



IMPLEMENTATION
GUIDANCE AND EXAMPLES
FOR SUCCESSFUL EVENT
MANAGEMENT

INTRODUCTION

In 2020, the U.S. Center for SafeSport Audit & Compliance team began attending events for Organizations within the U.S. Olympic and Paralympic Movement. We observed many positive practices implemented by various Organizations to encourage compliance with the Center's audit standards and Minor Athlete Abuse Prevention Policies (MAAPP). Additionally, some of these practices help mitigate general risk or contribute to successful event management.

We created this resource to highlight these practices and provide guidance so that all Organizations may consider implementing them, as appropriate. The document highlights a variety of Organizations to illustrate a wide range of experiences within the Movement. We have included Organizations of different sport type (individual and team), season (winter and summer), facility (indoor and outdoor), and size (many participants and few participants) to show a range of applications for these best practices.

Many Organizations not featured in this document also use some of these best practices. For the sake of space, only a few examples have been highlighted here.

¹This product was supported in part by grant number 15PSMA-21-GG-02193-KYAS, awarded by the SMART Office, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this product are those of the contributors and do not necessarily represent the official position or policies of the U.S. Department of Justice.

As you review this document, it is important to understand that these recommendations are not applicable to all sports or events. National Governing Bodies (NGBs), the USOPC, and event personnel should assess risk, event logistics, and sport considerations before implementing any best practices, and continually assess risk factors during the event. The use or partial use of one or more of these best practices does not suggest, implicitly or explicitly, any outcome of the Center's audit process.

Additionally, the specific examples of documentation, policies, and procedures contained in this document were observed between 2021 and 2022. The Center has no knowledge of whether or not such examples have been modified or are still in use.¹

NOTE

Throughout the document, certain terms, such as

Minor Athlete, are capitalized in reference to defined terms in
the Minor Athlete Abuse Prevention Policies. Please refer to the
MAAPP for definitions and further information.

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EVENT LAYOUT

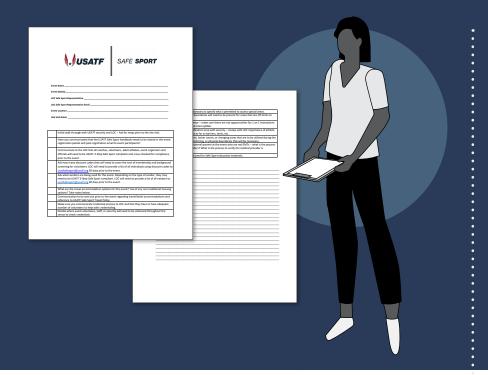


The event layout is a key part of maintaining compliance and mitigating risk to event participants. We recommend developing a clear event layout as early as possible prior to an event. This allows an Organization to designate different areas of a facility, including restricted areas; identify any area that could be a risk for one-on-one interactions; and determine how many Organization staff and event staff will be needed to run a successful event.

Pre-event facility and location walk-throughs help Organizations create the most effective and safest event layouts. While it is common practice to complete a walk- through related to the general event layout, we recommend that Organizations also complete a walk-through focused on athlete safety. These walk-throughs can be done at different times of event planning. but it is critical to include event personnel at all stages. Some Organizations complete facility or location walk-throughs in the early stages of planning, some during the days leading up to the event, and some do both. By completing a walk-through of the event space, staff can determine areas where one-on-one interactions could occur, identify areas that should be restricted or blocked off, and create a risk mitigation plan prior to the event starting. Identifying restricted areas with signage helps ensure event participants understand where they should and should not go within the event footprint.

The following highlighted NGBs have implemented practices related to the event layout.

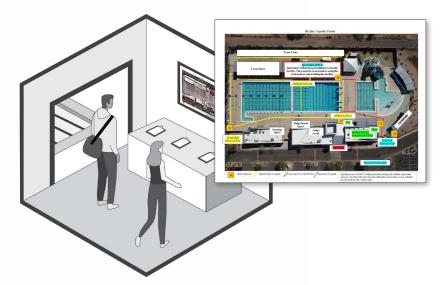
EVENT LAYOUT



SPOTLIGHT ★

USA Track & Field

For national events, USA Track & Field (USATF) completes a site visit several months in advance at event locations. During this site visit, USATF identifies areas where there could be potential risk, where they may need to place additional volunteers to mitigate risk, where packet pick-up will occur, which changing areas will be available, and which ones they want to prevent individuals from using. USATF also sets up a specific area to reunify young athletes with a specified parent, guardian, or coach. The site visits are used to meet with event organizers and go over safety requirements. They are also used to determine how many volunteers are needed and which volunteers need to be "3-step Safe Sport Compliant" vs. taking the 15-minute optional volunteer training offered by the Center. Please see the checklist at left that USATF uses at site visits it conducts.



HONORABLE MENTION

USA Artistic Swimming

USA Artistic Swimming (USAAS) provides event participants and spectators with a posted map at the check-in area of their event to assist participants in understanding the layout of the facility, including restricted-access areas. Posting this map helps participants and spectators know where they are allowed, where access is restricted to athletes and coaches, and where USAAS staff are located during the event. This map also includes a spectators-only area to ensure that spectators have limited access to Minor Athletes during the competition. Here is an example of USAAS' event layout map posted on-site.





Signage is an important tool used by Organizations to both encourage compliance and create awareness of policies.

Organizations may utilize different types of signage depending on event structure and sport needs.

Signage used at events can focus on topics such as one- on-one interactions, locker rooms, and how to report misconduct. They can also be used to restrict access to specific areas of an event venue. The Center created **customizable signage** that can be used at events to supplement Organization-specific signage. The examples below include Center resources and signage created by the Organization.

In many of the signage examples, QR codes are used to make policies and protocols easily accessible to participants. QR codes are often used at events to direct individuals to the Organization's reporting mechanism and Minor Athlete Abuse Prevention Policy (MAAPP). There are many cost-free ways to create QR codes online which can be used in signage, newsletters, and printed on credentials.

The following are three signage examples from USA Taekwondo, US Equestrian Federation, and USRowing that highlight these practices.

SIGNAGE







SPOTLIGHT ★

USA Taekwondo

USA Taekwondo (USATKD) uses a combination of Center-created and Organization-created signage for events. Additionally, USATKD includes QR codes on signage which direct event participants and spectators to the Organization's athlete safety policy/MAAPP. USATKD clearly identifies who is the Safe Sport contact at the event, what should be reported, and how to report any violations or concerns. These signage examples explain the purpose of the MAAPP and include specific signs for areas of potential risk such as the athletic training area. These types of signage are key to athlete safety. They clearly define appropriate behavior for event participants, and make parents and spectators aware of the appropriate behavior so they can better identify potential violations.











HONORABLE MENTION

US Equestrian Federation

US Equestrian created signage in English and Spanish so event participants have access to the necessary information for reporting potential violations.

USRowing

USRowing created specific signage highlighting required prevention policies and placed it in coach and athlete areas to emphasize behavior expectations for the event. This signage is printed on yard signs to allow for placement throughout the event grounds. It is easily seen and read by participants and spectators.



COMMUNICATION



The use of information tables and a public address system or announcements prior to and during events is an effective way to communicate important information to attendees, including how to make a report about possible misconduct.

Announcements are important to athlete safety because they reach not only event participants but spectators who may not receive athlete safety information or communications from the Organization prior to the event. Spectators often include parents and family members of athletes. Everyone at events, including participants and spectators, should know and understand athlete safety policies so they recognize when a violation occurs and know how to make a report.

Information tables give Organizations the ability to share policies, trainings, and information about athlete safety at events to participants, parents, and spectators. Staff members can tend tables or organize them to be self-service and restock materials as needed.

The following are examples of each method of communication observed at NGB events.

COMMUNICATION AT EVENTS



"USA Baseball has implemented a zero-tolerance policy regarding abuse in sport with support from the U.S. Center for SafeSport. In addition to creating BASE, or Baseball Athlete Safety Education, to educate and train athletes, coaches, and parents on abuse in sports, USA Baseball provides countless, FREE resources to protect all minor athletes playing baseball in the United States. If you know of, or experience any misconduct within the sport, you can report it by visiting USABReport. com, scanning the QR code that can be found throughout the National Training Complex, or you can notify a USA Baseball Athlete Safety staff member."

"USA Baseball has launched BASE (Baseball Athlete Safety Education), a zero-tolerance policy regarding abuse in sport. Comprised of four components (reporting, background checks, education and training, and minor athlete safety policies), BASE aims to protect all minor athletes playing baseball across the United States. And, as part of the education and training, and launch of BASE, USA Baseball released two abuse awareness courses hosted by two-time World Series champion David Ross. To learn more about BASE and to access these FREE resources, visit USA BASE dot org and USABDevelops dot com."

SPOTLIGHT ★

USA Baseball

USA Baseball created a script for announcements related to Safe Sport policies and how to report concerns at events. They broadcast these announcements prior to the start of the event and during scheduled breaks in between games.



HONORABLE MENTION

USA Fencing

USA Fencing shares resources (both Organization-created and Center-created) at an athlete safety information table at events.



CREDENTIALING



The use of credentialing helps clearly delineate areas of event venues and limit access to certain participants. It also helps clearly identify individuals who have met all necessary requirements for event participation based on their role. For instance, Organizations often limit Adult Participant access to Minor Athlete areas to those who have successfully met compliance requirements and are eligible to participate under the Center's and Organization's standards. Additionally, Organizations may restrict access because of general safety concerns or to restrict the movement of spectators.

Credentialing methods vary. Examples include specific shirts based on the role of the event participant, color-coded wristbands specific to individuals who have met athlete safety requirements, or color-coded or numbered credentials to identify areas of the venue that event participants may access based on their role. Credentials often include identifying information, such as pictures, role at the event, membership numbers, or other personal details collected by the Organization to ensure the credential is worn by the correct individual.

The following are two examples of successful credentialing methods used by NGBs at national-level events.

CREDENTIALING



SPOTLIGHT ★

USA Climbing

USA Climbing uses color-coded lanyards and shirts to identify non-athlete event participants, including but not limited to staff, coaches, officials, volunteers, and media. Each lanyard also identifies the participant type. Non-athlete participants must have a certain lanyard or shirt to get into restricted areas. Athletes are identified by numbers that are attached to their shirts.

HONORABLE MENTION

USA Diving

USA Diving uses credentials to identify the role of participants at events. At entrances to pools and other restricted areas, security staff members verify the credentials prior to allowing access to the field of play. This ensures that only approved participants meeting the necessary requirements have access to restricted areas.





Event or Organization staff should check that event participants entering the venue are properly registered and have met all requirements prior to participating. Check-in procedures can vary based on the event size, venue layout, and event registration.

Using a single check-in point or registration table allows staff to check all individuals into the event in the same area. Organizations often use electronic apps/phones to confirm participants have an active membership and have met all requirements before the start of an event. They may also choose to use a manual system such as a booklet for check-in. We recommend using multiple methods, such as a manual check-in along with verifying membership registration before events, to check that event participants are meeting compliance requirements.

The following are examples of single-point check-in locations observed at events.

CHECK-IN PROCEDURES





SPOTLIGHT ★

US Figure Skating

US Figure Skating (USFS) requires all event participants to check-in at a single location. When possible, they direct all spectators and non-registered event participants to use another entrance. Any event participant who needs credentials must register prior to the day of the event. On very limited occasions, USFS does have a procedure to allow day-of event participants, such as a volunteer. However, most volunteers are registered prior to the event. Participants are required to state their name and show their ID at check-in desks. Once confirmed, participants then receive their color-coded credential.

HONORABLE MENTION

United States Olympic and Paralympic Committee

United States Olympic and Paralympic Committee (USOPC) staff members check-in all event participants (athletes, event staff, team staff, officials, and volunteers) prior to the start of the event. The USOPC requires all event participants to check-in at one location that always has a USOPC staff member or designated event staff member present during registration hours. USOPC staff confirm that participants have met Center training requirements and are not on the banned and suspended list. If any requirements are not satisfied such as training or a signed waiver, credentials are withheld until the requirements are met. The USOPC also utilizes a reference table (included in their Quality Control System Document) to identify all requirements based on an individual's role at the event. This table assists staff in determining next steps for preregistered participants, as well as day-of participants checking in at the start of the event.



WEIGH-IN PROCEDURES



Weigh-ins can be high-risk for athletes, especially Minor Athletes. Implementing proper procedures and risk mitigation for weighins is an important step in helping to protect athlete safety during events. Weigh-in policies should be clearly communicated to athletes, parents of athletes, and weigh-in room staff. Weigh-in rooms are often closed-door spaces. Organizations should ensure that these spaces are well-monitored and that Minor Athletes are chaperoned and never one-on-one with an Adult Participant.

The following are examples of weigh-in procedures that can reduce the risks associated with weigh-ins and create an organized procedure for encouraging MAAPP compliance.

WEIGH-IN PROCEDURES



SPOTLIGHT ★

USA Boxing

USA Boxing (USAB) randomly monitors trial scale areas of events. Event staff monitor these areas by scanning a QR code which displays each trial scale area and logging times that the area was last checked. This process is also detailed in USAB's Quality Control System to ensure weigh-in procedures at events are consistent and followed by sanctioned event directors.



LOCKER ROOMS AND CHANGING AREAS



Organizations must provide a private or semi-private area for athletes to change. This allows for Minor Athletes to have privacy if needed and ensures that there are no Adult Participants one-onone with them while changing. It is important to establish clear procedures and rules for locker rooms and changing areas for both athletes and event participants. This includes monitoring the spaces on a regular and random basis to encourage compliance with the MAAPP and general safety for all athletes. Posting sign-off sheets assists Organizations in tracking the frequency of monitoring during events. It is best practice to include information such as the time the locker room area was checked along with staff member initials on the sign-off sheets.

LOCKER ROOMS AND CHANGING AREAS





SPOTLIGHT ★

US Biathlon

US Biathlon utilizes a pop-up changing tent to provide a private changing area for athletes on their course. Biathlon events take place outdoors and across large areas. Utilizing a pop-up tent allows athletes to have the option to change in a private area and allows the Organization to control and monitor the space easily.



HONORABLE MENTION

USA Water Polo

USA Water Polo posts clear signage on locker rooms along with sign-off sheets to track monitoring. Utilizing signage on locker rooms and clearly labeling which locker rooms/restrooms are used for changing makes requirements clear to athletes and other event participants. Posting reporting protocols also gives athletes a clear path to report any misconduct or concerns in these situations.

National Wheelchair Basketball Association

National Wheelchair Basketball Association uses signage and sign-off sheets to track monitoring of locker rooms and changing areas at their events. When possible, they also assign a set of bathrooms/changing area for minors only and use signage to clearly identify that those areas should only be used by minors.

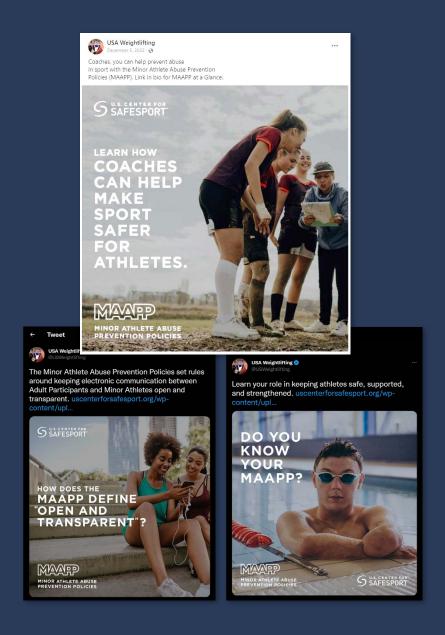


ELECTRONIC COMMUNICATIONS



Electronic communications can be used to convey information about athlete safety on a regular basis to a wide variety of audiences. Using electronic platforms such as social media, websites, and other electronic applications are an effective way to share policies, communicate how to report misconduct, and spread awareness of resources. Particularly at events, electronic communications can be a powerful tool in ensuring the health and safety of competitors and other participants. It is important to remember that any electronic communications with Minor Athletes must be open and transparent.

ELECTRONIC COMMUNICATIONS



SPOTLIGHT ★

USA Weightlifting

USA Weightlifting (USAW) uses Twitter, Instagram, and Facebook to educate followers on the Minor Athlete Abuse Prevention Policies, SafeSport® Training, and other aspects of athlete safety. The organization consistently posts multiple times a month. These posts utilize the MAAPP Social Media Toolkit, available in several languages, that is available on the Center's MAAPP microsite. USAW follows the requirements of the MAAPP by ensuring its posts are open and transparent.

POST CONTENT

@USWeightlifting

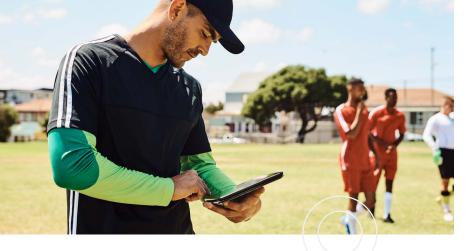
Learn your role in keeping athletes safe, supported, and strengthened.

Coaches, you can help prevent abuse in sport with the Minor Athlete Abuse Prevention Policies (MAAPP).

The Minor Athlete Abuse Prevention Policies set rules around keeping electronic communication between Adult Participants and Minor Athletes open and transparent.

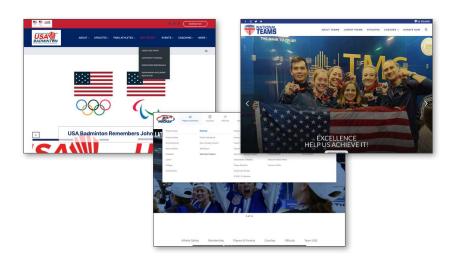


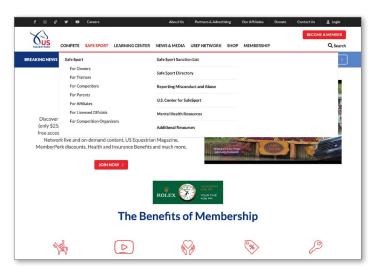
WEBSITES AND EVENT RESOURCES



A well-designed website enables individuals to easily find important information. Organization websites along with event websites should clearly highlight athlete safety, the requirements of the Center during sport participation, and the requirements of the Center at events sanctioned and run by Organizations.

WEBSITES AND EVENT RESOURCES





The number of clicks an individual must make to find material is an important aspect of a website. **USA Badminton**, **USA Hockey**, and **US Squash** include links to pages specific to SafeSport requirements in the header of the website. The header is locked into place and does not change as an individual navigates through the website. Using a header for Athlete Safety and/or Center information makes the resources easily accessible and highlights reporting avenues and obligations.

US Equestrian Federation's website has a main webpage for Equestrian Safe Sport, which contains additional links to specific Safe Sport information for key roles including trainers, owners, competitors, parents, affiliates, officials, and organizers. Their webpage for organizers includes pertinent information to hosting an event, including their Competition Management Safe Sport Toolkit. This layout is easy to navigate, includes multiple resources, and has important information tailored to different audiences.

WEBSITES AND EVENT RESOURCES





Like Equestrian, **USA Diving** includes a "Host a USA Diving Event" section on their Safe Sport webpage. This section provides information for event directors about procedures that must be followed at every event. It also includes information alerting those interested in hosting events that the procedures apply to both national-level events and local events run by clubs. By clearly explaining these requirements and making them public facing, event directors have easy access to their requirements for events, along with resources needed to successfully comply with them.

USA Taekwondo includes a Safe Sport dropdown link on each event page to highlight the Center requirements that must take place at each event. By putting this information directly on the event page, an event participant does not need to navigate away from the event page to understand requirements for athlete safety.



ATHLETIC TRAINING MODALITIES/MEDICAL



Athletic training and medical response at events are areas of high risk that require risk mitigation and planning. Many Organizations work with two types of athletic training and medical care at events: emergency providers on stand-by for injuries, and athletic trainers on-site providing preventative care (i.e., taping, massages, etc.). While some Organizations have medical providers on staff for events, many Organizations contract athletic trainers or EMTs throughout the season.

All medical staff present at events, even those who are only onsite to respond to emergencies, must receive communication of the Organization's MAAPP, understand how to report misconduct, and must be eligible to participate under the Center's and Organization's standards. Many Organizations work with third-party medical staff or athletic trainers, so this communication and planning should happen in advance of the event. All athletic trainers providing preventative care and treatment should also be properly SafeSport® Trained. All treatments provided by these individuals must be observable and interruptible, with a second Adult Participant physically present, and done after obtaining proper consent.

ATHLETIC TRAINING MODALITIES/MEDICAL



SPOTLIGHT ★

USA Triathlon

USA Triathlon (USAT) has implemented multiple procedures at USAT-hosted events for medical staff to ensure athlete safety. USAT communicates with event participants, coaches, and parents that medical staff are on site for emergencies during events. The location of the medical tent is also indicated on event maps which are posted on event webpages and included in pre-event communications.

The lead medical professional at USAT-hosted events is SafeSport® Trained and is responsible for discussing Center requirements with all medical staff. The USAT Safe Sport Lead reviews Safe Sport procedures with the medical staff at the event site. Safe Sport education is posted in the medical tent. The lead medical professional and USAT staff also review documented treatments and supporting equipment, supplies, and common modalities utilized by the medical team in the tent, out on course, and at aid stations.

All injuries handled by medical staff are documented through USAT's online incident reporting form. The lead medical professional communicates all serious injuries to USAT event staff in real time throughout the event. Multiple athletic trainers work with athletes directly adhering to the MAAPP requirements during treatment. Parents may accompany minors while medical staff is assisting the athlete if requested.

All expo vendors and sponsor staff that may perform athletic training modalities (i.e., taping, massage, etc.) at USAT-hosted events are required by USAT to be SafeSport® Trained.



RISK MITIGATION: CONTRACTORS



Communicating policies and expectations to all event participants, regardless of their training requirements, helps mitigate risk at events. Typically, contractors are less familiar with athlete safety policies, so it is highly recommended that these policies are shared on an ongoing basis. For example, Organizations should create and communicate a plan with contracted athletic trainers to ensure that a second Adult Participant is present for all athletic training modalities. This way, event staff are aware of who should be at the athletic training station when a Minor Athlete is present and who can assist the contracted athletic trainers in adhering to the policy.

RISK MITIGATION: CONTRACTORS





SPOTLIGHT ★

USA Roller Sports

USA Roller Sports (USARS) prioritizes communicating with contracted athletic training staff to ensure they are aware of the MAAPP. USARS reminds the athletic trainer working at an event that a second Adult Participant must be present and communicates to event staff and event directors who the second Adult Participant should be in situations where athletic training modalities are required. In specific situations, the event director will direct an athlete's coach to accompany them to the athletic training station, or the event director will stay at the athletic training station if needed.

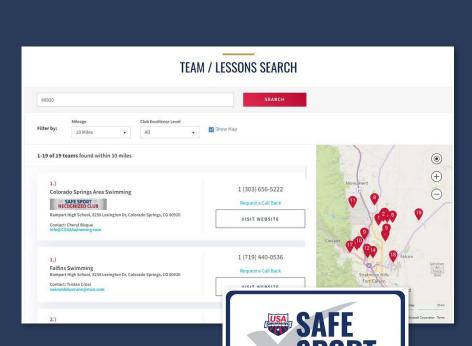


CLUB RECOGNITION PROGRAMS



Multiple Organizations have implemented club recognition programs, granting designations to clubs who commit to creating a healthy environment for participants. By creating these designations, Organizations incentivize the implementation of requirements and best practices at the local level. These recognition programs also give parents and guardians of athletes a way to track which clubs implement athlete safety requirements and best practices.

CLUB RECOGNITION PROGRAMS



UNTIL JAN 2025

SPOTLIGHT ★

USA Swimming

USA Swimming (USAS) created a Safe Sport club recognition program. This voluntary program allows a USAS member club to demonstrate its commitment to creating a healthy and positive environment free from abuse for all its members through the development and implementation of club governance measures, policies and reporting mechanisms, best practices, and training to athletes and parents. Upon approval of the recognition, USAS adds the club to the Find a Team Page as a Safe Sport Recognized club. The clubs also receive a badge to place on their website. A club's Safe Sport Recognition is good for two years and then can be renewed by USAS.



SPECTATOR CODE OF CONDUCT



Some Organizations are moving toward additional proactive prevention practices that go beyond the scope of the MAAPP. For example, implementing requirements or expectations for spectators at events prioritizes athlete safety and participant safety for individuals who may not be considered Adult Participants or under the jurisdiction of the Organization.

SPECTATOR CODE OF CONDUCT





SPOTLIGHT ★

USA Volleyball

USA Volleyball has taken an additional step by issuing a spectator code of conduct, which details behavior expectations for those attending the event. The use of this code contributes to the overall safety of the event for participants and guests.

CONCLUSION

Although we cannot imply or guarantee any Center audit outcomes, it is our hope that Organizations will be able to use these best practices as one component of their athlete safety programs.

We understand the unique nature of each sport and of events, and Organizations will need to tailor these practices to best suit their needs. As events evolve, Organizations must also update their athlete safety practices to best match current practices and standards of care.

We want to thank all Organizations who participated in this resource: USA Track & Field, USA Artistic Swimming, USA Taekwondo, US Equestrian Federation, USRowing, USA Baseball, USA Fencing, USA Climbing, USA Diving, US Figure Skating, US Olympic and Paralympic Committee, USA Boxing, USA Karate, US Biathlon, USA Water Polo, National Wheelchair Basketball Association, USA Weightlifting, USA Triathlon, USA Roller Sports, USA Swimming, USA Volleyball, USA Badminton, USA Curling, US Ski & Snowboard, and US Squash.

Please reach out to compliance@safesport.org with questions or concerns.



APPENDIX

EVENT LAYOUT USA Track & Field | Back to Page



Event Name						
Event Date(s)						
LOC Safe Sport Representative						
LOC Safe Sport Representative Email						
Event Location						
Site Visit Dates						
	Initial walk through with USATF security and LOC – Ask for maps prior to the site visit.					
	Have you communicated that the USATF Safe Sport handbook needs to be shared in the event					
	registration packet and post-registration email to event participants?					
	Communicate to the LOC that all coaches, volunteers, adult athletes, event organizers and					
	officials will need to be USATF 3-Step Safe Sport compliant and cross-checked for compliance					
	prior to the event.					
	Ask how many discount codes they will need to cover the cost of membership and background					
	screening for volunteers. LOC will need to provide a list of all individuals using discount codes to					
	<u>usatfsafesport@usatf.org</u> 30 days prior to the event.					
	Ask what vendors are being used for the event. Depending on the type of vendor, they may					
	need to be USATF 3-Step Safe Sport compliant. LOC will need to provide a list of all vendors to					
	usatfsafesport@usatf.org 30 days prior to the event.					
	What are the travel accommodation options for this event? Use of any non-traditional housing					
	options? Take notes below.					
	Communication to be sent out prior to the event regarding travel/hotel accommodations and					
	reference to USATF Safe Sport Travel Policy.					
	Make sure you communicate credential process to LOC and that they have to have adequate number of volunteers to help with credentialing.					
	Decide where event volunteers, staff, or security will need to be stationed throughout the					
	venue to check credentials.					

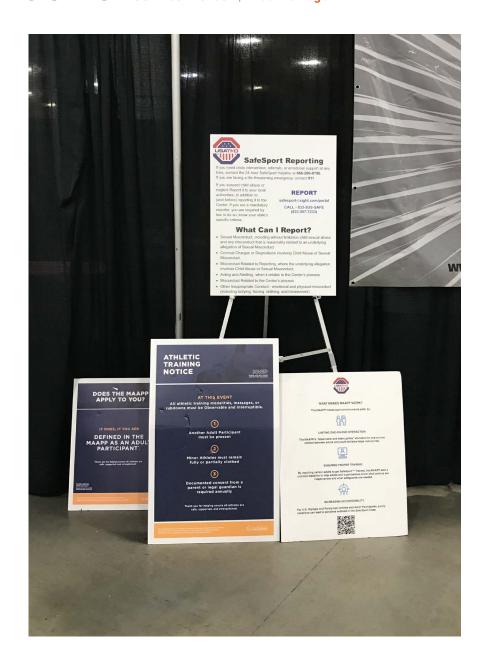
Decide where signage is necessary to specify who is permitted to access special areas.
Determine where physical boundaries will need to be present for areas that are off-limits to
the public.
Walk through the entire venue – make sure there are not opportunities for 1 on 1 interactions
that are not observable and interruptible.
Walk through athlete reunification area with security – review with LOC importance of athlete
reunification and any needs as far as barriers, tents, etc.
Make note of any bathrooms, locker rooms, or changing areas that are to be utilized during the
event. Plan for signage, monitoring, or physical boundaries that will be necessary.
Ask LOC about medical personnel present at the event who are not EMTs – what is the process
to select the medical providers? What is the process to verify the medical provider is
compliant?
Ask for table at event to be used for Safe Sport education materials.

Notes:		

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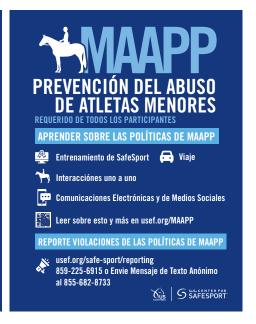








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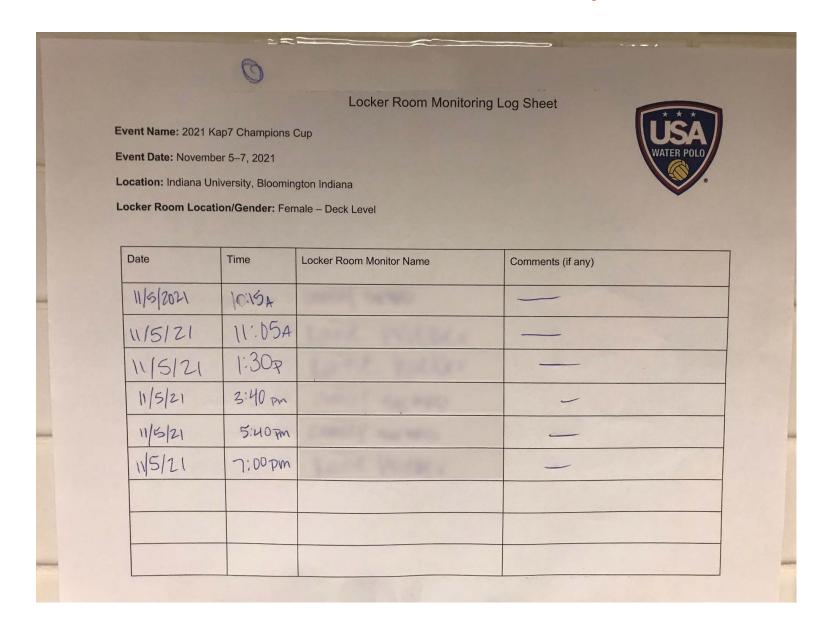
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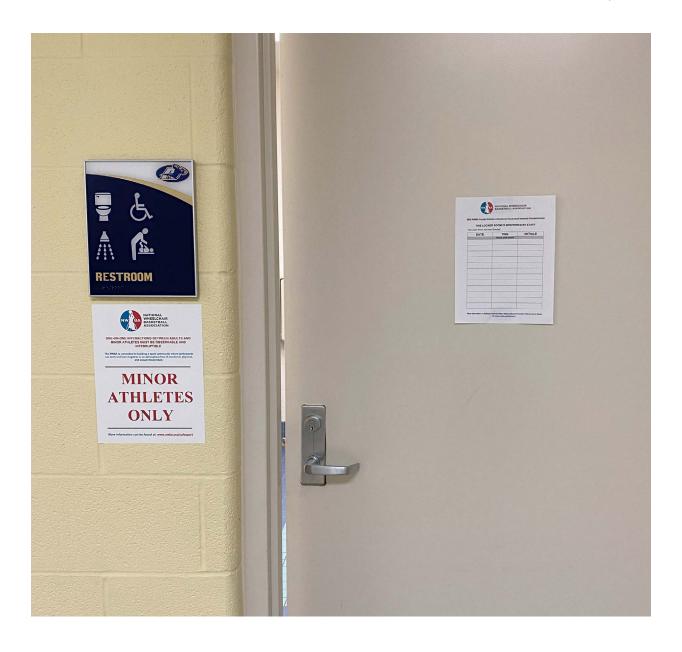
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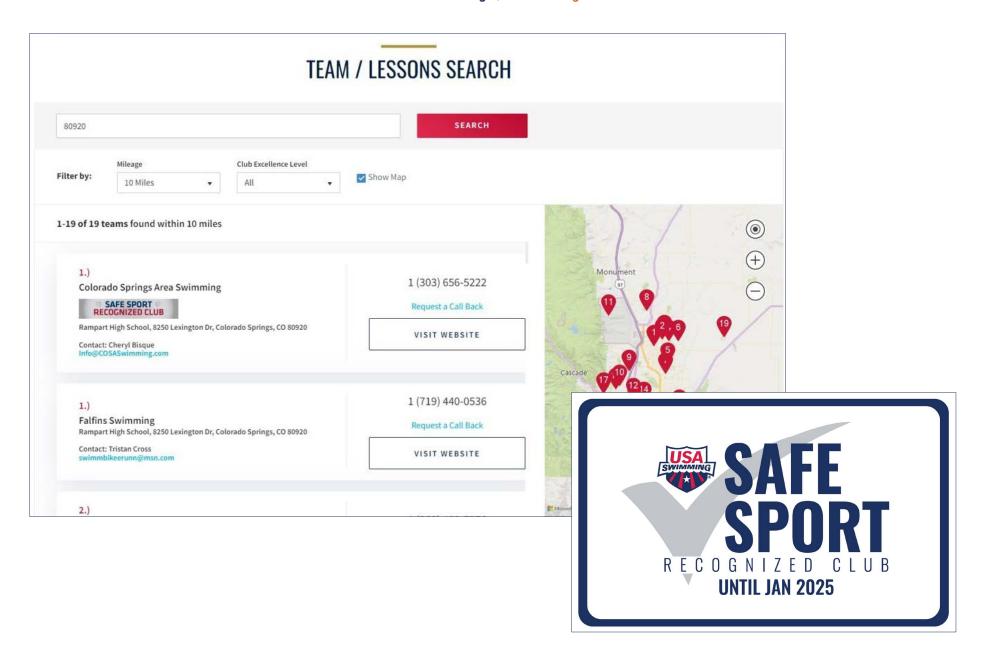
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