through their assigned gate



Implementation Strategies

- UNIQUE SYSTEM SEPARATE FROM EXISTING WAYFINDING
- COLOR-CODED WITH CORRESPONDING ZONE IDENTIFICATION
- TEMPORARY, REMOVABLE, AND COST-EFFICIENT
- HIGHLY-LEGIBLE
- VISUALLY CONSISTENT

ZONE MARKERS

CONCOURSE LEVEL



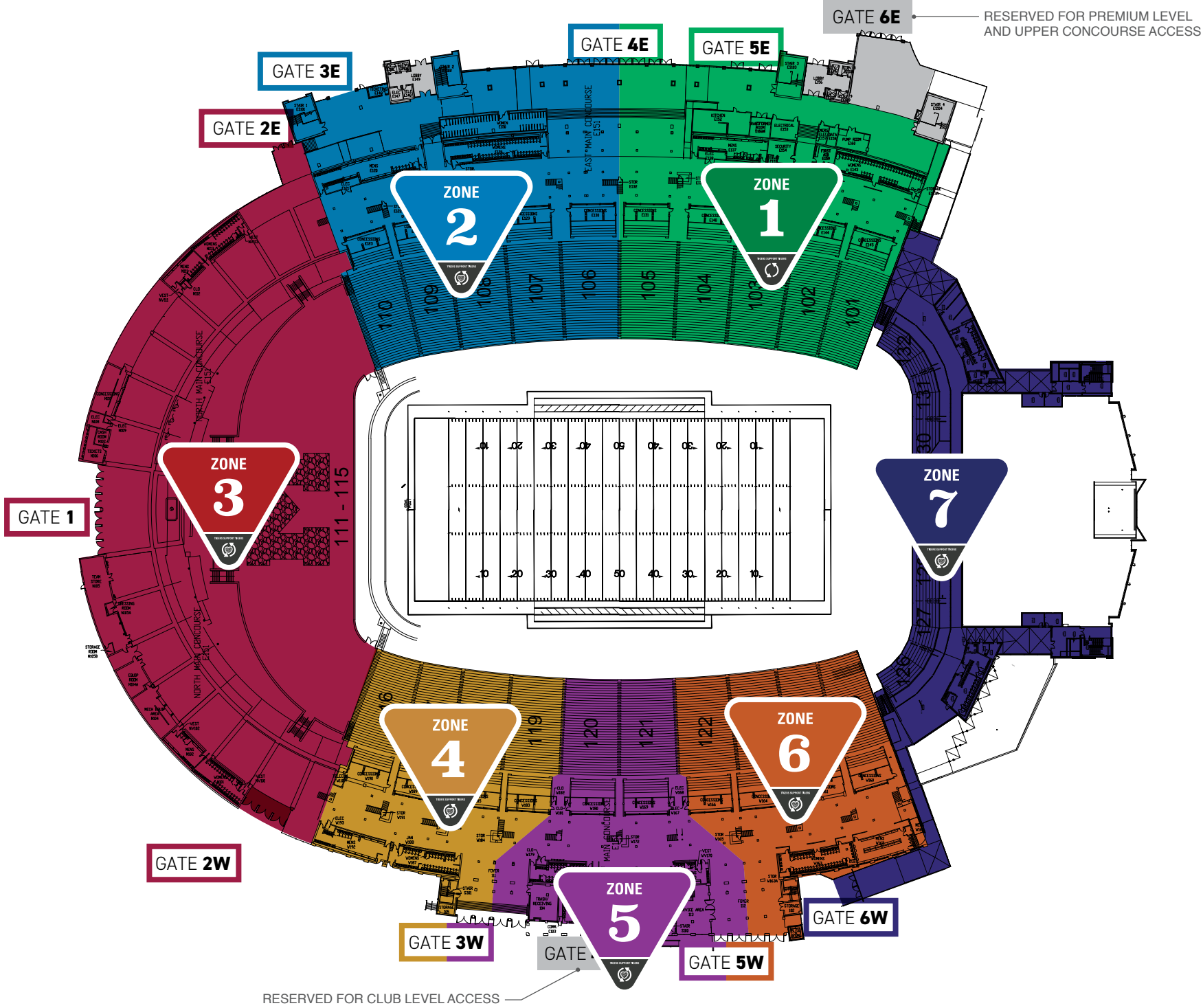
EAST SIDE PREMIUM



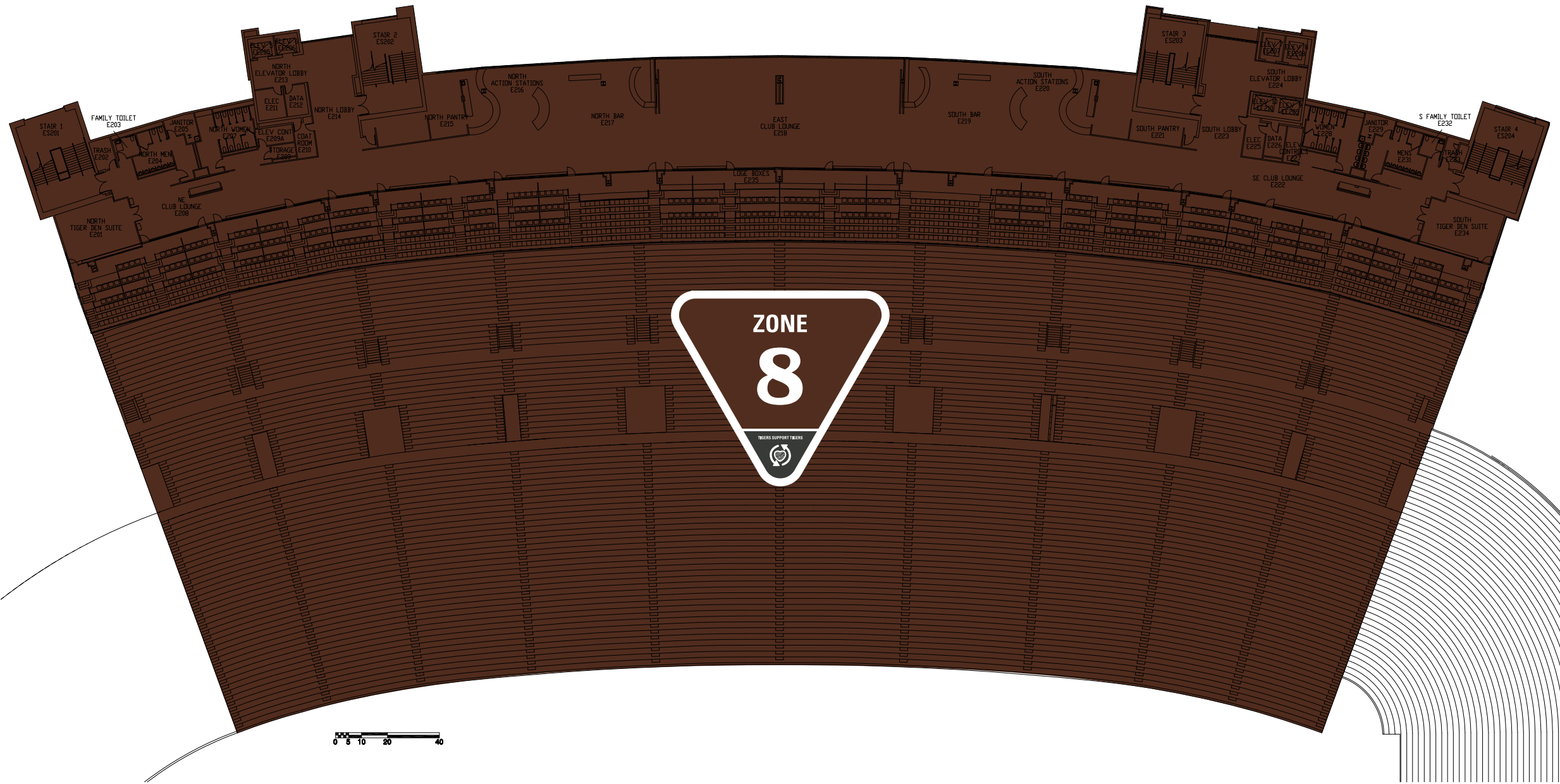
EAST SIDE UPPER CONCOURSE



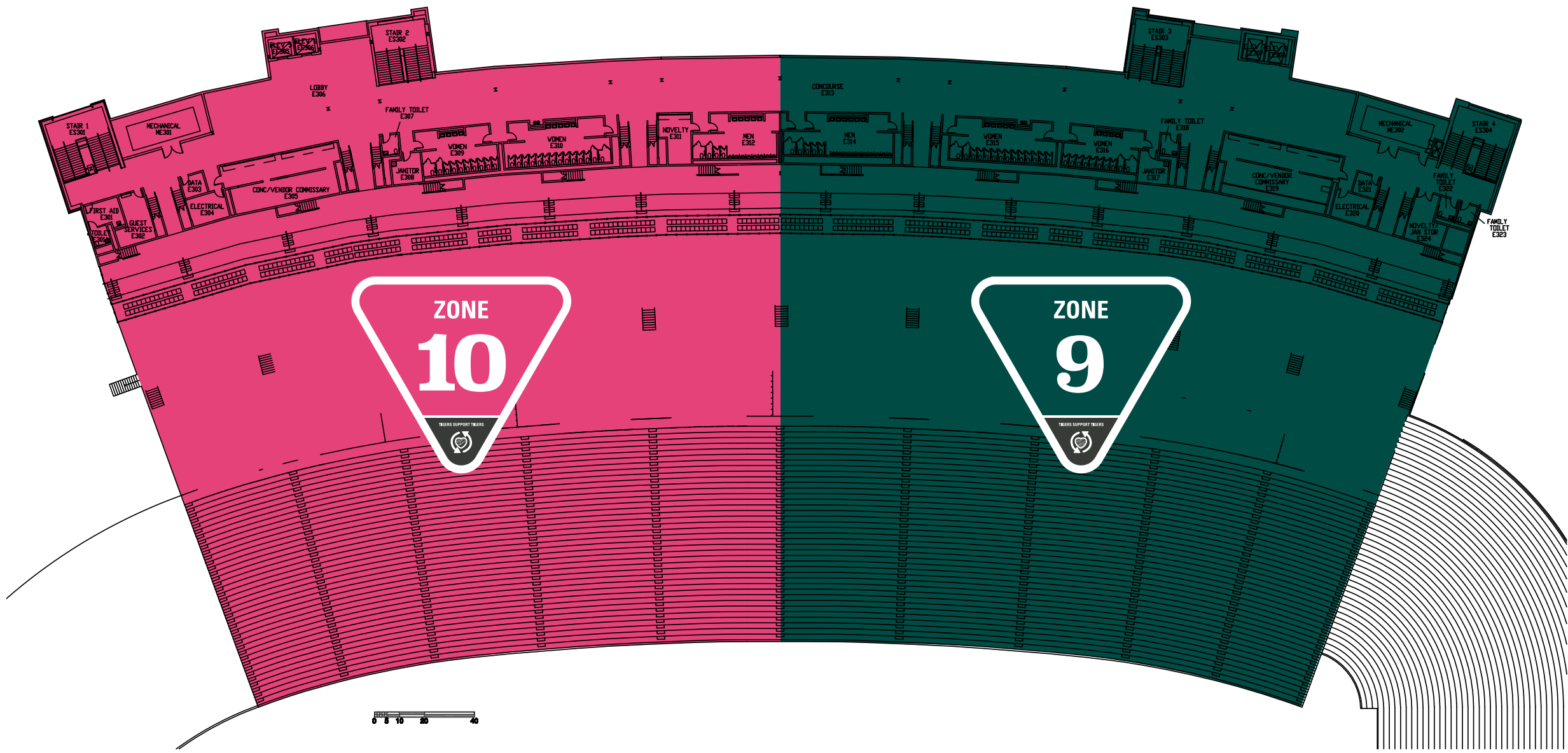
HEALTH SMART EXPERIENCE AUDIT
SEPARATION ZONE MAP | CONCOURSE LEVEL OVERVIEW



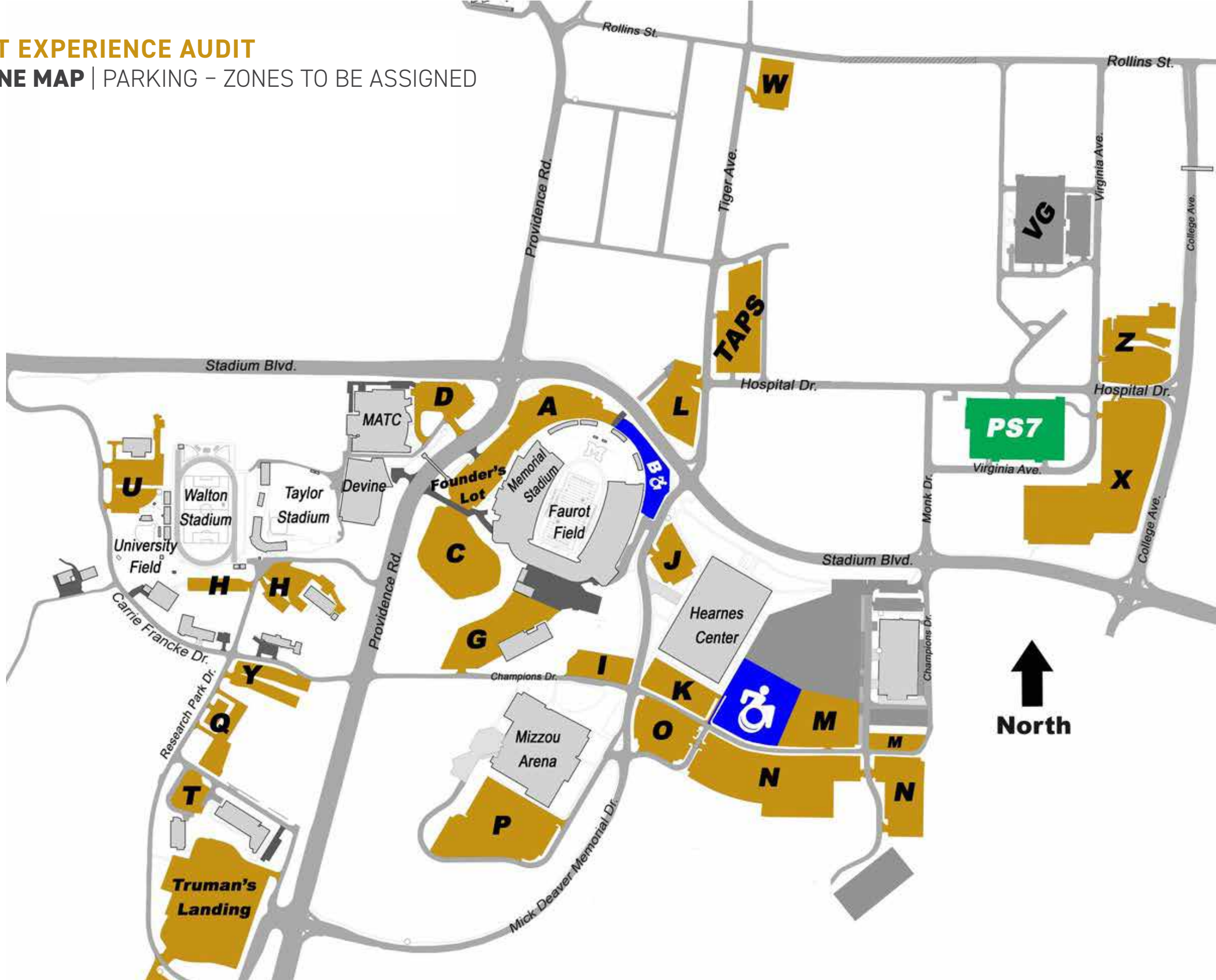
HEALTH SMART EXPERIENCE AUDIT
SEPARATION ZONE MAP | EAST SIDE PREMIUM



HEALTH SMART EXPERIENCE AUDIT
SEPARATION ZONE MAP | EAST SIDE UPPER CONCOURSE



HEALTH SMART EXPERIENCE AUDIT
SEPARATION ZONE MAP | PARKING - ZONES TO BE ASSIGNED

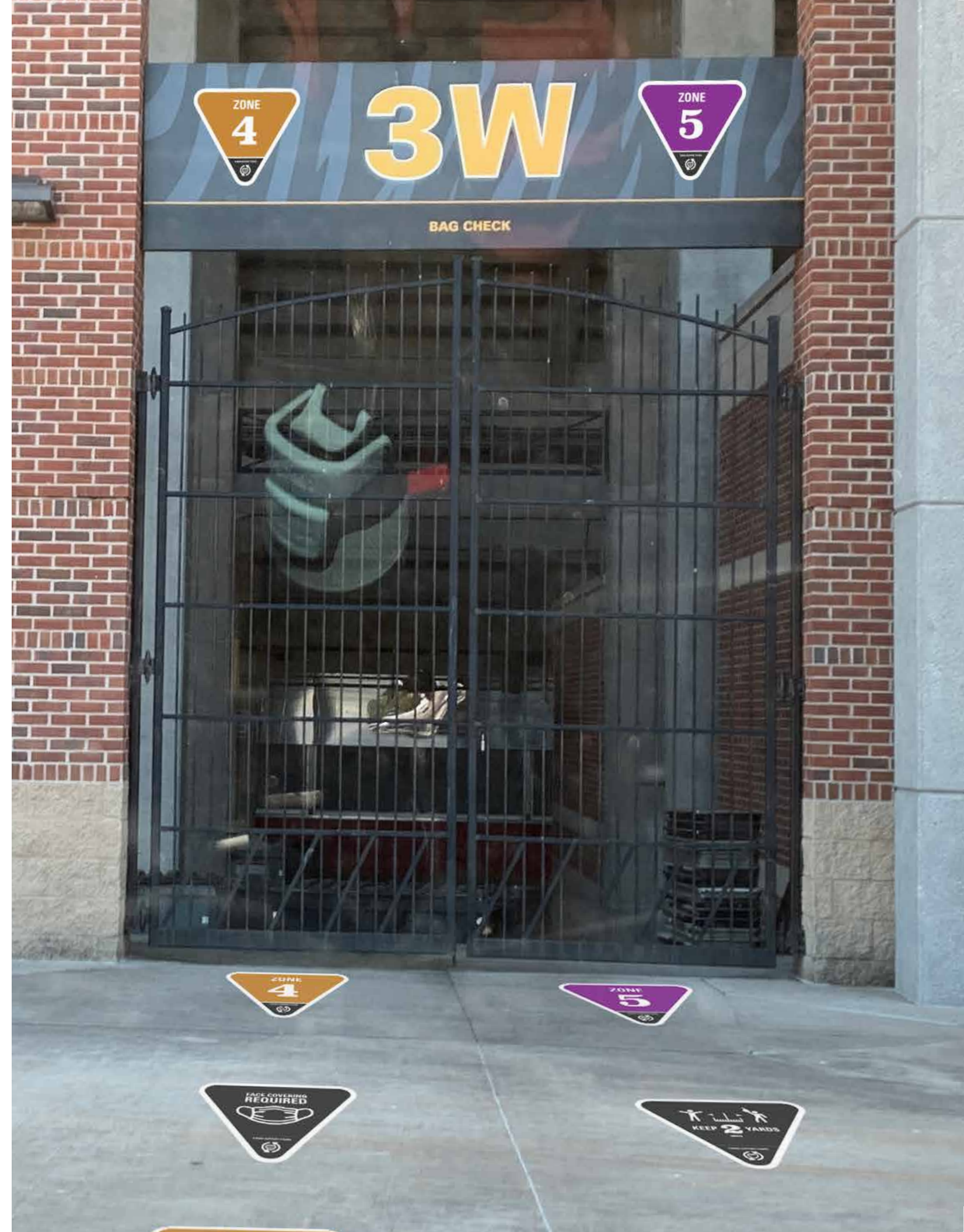


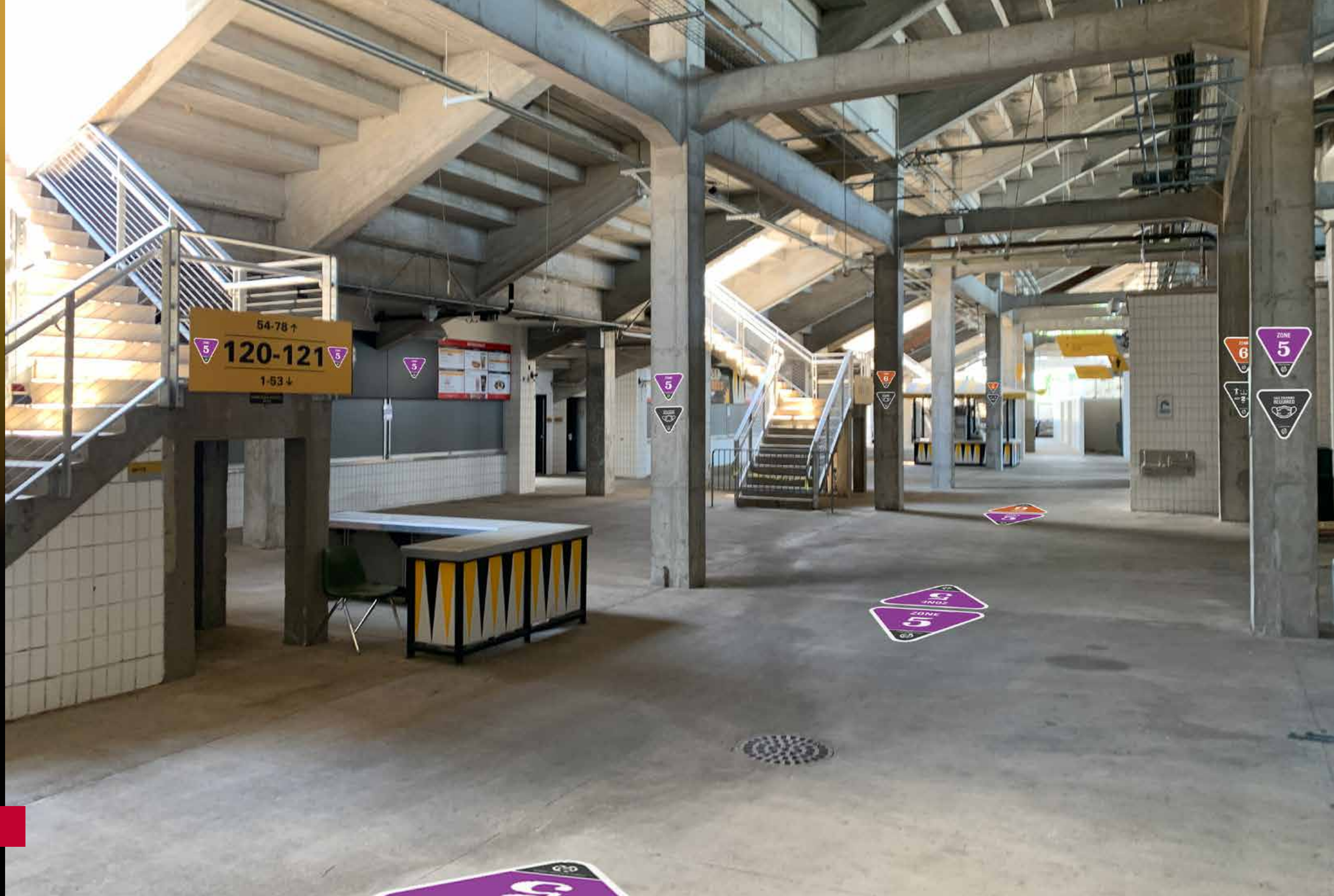
HEALTH SMART EXPERIENCE SOLUTIONS IMPLEMENTATION | VINYL MARKING

Simple, temporary color-coded vinyl appliques added to existing signage and along the floor help to reinforce awareness of social distancing* and encourage visitors not to travel outside of their “zone.”

While any combination of colors or iconography could be used, a contrasting palette represented with simple shapes is shown here to accommodate vision deficiencies and avoid competing with existing wayfinding signage.

* Social Distancing is also known as Physical Distancing and is defined as staying at least 6 feet from other people who are not from your household in both indoor and outdoor spaces.





THANK YOU



**Dimensional
Innovations**