



SOCIAL DISTANCING STADIUM

APRIL 2020



STRATEGIC ELEMENTS

1

“Gold-Standard” of Cleanliness

Become a leader in the industry and create a cleanliness certification process with the Global Biorisk Advisory Council

2

Minimal Contact Environment

Create a stadium environment that minimizes the number of physical contact-points with surfaces and people

3

Social-Distancing

Throughout the stadium experience/fan journey, we will mitigate key congregation points to support social distancing

AGENDA

- I. Capacity Reduction**
- II. Fan Journey**
- III. Execution & Communication**

CAPACITY REDUCTION

STADIUM CAPACITY / SEATING CHART

65K

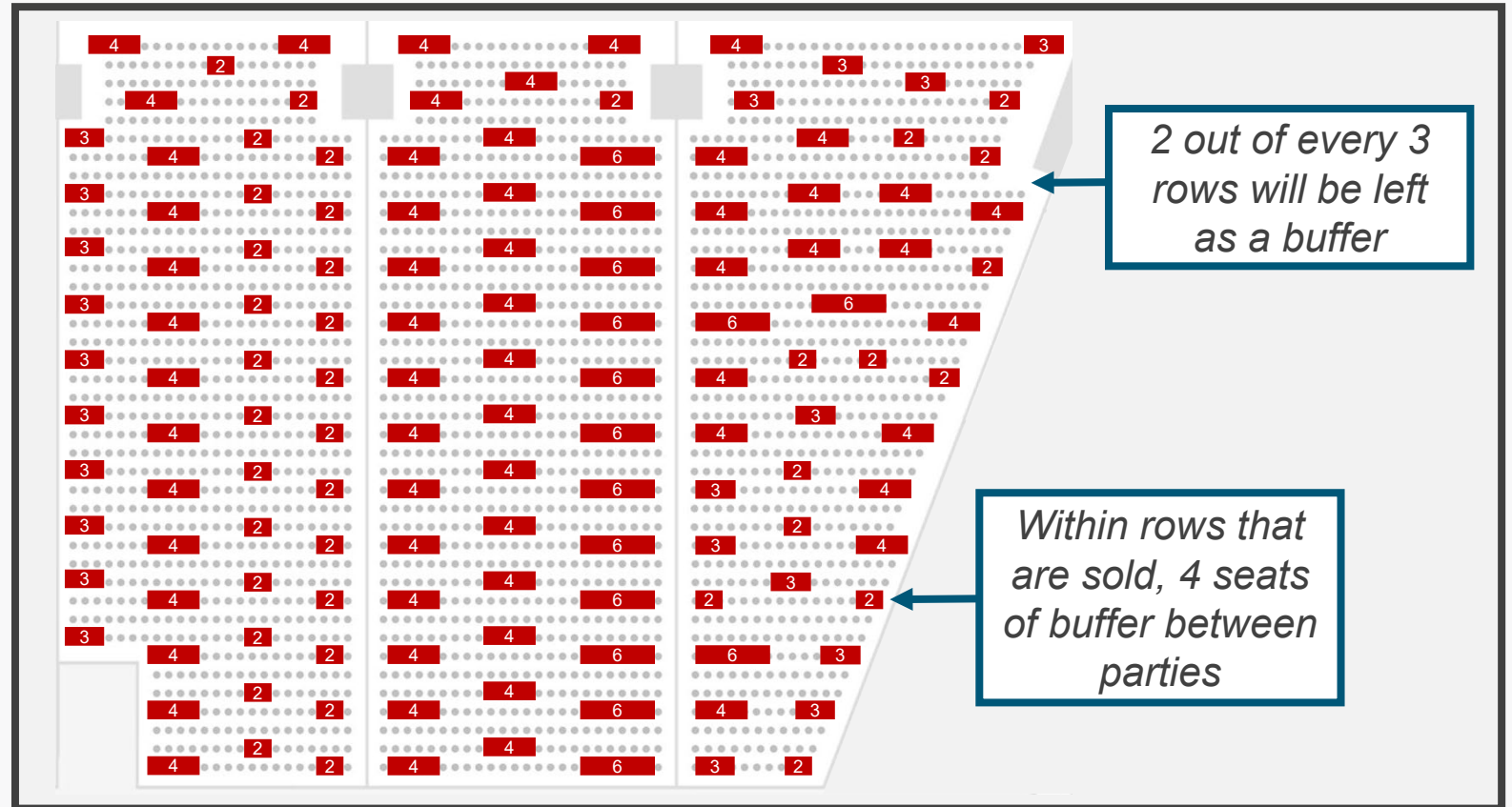
Typical Stadium Capacity



12K

Social Distancing Stadium Capacity

Sample Seating Chart



Key Takeaway: By reducing stadium capacity by ~82% to 12K, we can create a seating chart that maintains **6 feet** of social distance between parties



WHAT IT COULD LOOK LIKE

Zip Tie Unused Seats



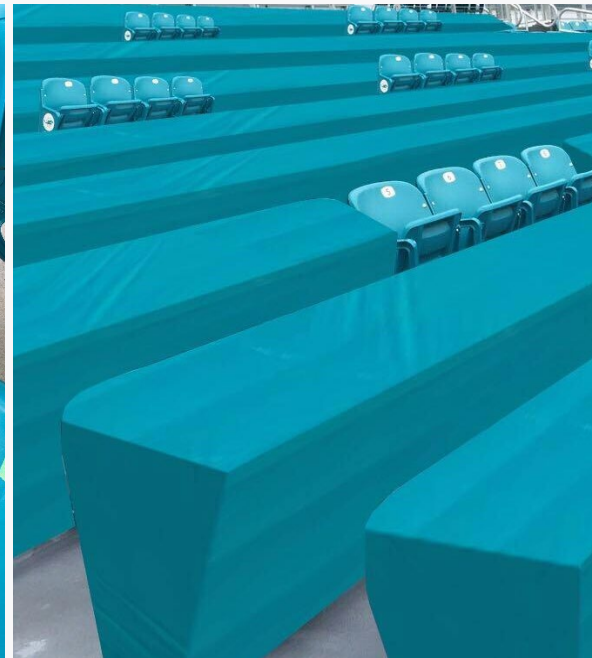
Low Cost

Remove Seat Bottoms



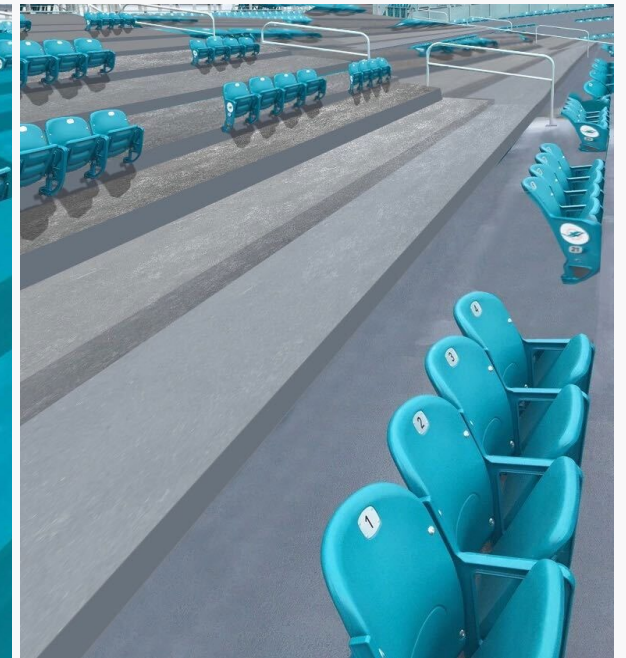
Mid Cost

Cover Unused Seats



High Cost

Remove Seats /
Add Handrails



Very High Cost

Key Takeaway: We are balancing cost, optics, and safety to evaluate each of the above potential solutions for blocking off unused seats

FAN JOURNEY

PARKING

Parking

Gate Entry

Food &
Beverage

Retail

Suites &
Luxury

Sanitation

Employee
Guidelines

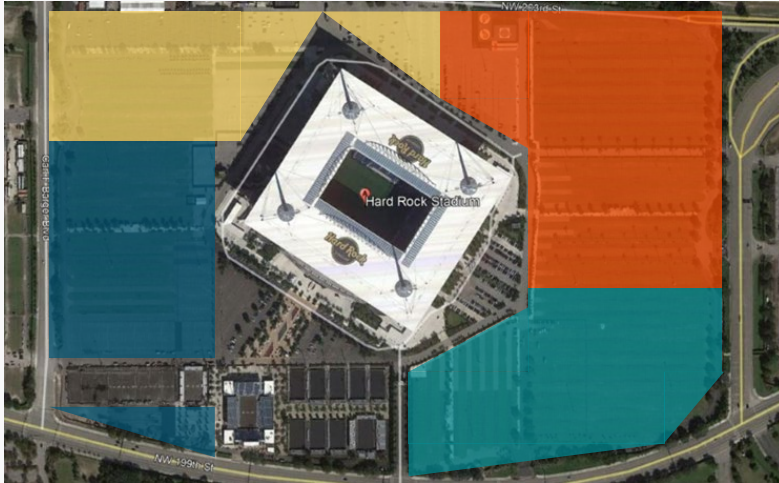
Departure



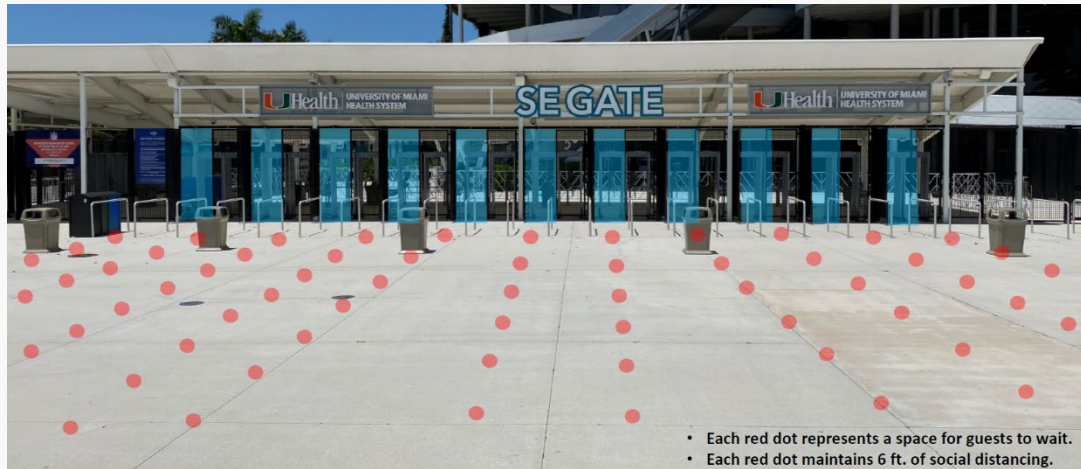
- Each parking space will be distanced over 10' from the next assigned space
- Parking will be segmented into four quadrants correlating to a seating location in the stadium
- Parking passes will be entirely digital (no employee-to-fan contact)
- Dedicated parking spaces will be selected by customers during the sales process, with options for no-tailgate zones

GATE ENTRY

Parking	Gate Entry	Food & Beverage	Retail
Suites & Luxury	Sanitation	Employee Guidelines	Departure



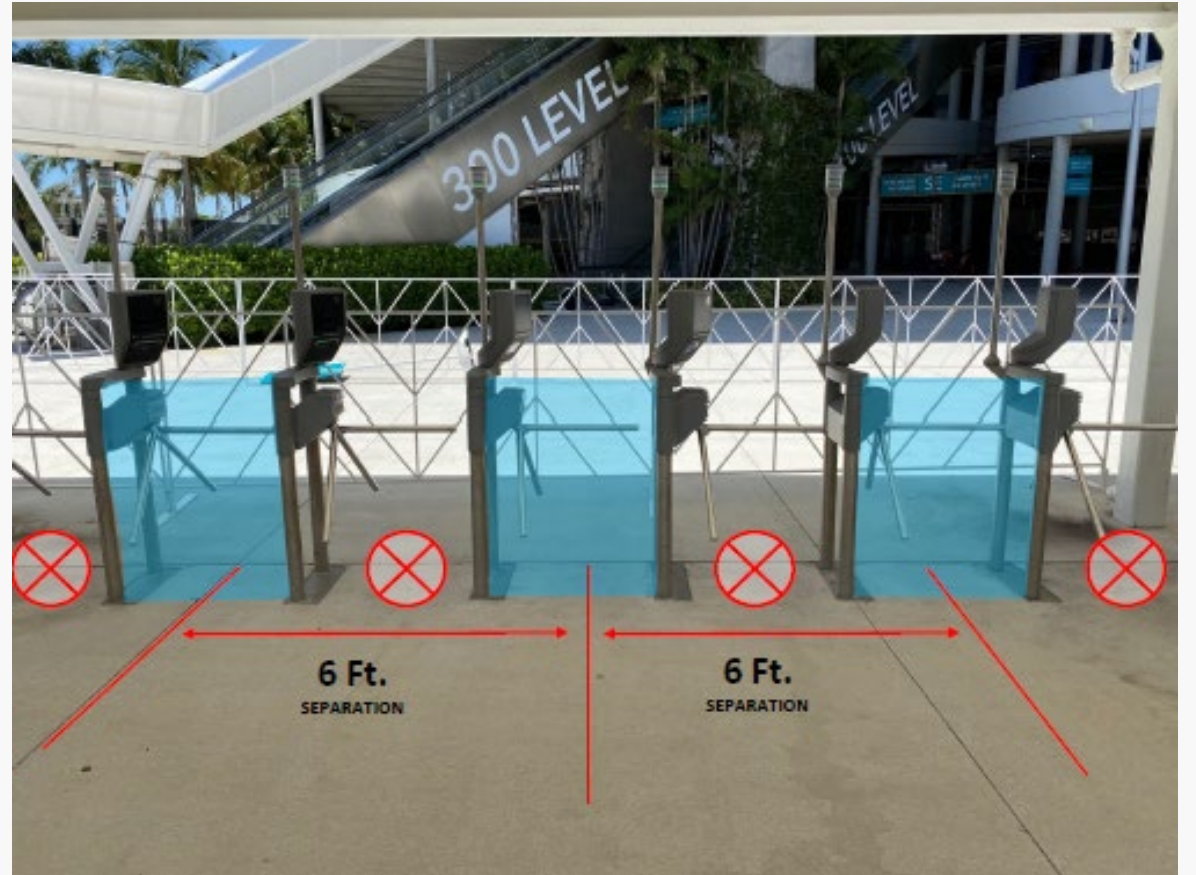
- Based on parking & ticket location, each fan will have an assigned entry gate
- Gates will have marked guidelines for customers to maintain distance at entry
- All tickets will be digitally scanned (no employee-to-fan contact)
- For a 1pm kickoff, customers will be segmented into the following assigned entry groups
 - 11:00am-12:10pm (*All Groups*)
 - 12:10pm-12:20pm (*Group 1*)
 - 12:20pm-12:30pm (*Group 2*)
 - 12:30pm-12:40pm (*Group 3*)
 - 12:40pm-12:50pm (*Group 4*)



- Each red dot represents a space for guests to wait.
- Each red dot maintains 6 ft. of social distancing.

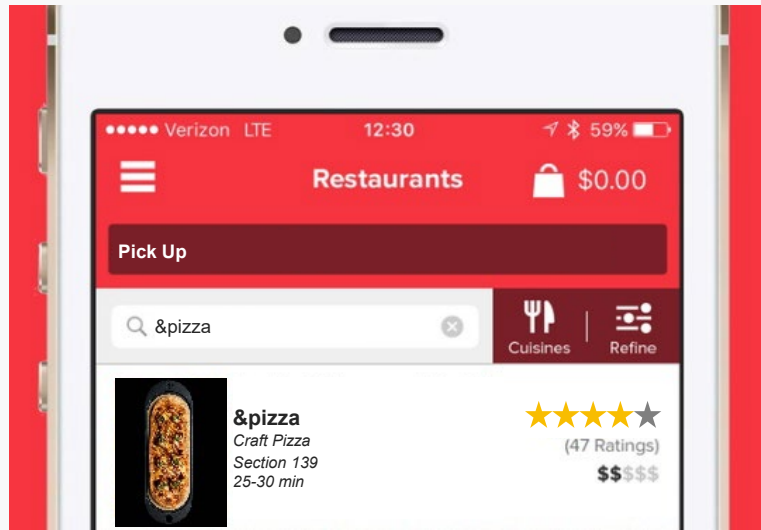
GATE ENTRY, CONT.

Parking	Gate Entry	Food & Beverage	Retail
Suites & Luxury	Sanitation	Employee Guidelines	Departure



FOOD & BEVERAGE

Parking	Gate Entry	Food & Beverage	Retail
Suites & Luxury	Sanitation	Employee Guidelines	Departure



- 100% cashless experience
- Option to pre order/pay via app with express pick up at concession stands
- For traditional concessions, facilitate social distanced line queuing
- Increased grab n' go locations
- Eliminating hawkers throughout the stadium
- Eliminate condiment displays on concourses

RETAIL

Parking

Gate Entry

Food &
Beverage

Retail

Suites &
Luxury

Sanitation

Employee
Guidelines

Departure



- 100% cashless experience
- Limit number of fans allowed within team stores at a given time to facilitate distancing
- Fewer product SKUs, creating more space in the stores
- Ability to pre order/pay via app with express pick up at team shop or home delivery
- Facilitate social distanced line queuing, with floating POS to avoid congestion at lines

SUITES & LUXURY

Parking

Gate Entry

Food &
Beverage

Retail

Suites &
Luxury

Sanitation

Employee
Guidelines

Departure



Suites

- Suites will have reduced capacity (4-6 people)
- Modified suite F&B menu with individually packaged servings

Luxury

- Luxury spaces will have decreased capacity
- Prepared plates only and restaurant-style reserved seating rather than buffets
- No valet parking, but will have options to purchase parking closest to the stadium

Note: more detail on account priority on slide 19



- Working with GBAC to create a stadium sanitation certification rating (with goal of being the first “gold-certified” venue)
- Provide hand sanitizing and handwashing stations throughout the stadium grounds
- Sanitation SWAT team to wear brightly colored vests and disinfect surfaces
- Social distance guidelines for restrooms (including eliminating every other urinal in men's rooms) and enhanced sanitation
- Provide masks for any fans who do not have their own

EMPLOYEE GUIDELINES

Parking

Gate Entry

Food &
Beverage

Retail

Suites &
Luxury

Sanitation

Employee
Guidelines

Departure



- F&B, security, and operations staff will adhere to CDC guidelines
- All employees will be provided personal protective equipment
- Employees will be instructed to stay home if they don't feel well, and will have their temperature checked before entry
- All team members will receive training regarding COVID-19 related health precautions & procedures
- Policy barring any employee-to-fan contact (no handshakes, hugs, fan pictures, etc.)

DEPARTURE

Parking

Gate Entry

Food &
Beverage

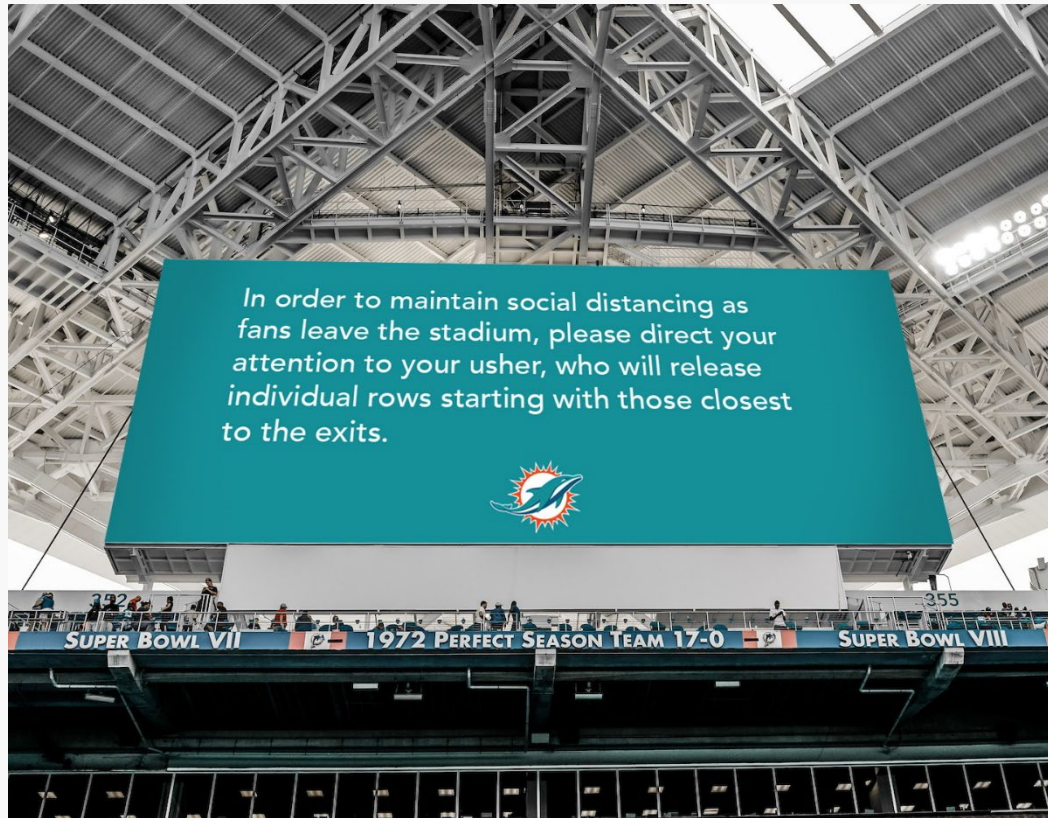
Retail

Suites &
Luxury

Sanitation

Employee
Guidelines

Departure



- Fans will be released by row, beginning with those closest to exits
- Videoboard and PA announcer will help facilitate
- Fans will look to their section usher to determine when it is their turn to leave

EXECUTION & COMMUNICATION

EXECUTION STRATEGY

- **Overview:**

- Seat selection would apply to 2020 season only
- Seating chart would revert back to original configuration in 2021, or whenever safe to go back
- Options of 2, 3, 4, and 6 seat locations will be made available in as many price points as possible
- Current members in good standing will have the option to select seats through IOMEDIA

- **Pricing:**

- Pricing will remain as originally planned for the 2020 season
- Accounts selecting seats of higher value will be required to pay the balance
- Accounts selecting seats of lower value will be offered a credit towards 2021 or a refund on the balance

- **Ticket Packages**

- At this time, we intend on only offering a half-season ticket package in order to engage more fans
- *See appendix for pros/cons of full vs. half season package options*

- **Suite & Luxury Contracts**

- All suite and luxury accounts on contract will have option to pause agreement for 2020 and roll-over/refund payments already made or select from adjusted seating options
- Suite accounts will have the option to purchase 4-6 tickets in their suite (at a discount)

SEAT SELECTION PRIORITY



- Will be offered a discounted, reduced-capacity (4-6 seats) package in their current suite
 - Will be offered the first right to select club or general seats (excluding Luxury) if they decline their current suite
 - Should they decline 2020 options, we will follow COVID protocol for contracted accounts on rollover / pause options
- Will be offered rights to purchase according to tenure, with priority to those with “comparable seats” language
 - Hierarchy of products will determine order and options available to each account – not all accounts will have luxury options available to them
 - Should they decline 2020 options, we will follow COVID protocol for contracted accounts on rollover / pause options
- Will be offered rights to purchase available Club or General inventory according to account tenure
 - Should they decline 2020 seats, we will follow COVID protocol for non-contracted seats (similar to Miami Open) and incentivize rolling over paid funds to 2021
- Once capacity is reached, all remaining accounts will select options from COVID protocol which would include 2021 rollover as well as refund options
 - Accounts will be assured that their original post-relocation 2020 seats will be made available to them for the 2021 season or whenever it is safe to host a full-capacity stadium

Key Takeaway: Priority for seat selection will be given first to suites and luxury, but account tenure will dictate the rest

FAN COMMUNICATION

▪ **Communication Strategy**

- Utilize member e-mail, social media, press release, and all-staff call campaign
- All-staff campaign will ensure we connect with as many members in as short a timeframe as possible to communicate details and answer questions
- All purchasers will be required to review and agree to new fan experience terms and conditions, and all suite/luxury contract holders will need to agree to new conditions

▪ **Key Elements of Communication**

- Face Masks: All fans will be required to wear a mask while attending games at Hard Rock Stadium; we will provide for those who don't bring their own (subject to ejection for refusal to comply)
- Social Distancing: All fans will be required to follow the social distancing guidelines within the stadium (subject to ejection for refusal to comply)
- Dedicated-Gate/Timed Entry: All fans will be subject to their assigned entry time and parking zone based on ticket product
- Sanitation and Other Initiatives: Communicate all initiatives designed to make fans feel more comfortable and safe (F&B and retail changes, sanitation efforts, etc.)

PLAYOFF SCENARIO

Suite Holders

- Suite owners who purchase their limited capacity suite will be required to purchase their suite for playoffs
- Suite owners who pause their agreement but then decide to purchase their limited capacity suite a-la-carte will receive ROFR for the playoffs
- Suite owners who pause their agreement will be offered a ROFR on any remaining / available limited capacity suite options as well as first priority on additional general seating (up to 4 seats)

Luxury Accounts

- Allow all Luxury accounts who purchase full season locations in 2020 the option to purchase their same location for the playoffs
- Any luxury seat locations forfeited by these accounts would be offered to “paused” luxury accounts based on contract date priority

Club & General Accounts

- Tenure-based selection for accounts who purchased one of the half-season plans for the 2020 regular season
- Limit to 2 seats per account to maximize access for season ticket members
- Tenure-based selection for accounts who declined to purchase one of the half-season plans for the 2020 regular season (if available)

LIABILITY MITIGATION

- Incorporate league-mandated “sickness” liability waiver language onto ticketbacks and credentials
- Add similar language to member terms and conditions
- Post fan-friendly signage highlighting stadium’s new cleanliness/contactless measures
- Coordinating efforts with state/local “back to work” initiatives
- Continuing to monitor state and federal lobbying efforts surrounding corporate legal protections for when lockdowns are lifted



THANK YOU

APRIL 2020



APPENDIX

PACKAGE TRADE-OFFS

Half-Season Packages

Pros

- Roughly **2/3** of Dolphins members would be able to participate – meaning more members would stay in the routine of attending games and experience our new protocols
- All members who purchase would do so at half the original investment, which may be desirable in this economic climate

Cons

- Slightly more complicated purchase process
- Some members may be disappointed by not having access to desired opponents
- Playoff access may not be guaranteed to all members with a regular season package (at least in same quantity)

Full-Season Packages

Pros

- May be most likely to sell-out all available inventory
- Members with the ability to purchase receive access to all games
- Fewer fan decision points (just select seat)
- Playoff rights are offered to all members who purchase seats

Cons

- Only **1/3** of Dolphins members would have access to attend games – meaning many members could become less engaged
- If London game is played at HRS, we may have to go back to members to “add” this game to their package

Key Takeaway: We recommend half-season packages, with the rationale that keeping the most fans engaged this season is the top priority