

LARGE SCALE EVENTS AND LESSONS LEARNED FROM THE WORLD CUP

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DIRECTOR OF PUBLIC HEALTH
TOWN OF FOXBOROUGH

THANK YOU!



BFSC BERGER FOOD SAFETY CONSULTING

Gillette STADIUM

OFFICE OF LOCAL AND REGIONAL HEALTH

FOOD PROTECTION PROGRAM

NACCHO

CENTER FOR DISEASE CONTROL

BAY STATE TRAINING HUB

PUBLIC HEALTH EMERGENCY COALITION

BRISTOL NORFOLK PUBLIC HEALTH PARTNERS

HISTORY AND EVENT LICENSING PROCESS

- World Cup was announced in June of 2022.
- Meetings with Gillette, FIFA Contractors, and Town Officials (July 2024) – Setting expectations early

<u>Topics Discussed</u>

Stadium Sub-lease, Fan Zones, Security, Generators, Queues to/from Boston, New Construction, FOIA Concerns, etc.



<u>Countdown Clock</u> - 1 Year 10 Months 13 Days

HISTORY AND EVENT LICENSING PROCESS



Budget Implications for FY26

Overtime Pay

Additional Help?

Noise Meter – Calibration/Repairs

Food Safety Equipment

Translation Devices

Cooling Stations

Countdown Clock - 1 Year 5 Months 15 Days




READY
JET
GO!


SEPT
THE EXPLAINER STUDIO

HISTORY AND EVENT LICENSING PROCESS



Internal Review – Police, Fire, Town Manager, Building Department, Health, DPW, Planning

Stadium Advisory Committee – Town Resident Sub-Committee

Town Select Board

Countdown Clock - 5 Months 10 Days

WHAT WE ARE HEARING!

- 2 Million Visitors
- 1 Billion Television Viewers
- 2,000 Volunteers
- Tens of Thousands of Visitors Daily
- 1,200 Media Personnel
- 62,000 Ticket Holders
- 3,500 Workforce
- 40% International Visitors





Scan the QR or use link to join

https://forms.cloud.microsoft/r/gLUE6rmR9s

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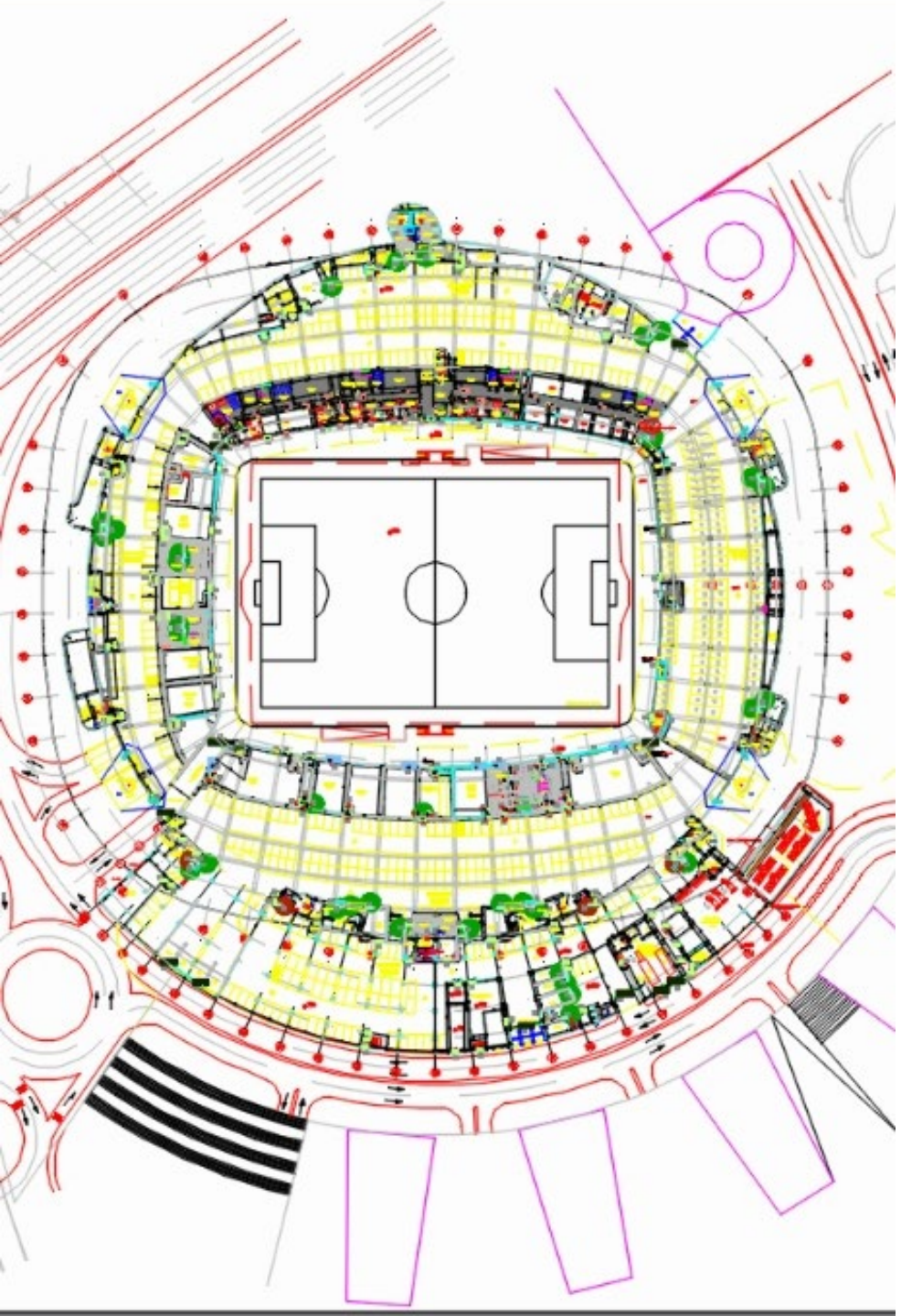
65 responses submitted

The World Cup is coming to your community! What worries you?



Wordcloud | All responses

1 of 1



HEALTH CONCERNS

- Noise
- Temporary Water and Sewage Tanks
- Water and Food Security
- Inspectional Capacity
- Patriot Place and Route 1 – Increased vendors and permitting.
- Language Barriers
- Airbnb, Vrbo, and Temporary Housing
- Communicable Disease Outbreaks
- Not to mention the congestion and thousands of people visiting for the games.
- Weather (heat exhaustion)

Countdown Clock ~ 4 Months

HISTORY AND EVENT LICENSING PROCESS





Countdown Clock - 3 Months 2 Days

LICENSE LANGUAGE

- ✓ Noise Levels - If during any scheduled event the average sound level monitored over a ten-minute period at any monitoring station exceeds the EEA standards by more than 10 decibels (10 dB(A)) above ambient, FIFA shall cause the volume to be reduced. Crowd noise at sporting events is excluded requirement.

- ✓ Public Restrooms - FIFA shall coordinate with the Board of Health, or a duly authorized agent thereof, regarding the number and the placement of Port-a-johns in the parking lot areas and adjacent to the field by the Hall of Fame concourse and other designated areas. All units will be monitored and maintained during the licensed events. Pumper trucks shall be stationed near the RV/BUS area or at other designated locations.

- ✓ FIFA shall apply for any and all Health Department permits, building permits/use of premise permits, or any other necessary permits at least thirty (30) days prior to each Licensed event. Permits for temporary structures shall be applied for at least fifteen (15) days prior to each event

Countdown Clock - 3 Months 2 Days

LICENSE LANGUAGE

- ✓ Board of Health. In addition to any other required cooperation with the Board of Health described herein, FIFA shall grant access to the Board of Health, upon reasonable notice to inspect the Applicant facilities in accordance with any inspectional authority arising under State or local law or regulations. Such inspections are in addition to any emergency inspections as may be otherwise authorized by law. The fees for any such services administered on behalf of the Board of Health shall be set forth in an invoice to Boston 26 and shall be paid within fourteen (14) days. Such invoices may require pre-payments for services.



Countdown Clock - 3 Months 2 Days



ARE YOU READY FOR THE EVENT?

Preparation and Planning

PREPARATION AND PLANNING

START WITH WHAT YOU KNOW!
THE BASICS.

World Cup Matches have a significant following throughout the World. Therefore, the Town of Foxborough is predicting major impacts of people visiting Foxborough for the World Cup events, as well as makes the Town a target for attacks.

Gillette Stadium in Foxborough, MA is hosting FIFA World Cup matches in 2026. The Match Schedule is as follows:

- Saturday, June 13, 9PM: Haiti vs. Scotland (Group Stage)
- Tuesday, June 16, 3PM: Norway vs. Iraq (Group Stage)
- Friday, June 19, 6PM: Scotland vs. Morocco (Group Stage)
- Tuesday, June 23, 4PM: England vs. Ghana (Group Stage)
- Friday, June 26, 3PM: France vs. Norway (Group Stage)
- Monday, June 29, 4:30PM: Round of 32 (Germany vs. Paraguay)
- Thursday, July 9, 4pm: Quarter-final (France vs. Morrocco)



NORTH MARKETPLACE DIRECTORY LIST

B
- The Comedy Scene at Patriot Place
- Crazy Axes
- The Harp
- Splitsville Luxury Lanes™ | Howl at the Moon | Golf Swing Suite

C
- Bar Louie
- Patriot Place Management Office
- Estella

D
- Davio's
- Green Tangerine Spa & Salon
- Pure Barre
- Santander
- Wormtown Brewery

E
- Baristo Cafe Bar
- Bath & Body Works
- CardVault by Tom Brady
- Cupcake Charlie's
- European Wax Center
- Fat Tuesday
- Menchie's Frozen Yogurt
- Regus - 26 Patriot Place
- Tavolino
- Victoria's Secret

H
- Six String Grill & Stage
- Saga Hibachi Sushi & Bar

J
- Achilito's Taqueria
- Angel's Cafe
- Dream Spa Medical
- Express
- Five Guys
- Scorpion Bar
- Walpole Outdoors

K
- Crumbl Cookies
- Dana-Farber Brigham Cancer Center - Foxborough
- Mass General Brigham Healthcare Center - 22 Patriot Place
- IT'SUGAR
- Tropical Smoothie Cafe
- vineyard vines

L
- Citizen Crust
- Dunkin'
- Mass General Brigham Healthcare Center - 20 Patriot Place
- Muse Paintbar
- Red Door Escape Room
- Red Robin

LEGEND

- PARKING LOT NUMBER
- ENTRANCE NUMBER
- ATM LOCATION
- RESTROOMS
- ELECTRIC VEHICLE CHARGING STATION
- DEAN COLLEGE STAGE


Gillette STADIUM
FOXBOROUGH, MASSACHUSETTS
FOOD SERVICE & HOSPITALITY OPERATIONS
GREAT FOOD | HAPPY FANS | SMOOTH OPERATIONS
UPPER CONCOURSE
• Concession Stands
• Bars
• Mobile Food Carts
• Hawkers & Peddlers Area
BLUE SUITE LEVEL
• Luxury Suites
• East Pantry
• West Pantry
RED SUITE LEVEL
• Luxury Suites
• East Pantry
• West Pantry
MAIN HOSPITALITY LEVEL
• GP Atrius Club Lounges
• North End Zone Hospitality
• Main Catering Kitchen
• Karma Sushi Kitchen
• Lounge Kitchens
• Main Ware Wash Area
MAIN CONCOURSE
• Concession Stands
• Bars
• Grab-and-Go Markets
• Stand Kitchens
• Hawkers & Peddlers Area
• Mobile Vendor Support
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• Bars
• Grab-and-Go Markets
• Stand Kitchens
• Hawkers & Peddlers Area
• Mobile Vendor Support
BEER
GRAB & GO
FOOD
FOOD
FOOD
WEST SIDE – FIELD LEVEL OPERATIONS
Main Warehouse
Main Commissary Kitchen
Players Kitchen
EAST SIDE – FIELD LEVEL OPERATIONS
Optum Lounge
Optum Kitchen
Celebration Beer Hall
Celebration Beer Hall Kitchen
Receiving & Loading Area
THE FOOD FLOW
FROM RECEIVING TO GUESTS
RECEIVING
Food & beverage deliveries arrive at the stadium
WAREHOUSE
Product is stored and managed
COMMISSARY KTCHEN
Prep, cook and portion for all areas
HOSPITALITY KITCHENS
Club, suite and specialty kitchens prepare menu items
SUITE PANTRIES
Food is staged for luxury suites and clubs
CONCESSIONS & BARS
Food, drinks and snacks at concourses and bars
GUESTS
Fans, suite holders and hospitality guests enjoy!
TEAM / FANS / FOOD / HOSPITALITY / OPERATIONAL EXCELLENCE
Gillette STADIUM

TOWN OF FOXBOROUGH, MASSACHUSETTS

Community Context & Key Destinations









Foxborough, Massachusetts | Town boundary • Municipal center • *Regional destination.*

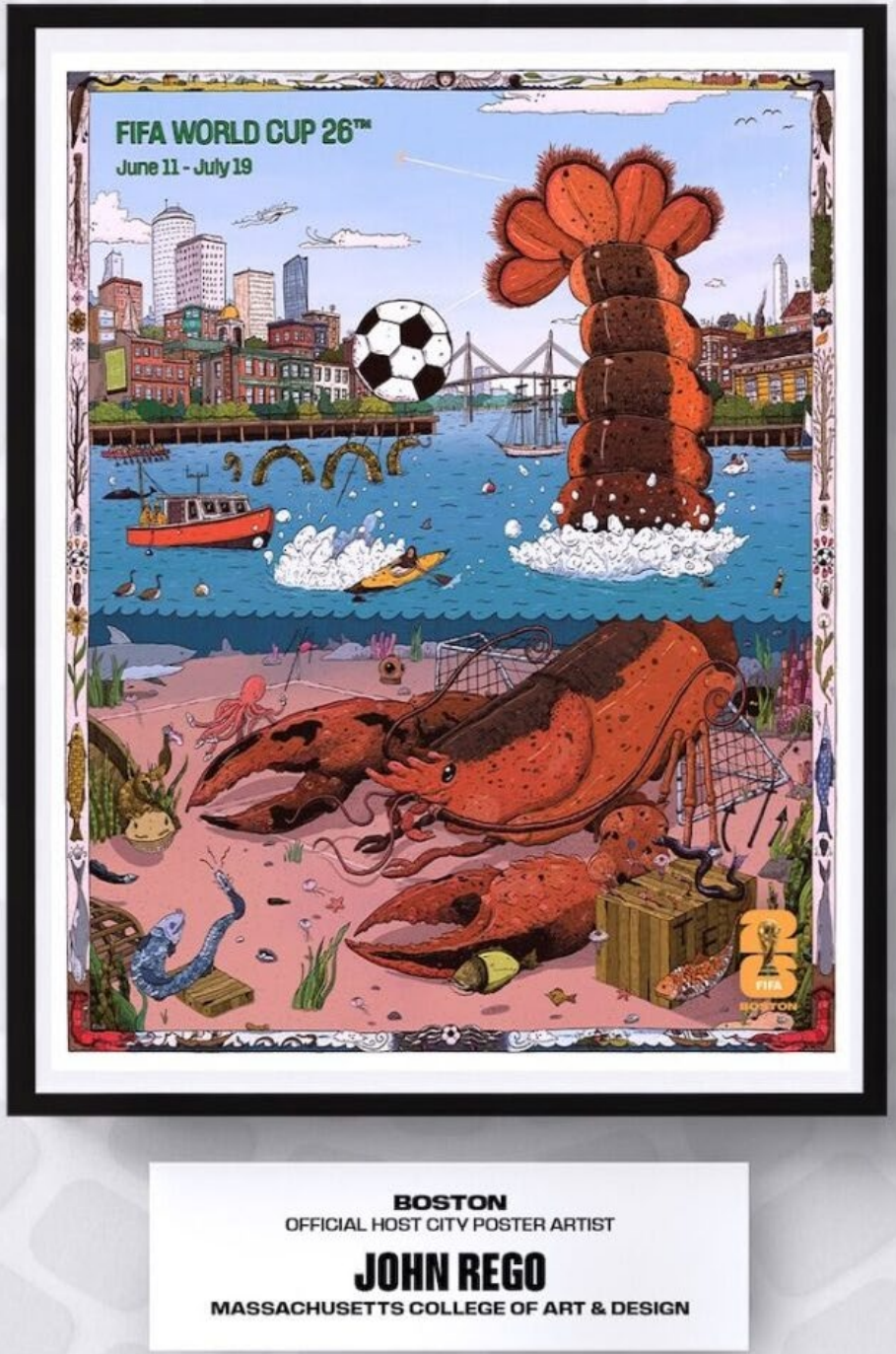
EXERCISE – WHAT ARE YOU GOING TO DO?

One Rule: You can't say "inspect"!

Instead:

- Inspectors verifies all mobile vendors have handwashing set-ups.
- Nurse establishes illness monitoring process for all food service workers.
- Inspector verifies all temporary sewage tanks are not overflowing.

Countdown Clock ~ 1 month



Scan the QR or use link to join

https://forms.cloud.microsoft/r/C7rzux2Qp3

Copy link

15 responses submitted

Challenge: As director of public health, what is your department going to do? (And you can't say inspect) Example: Inspector will verify all tempora...

"Plan as much as possible, Inspector to create a work flow of permits for easier access to need to knows. Have the nurse connect with surrounding towns to see if they would be willing, should it be needed, to help contact trace/case investigate."

"Public health nurse will monitor maven "

"The department would meet with other first responders to go over departments to review our emergency response plan."

"Concentrate on food safety to minimize the risk of a foodborne outbreak "

Wordcloud | All responses

1 of 1

OBJECTIVES AND PLANNED ACTIONS (EXTERIOR)

Increased Health Inspections outside of the Stadium before all World Cup Events	Ensuring all Food Vendors Monitor and Secure Foods in their possession	Ensure all Food Storage Trailers are Secured from Unauthorized Access	Ensure all Foods appear wholesome and are not adulterated	Ensure only permitted vendors are in the area
Ensure the Sanitary Facilities are adequate for the number of attendees.	Ensure the Sanitary Facilities have adequate waste-water tanks and storage	Ensure Portable Water Tanks and Temporary Service Meters are secured from tampering.	Ensure all Food Service Workers have adequate hand washing access.	Ensure all Food Vendors have food grade sanitizers available
Ensure all Food Vendors are maintaining proper temperatures.	Ensure Waste products are not becoming a nuisance and being disposed of improperly.	Ensure Food Workers are free of Communicable Disease.	Ensure no nuisance conditions are being created.	Enforce 105 CMR 590 or other State Sanitary Code as applicable.

OBJECTIVES AND PLANNED ACTIONS (INTERIOR)

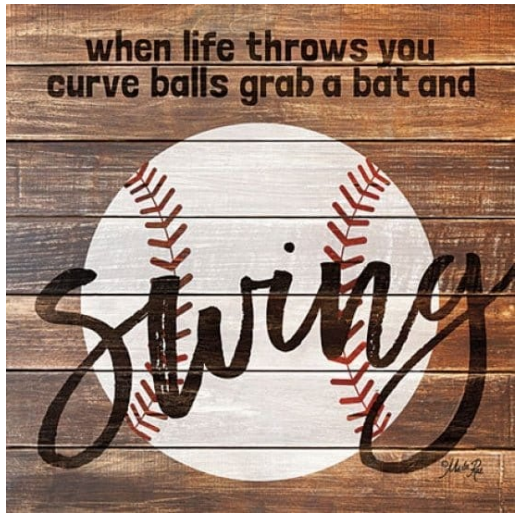
Ensure all foods in the warehouse are inspected prior to the cooking rush.	Ensure all concession stands are secured from trespassers.	Ensure food service workers are free of communicable diseases.	Ensure foods in all concession stands appear wholesome and are not adulterated.	Ensure all stands are free from sources of environmental contamination.
Ensure the sanitary facilities are in working order.	Ensure all foods are being cooked or maintained at proper temperatures.	Ensure foods would be able to be traced back in case of recall.	Ensure all food service workers have adequate hand washing access.	Ensure all food service areas have food grade sanitizer available
Ensure all kitchens are maintaining proper temperatures.	Ensure waste products are not becoming a nuisance and being disposed of properly.	Ensure food stands have a PIC knowledgeable in food safety.	Ensure no nuisance conditions are being created by the event.	Enforce 105 CMR 590 or other State Sanitary Code as applicable.


IT’S FRIDAY BEFORE THE EVENT
ARE YOU READY?

“THEN LIFE THROWS YOU A CURVE”

48 hours prior to The World Cup the Health Department received a complaint that a local establishment is adding marijuana to their food.

Now what?











GAME 1 – HAITI VS SCOTLAND

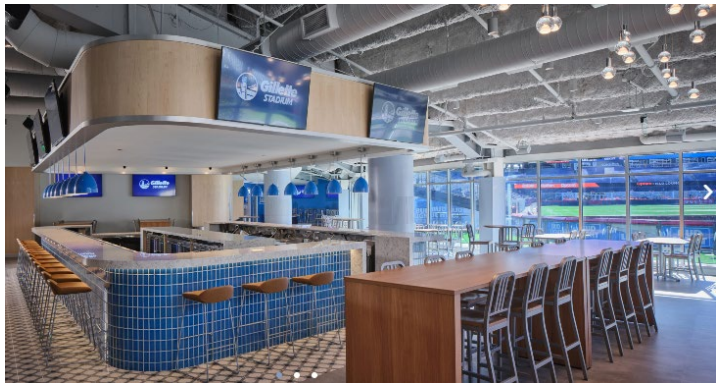
Game Day

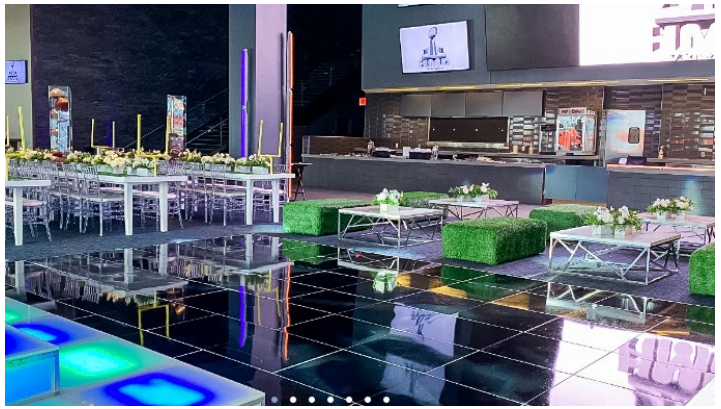




5 Hours Before Game Time









START OF DAY – INTERIOR GROUND LEVEL

4 Hours Before Game Time







MAIN CATERING KITCHEN & 1ST AND 3RD FLOOR CONCESSIONS

NOW WHAT??

GAME TIME!!





CLUB LEVEL AND LUXURY SUITES







WHAT ABOUT THE OUTSIDE?







4 Hours Before Game Time







START OF DAY – EXTERIOR

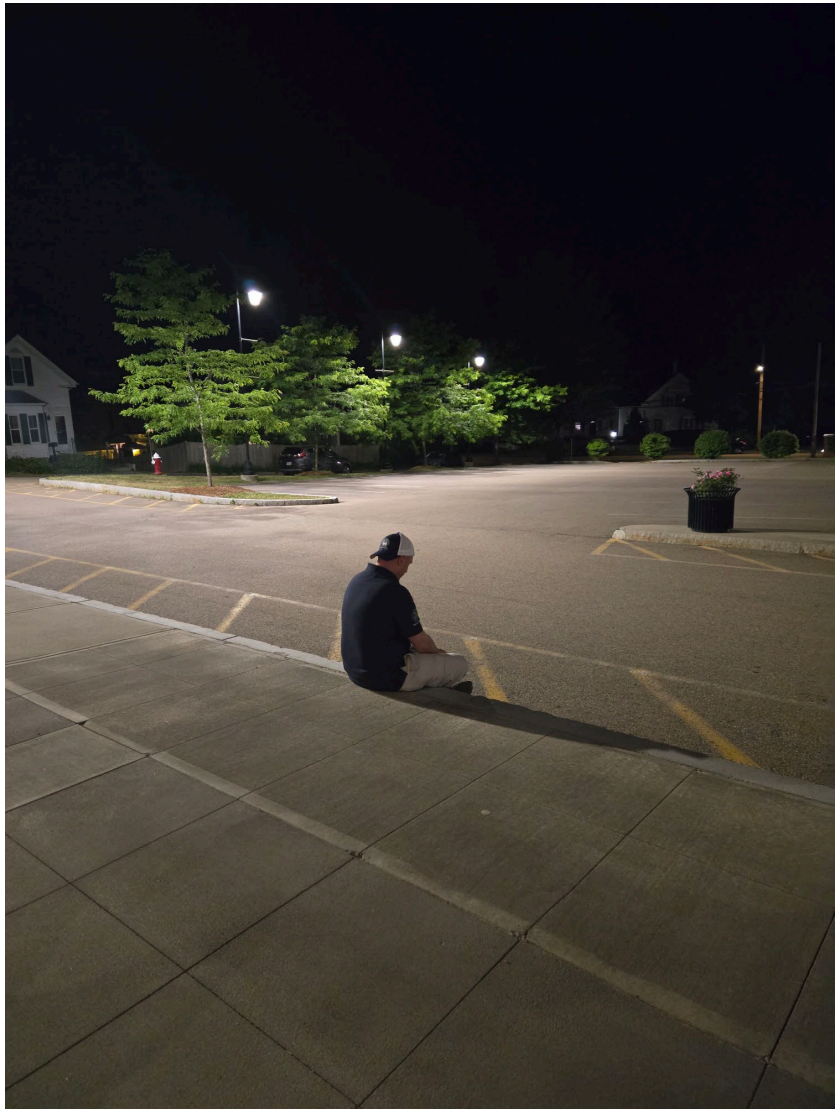


ALMOST GAME TIME - EXTERIOR

AFTER THE GAME



SOCIAL
MEDIA
VS
REALITY



LEARNING ON THE GO

Our Concerns Were Real.

Crowd size played an important role in inspectional capabilities.

We needed to focus on **Core** food safety items.

Even after doing all that. I still wasn't comfortable that people were safe.







MOCK FOOD TRACEBACK INVESTIGATION

June 17th - Case Notes Narrative:

"On-site with Berger Food Safety to go over incoming food delivery procedures and to attempt a trace-back of product. At this time, we talked to the commissary manager who stated: all foods in the warehouse were temped and checked upon delivery (these records were verified in the field and written on invoices), refrigerated or frozen items were then moved directly into main commissary, once moved into the stadium it is considered stadium food and cannot be taken back to the distributer, all items that are moved from the commissary are tracked when someone in the stadium submits a requisition.

At this time, I requested the stadium personnel do a quick trace-back of product to simulate a recall or foodborne illness. I selected a random bagged romaine lettuce that was found in the Optimum Field House kitchen and asked for a trace back of product. Stadium personnel were able to locate the records of the requisition, incoming orders, and temperatures for these shipments on the invoices.

No concerns noted."



STORIES - GAMES 1 THROUGH 4

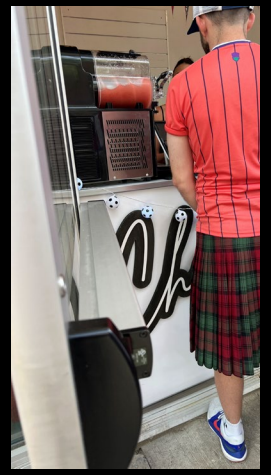




















“THEN LIFE THROWS YOU A CURVE”

We Received Feedback from other Agencies

- *“Not Under Their Jurisdiction”*
- *“Weed is Legal, Why Do I Care”*
- *“You Shouldn’t Inspect Drug Dealers”*

But Foxborough thought, if true, it would be adulterated food and needed to be investigated.



WHAT DID WE KNOW!

- **MGL c. 94, §§ 188–189** allows health agents to purchase or collect food samples in open markets or bulk containers. Samples must typically be divided, sealed, and labeled in duplicate, with one half left with the vendor or guarantor and the other sent for laboratory analysis.
- **MGL c 94, § 146** grants local boards of health the authority to inspect, seize, and condemn unfit meat, fish, vegetables, produce, fruit, or provisions, and regulate how food is kept or exposed for sale. Local health agents can inspect any animal, carcass, meat, fish, vegetable, fruit, or food product intended for sale. If provisions are found to be tainted, diseased, decayed, or unsafe for human consumption, officials may seize, condemn, and order them destroyed or disposed of safely.
- **105 CMR 590.012** allows Boards of Health to sample (Embargo) pursuant to the regulations.
- We needed everything in place before the inspection occurred, sampling procedure, chain of custody, refrigeration, the vendor, the time (sample drop off hours vs establishment operation times).





SWING AND HIT THE BALL!

WHAT WE DID.

- Found a lab that would take out samples.
- Inspected the facility, who allowed us to seize two samples. Samples were split into equal parts, one for the establishment, one for the lab.
- Delivered same day to the laboratory, under refrigeration and with a chain of custody.
- We received a full tour of the lab while we were there. (BONUS)
- Received sample results several days later. (Nothing found, thankfully)

Cannabinoid Profile [MCR-TM-0011] Analyst: B123478 Test Date: 02 Jul 26

Analyte	Cannabinoid	Conc. (mg/serving size)	Conc. (mg/g)	LOD (mg/g)	LOQ (mg/g)
CBDVA	Cannabidivarinic Acid	ND	ND	0.01	0.04
CBDV	Cannabidivarin	ND	ND	0.01	0.04
CBDA	Cannabidiolic Acid	ND	ND	0.01	0.04
CBGA	Cannabigerolic Acid	ND	ND	0.01	0.04
CBG	Cannabigerol	ND	ND	0.02	0.04
CBD	Cannabidiol	ND	ND	0.01	0.04
THCV	Tetrahydrocannabivarin	ND	ND	0.01	0.04
THCVA	Tetrahydrocannabivarinic Acid	ND	ND	0.01	0.04
CBCV	Cannabichromevarin	ND	ND	0.01	0.04
CBN	Cannabinol	ND	ND	0.01	0.04
Δ9-THC	Δ9-Tetrahydrocannabinol	ND	ND	0.01	0.04
Δ8-THC	Δ8-Tetrahydrocannabinol	ND	ND	0.01	0.04
CBL	Cannabicyclol	ND	ND	0.01	0.04
THCA	Tetryhydrocannabinolic Acid	ND	ND	0.01	0.04
CBC	Cannabichromene	ND	ND	0.01	0.04
CBCA	Cannabichromenic Acid	ND	ND	0.02	0.20
CBLA	Cannabicyclolic Acid	ND	ND	0.01	0.04
CBT	Cannabicitran	ND	ND	0.01	0.04

Total Active Cannabinoids (sum of above table)	ND	ND	N/A	N/A
Total THC = THC + 0.877 * THCA	ND	ND	N/A	N/A
Total CBD = CBD + (CBDA * 0.877)	ND	ND	N/A	N/A

Results determined via HPLC.
Note: There are no limits established by the Massachusetts Department of Public Health for cannabinoid concentrations.
ND = Not Detected; LOQ = Limit of Quantitation; LOD = Limit of Detection.

Sample ID #	Sample Name	Batch	Matrix	Date Received	Date(s) Tested	Serving Size Weight
S26-06907	Pizza Crust	N/A	MIP	01 July 2026	02 July 2026	1 g

The test results presented in this report are accurate, complete, and compliant with the MCR Labs quality control criteria.

Authorization

Carlos Cruz
Data Quality
Manager

A2LA ACCREDITED CERT# 6562.01



Sample ID #	Sample Name	Batch	Matrix	Date Received	Date(s) Tested	Serving Size Weight
S26-06908	Peanut Butter Pie	N/A	MIP	01 July 2026	02 July 2026	1 g

The test results presented in this report are accurate, complete, and compliant with the MCR Labs quality control criteria.

Authorization

Carlos Cruz
Data Quality
Manager

A2LA ACCREDITED CERT# 6562.01



STORIES - GAMES 5 THROUGH 7









MASSACHUSETTS DEPARTMENT OF PUBLIC HEALTH 1869





KEY FINDINGS

Start planning before you have perfect information.

Define what you are going to do and don't be afraid to share it.

Focus on risks that matter most. Critical risks deserve critical attention.

Your professional relationships matter. Relationships built before an event like this, becomes the solution during the event.

Expect the unexpected. Success is adapting and responding to it before it becomes a problem.



WORLD CUP SUCCESSES!

- ✓No Foodborne Illness Events
- ✓No Communicable Disease Outbreaks
- ✓Food Traceability Verified
- ✓Significant Enforcement Actions
- ✓No Nuisance Complaints
- ✓Continued to Create Strong Partnerships with the Stadium, Berger Food, Building & Fire Departments, and all involved.



THE END!

Matthew Brennan, RS

Director of Public Health

Town of Foxborough

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NOW, IT'S YOUR TURN!
POST PRESENTATION WORKSHOP

GROUP 1 – Boston - TD Garden – Championship Weekend

GROUP 2 – Boston - Fenway Park – The Storm Before the Series

GROUP 3 – Mansfield - Xfinity Center – The Candy Bag Incident

GROUP 4 – West Springfield - The Big E – Smoke Over The Big E

GROUP 5 – Worcester - DCU Center – Gridlock Below Ground

GROUP 6 – Springfield – Mass Mutual Center – Convention and Contamination

GROUP 7 – Norton – FM Championship – The Wellhead Incident

GROUP 8 - Marshfield – Marshfield Fairgrounds – The Storm Before the Crowds