



**MAIN  
OPERATIONAL  
AREAS OF A  
SPORTING EVENT  
AND FINAL**

MODULE 2. TRANSPORT  
OPERATIONS AND  
SAFETY

**- CONMEBOL -  
EVOLUCIÓN**

# **Main operational areas of a sporting event and final conclusions**

## **2.1 Transport operation (TRA)**

### Presentation, main objectives and responsibilities

In this part of the course we will provide an overview of the transportation and mobility project for the event organizer. This overview will be focused on national and international soccer, both for large events, as well as for small and medium-sized auxiliary events.

The concepts developed will be adaptable to the needs and requirements of the user. Best practices are relative and depend on each specific event, as well as the specific characteristics of a host (country, city, company or simply an individual). In some scenarios a better pre-existing infrastructure will be available, while in other cases this will not be possible. This implies that the transportation and mobility effort and project must be adapted.

Despite the complexity and size of the project, the scope and efforts should never be underestimated. In addition, the specific needs and characteristics should be adjusted according to each event.

#### **Practicality and flexibility are key to a successful delivery of the transport operation.**

The event organizer will be responsible for evaluating, reviewing and approving the concept and transportation services. In this regard, the person designated for this task will be the "focal point" of communication for the supplier with respect to any questions that may arise or clarification that may be required.

The following is a list of the main points to be considered with respect to the event transportation field:

- Planning, development and organization of transportation services for all customer groups previously defined by the event organizer.
- Integration of security principles (spaces, facilities, perimeters, routes, etc.) and implementation control.
- Monitoring of compliance with any environmental policies and contribution to the sustainability project.

## **Main operational areas of a sporting event and final conclusions**

- Planning and management of all fleet vehicles (buses and cars), to include scope and allocation, as well as depots, maintenance, refueling, insurance, drivers, training and additional procurement (if needed).
- Specific training, assignment, shift or roster management, etc., of transportation staff and volunteers (if applicable).
- Charter flights (private), private jets, helicopters, inter-city planning and coordination (if applicable).
- Monitoring and integration of spectator transportation solutions into the operational transportation plan.

On the other hand, the following items are also considered relevant, but are not the sole responsibility of the transportation project:

- Movement of goods or technical service vehicles (e.g. cleaning and waste, etc.).
- Security of transport services (e.g. access routes, escorts, checkpoints, etc.).
- Full control of non-organizational system vehicles (e.g. assigned vehicles, or independent VIP [very important person], public transport, etc.).
- Implementation of environmentally friendly technologies and solutions.
- Sponsorships, VIK contracts with a vehicle equipment supplier and provider of maintenance, fuel, etc.
- Volunteers: first selection, generic training, uniforms, etc. (organized centrally by the volunteer project).
- International arrivals and departures, dignitaries, flights for heads of state, etc.

Transportation is one of the most complex and critical projects that the organizer of sporting events will have to plan and develop. In this sense, the project can be considered complex because of the large number of parties involved in defining and delivering the transportation service for the event; the large amount of resources required to implement the plan; and the large populations that use transportation during the tournament or event, either directly or indirectly.

# Main operational areas of a sporting event and final conclusions

Figure 1



Source: self-source.

To summarize, we can say that transportation affects the entire population of an event, as well as many of the other project areas working on the event. Therefore, it is important to note that not all host countries have sufficient infrastructure, rolling stock and/or service capacity to meet the transportation demand generated by a given event. When planned and executed efficiently, transportation makes a favorable impression for the tournament and the host country, however, any weakness in this area manifests itself in the public arena and creates very negative impacts for both the host country and the organization.

The manager is responsible for planning and executing the following responsibilities in the area of transportation:

- Monitoring the construction and improvement of transportation infrastructure (temporary).

## **Main operational areas of a sporting event and final conclusions**

- Planning and execution of all domestic movements on land, air and sea for the organization's delegation.
- Procurement of rolling stock, manpower and other transportation capabilities.
- Planning and execution of all transportation operations in event related organizations such as airports, railroad stations, stadiums, training centers, hotels, among others.
- Collaborate and coordinate with the organization's authorities and host cities for the management of spectators, audiences, traffic and parking.
- Provide information and communication to the manager or supplier and external stakeholders.
- Transfers to the airport or other possible transportation hubs (e.g., train station) from or to official hotels for domestic and international travel. This includes the entire organization's delegation, teams and match officials.
- Planning and management of all event transportation fleet vehicles (buses and cars), to include outreach, organization, maintenance, refueling, insurance, drivers, training, and additional procurement (if applicable).
- Specific training of event transportation staff and volunteers. Specific organization, shift management, rostering, etc.
- Transportation between official facilities and stadiums.
- Transportation to or from official events (e.g. banquets).
- Internal transportation between venues by land, air, rail and/or sea.
- Official party equipment and transportation.
- Parking management.
- Traffic and access management. VAPPS (vehicle access and parking permit system).
- National transportation for inspections.
- Airport (or other transportation hub) management for the event.
- Definition of the accreditation process for all transportation staff.

# **Main operational areas of a sporting event and final conclusions**

## The transport operation

**Delivering an event with excellence will raise the level of any host organization and capture the attention of all customers and participants. In this regard, transportation and general mobility are two areas that are highly visible to all visitors to a sporting event.**

Due to the specific demand, both before and during the event, the organizer will have to plan and deliver a specific transportation service for the event. For this reason, each event will have its own development.

**The transportation operation, when successfully delivered, will receive little recognition. However, experience shows that when transportation delivers below expectations, the overall success of the event is tarnished. It even affects the perception of the efficiency of the overall organization.**

This large-scale event transportation module covers two interrelated projects from an organizer's perspective:

- Event transportation (includes air and ground transportation of defined constituent groups within the host country).
- General transportation and mobility infrastructure (includes air and ground transportation of all visitors to the sporting event, within the space allocated by the host).

Event transportation is a project for which the organizer is responsible, while transportation infrastructure and general mobility is not the property of the organizer, but the organizer is the coordinator and integrator. The second project is assigned to the host country and each host city.

## *Main operational areas of a sporting event and final conclusions*

Figure 2



Source: self-source.

The overall challenge for an organizer is to provide its services (for identified user groups) together with visitor services. For this to be possible, the full integration of a high-demand, high-priority, multimodal transportation solution is required. Moreover, this challenge is greater because it is repeated multiple times (depending on the sporting event schedule) and sometimes simultaneously in different host cities or venues for the duration of an event.

In terms of transportation infrastructure and general mobility planning, this requires the identification of improvements to existing infrastructure (or, in some cases, new infrastructure) to complement the transportation operation. This ensures effective overall mobility in all host cities around the stadiums and also mobility within the metropolitan areas. In addition, it allows each host city to function properly.

The two projects presented are interdependent on each other, and can only be successfully delivered if there is sound, integrated, long-term project planning and a comprehensive transportation document process. The latter process refers to the series of planning

## **Main operational areas of a sporting event and final conclusions**

documents developed by the organizer (and, where appropriate, its external stakeholders). It is a mechanism for the transportation functional area to submit plans for all aspects of event transportation, as well as the integration of the overall transportation and mobility infrastructure to the organizer for approval within the appropriate timeframe. The documents also form the basis for integration within the relevant departments within the organization, all constituent groups and also with the numerous external stakeholders and service providers.

The process of documenting the transport operation should also include the implementation and overall plan for how the transport operations will be executed during the tournament. In this regard, the success of such transportation operations depends on the following:

- ✓ Understand the transportation requirements of all constituent groups throughout the event (including initial arrival and final departure).
- ✓ Define an operational model that can be replicated at all official venues and throughout the tournament profile.
- ✓ Assembling an adequate fleet of vehicles and a team of qualified and trained drivers.
- ✓ Identify transportation areas within all venues. Ensure that transportation related spaces are defined and operationally feasible.
- ✓ Ensure that appropriate management and support services are identified, defined and implemented to enable the delivery of 24/7 transport operations during the event (subject to the extent of the event schedule).

In conclusion, transportation is a complex project with many stakeholders (internal and external) that need to be coordinated to ensure that a fully integrated event transportation system is delivered. In this regard, perhaps the biggest challenge lies in the fact that the transportation system is customized for each event and is responsible for the movement of a large number of people. However, it is first operated, in its entirety, on the opening day, when everyone's attention is focused on the host's organization of the event.

### **Fleet of vehicles for a sporting event**

The following is a description of the prerequisites to be considered when selecting and planning a fleet of vehicles for an event.

In this case, we will take the CONMEBOL Libertadores Single Final as an example.

## Main operational areas of a sporting event and final conclusions

As for the arrival of the clubs, they should normally arrive in the city by 8:00 p.m. local time on match day -3. An exclusive transportation service will be provided for the transfer of finalist clubs within the framework of the CONMEBOL Libertadores Single Final. This service will consist of the daily rental of luxury buses with a high level of comfort, luxury minibuses, utility vans, cargo trucks and sedan cars with full 24/7 availability (i.e., 24 hours a day, seven days a week).

Estimated total quantities (subject to change).

Table 1

Client	Vehicle	Quantity	Operative days	in	Availability hours per day
Clubs	luxury bus	4	5 days		16 hours per day
Clubs	luxury minibus	2	5 days		16 hours per day
Clubs	Sedan	2	5 days		16 hours per day
Clubs	Van props	2	5 days		16 hours per day
Clubs	Cargo truck	2	2 days		12 hours per day

Source: CONMEBOL, 2020, [http://www.conmebol.com/sites/default/files/conmebol\\_sudamericana\\_cordoba\\_2020\\_especificaciones\\_tecnicas\\_de\\_transporte\\_anexo\\_a.pdf](http://www.conmebol.com/sites/default/files/conmebol_sudamericana_cordoba_2020_especificaciones_tecnicas_de_transporte_anexo_a.pdf).

The aforementioned service includes driver, driver training program, unlimited mileage, full insurance (with full coverage for all risks), fleet maintenance, fuel (in order to cover all the routes and distances indicated and/or agreed upon), fines and tolls, extra days for training, rehearsals, 48 hours for fixing and removal of bus lettering, fleet tracking by global positioning system software (GPS, Ford Telematics or similar) and one coordinator per service.

**It is important, regardless of the intended level of service, to be clear in all the guidelines of the contracting of the transportation provider, as mentioned in the previous paragraph, details such as who pays for the fuel, who is in charge of hiring the drivers, who does the maintenance during the tournament, does the contract include unlimited mileage, etc. All these details must be taken into account so that there are no "surprises" in the level of service or hidden costs at the time of payment, and so that there are no hidden costs at the time of payment. All these details must be taken into account so that there are no "surprises" in the level of service or hidden costs at the time of payment.**

# **Main operational areas of a sporting event and final conclusions**

## **Vehicle characteristics**

Continuing with the example of the CONMEBOL Libertadores Single Final, the following is a list of the different vehicles that may be hired, and their main characteristics.

### **Luxury bus**

Luxury category motor vehicles, 1½-story and qualified for passenger transportation with a minimum capacity of 45 seats. In addition, they must be chauffeured. The units used to provide the service must comply with the following technical requirements:

- Have an interior anti-tip luggage rack or a suitable place to ensure the safe transportation of the transported goods.
  - To have glass with anti-vandalism treatment.
  - Corduroy/cloth/leather upholstery.
  - Passenger seats with adjustable inclination. (CONMEBOL, 2019, [http://www.conmebol.com/sites/default/files/anexo\\_a\\_-\\_especificaciones\\_.pdf](http://www.conmebol.com/sites/default/files/anexo_a_-_especificaciones_.pdf).)
- Finally, they must be no more than three years old, according to the date of manufacture stated in the respective certificate.

A total of four vehicles are required to transport the finalist clubs. They will be required to make the planned routes.

## Main operational areas of a sporting event and final conclusions

Figure 3



Source: self-source.

### Luxury minibus

Motor vehicles authorized for passenger transportation with a capacity of up to 13 or 17 seats. In addition, they must have a driver. The units used to provide the service must comply with the following technical requirements:

- To have an anti-tip interior luggage rack or a suitable place to ensure the safe transportation of the transported goods.
- Corduroy/cloth/leather upholstery.
- Passenger seats with adjustable inclination. (CONMEBOL, 2019, [http://www.conmebol.com/sites/default/files/anexo\\_a\\_-\\_especificaciones\\_.pdf](http://www.conmebol.com/sites/default/files/anexo_a_-_especificaciones_.pdf).)

## **Main operational areas of a sporting event and final conclusions**

- They must be no older than three years, according to the date of manufacture stated in the corresponding certificate.

In terms of service, a total of two vehicles are required to transport the finalist clubs. These vehicles will be required to make the planned routes.

### **Utility Van**

Motor vehicles without passenger seats, intended for the loading of sports equipment and/or material. They must have a load capacity of 1,500 kg.

In terms of service, a total of two vehicles are required, one for each finalist club. In addition, as mentioned above, these vehicles must be no more than eight years old, according to the date of manufacture indicated on the corresponding certificate, and must be able to cover the planned routes.

### **Cargo truck**

Motor vehicles without passenger seats, intended for loading sports equipment and/or material. They must have a load capacity of 2500 to 3000 kg.

A total of two vehicles, one for each club, are required for service. In addition, they must be able to make the planned routes and be no more than eight years old, according to the date of manufacture indicated on the corresponding certificate.

### **Sedan**

First class sedan type motor vehicles, and qualified for passenger transportation. These units must have a capacity of up to 4 seats with exclusive driver.

In addition, the vehicles used to provide the service must be no more than five years old, according to the date of manufacture stated in the corresponding certificate. A total of two vehicles, one for each finalist club, are required for service. These two vehicles will be used to transport club presidents.

Finally, all other aspects of the overall transportation activities will be discussed in module 4.

Interaction with other operational areas of a sporting event.

## Main operational areas of a sporting event and final conclusions

Below, we present a Table indicating all the functional areas with which this project is related and establishes what their impacts are. In addition, it describes the relationships with other departments and other third-party organizations, as well as their respective external constraints. It is crucial to evaluate where the project will have dependencies and inform the corresponding responsible person.

Table 2

Functional areas / External parts	Describe relationship / dependency
Event transportation	Integration of all transportation-related issues and the performance of the transportation system for spectators and fans.
<u>Security</u>	Security with respect to stadium perimeters, traffic and pedestrian flows, control of vehicles and people, use of parking lots and police escorts, among other aspects.
Accommodation	Spaces in hotels and official transportation routes.
Relations with federal, regional, and municipal governments	Higher level of transportation process, infrastructure integration and implementation (including a comprehensive traffic management plan).
Relations with host cities	Infrastructure and transportation of the host city.
Venue management	Parking lots, infrastructure, installation of temporary structures within the stadiums and other operational spaces.
Corporate Social Responsibility	Design, construction and operation of transportation infrastructure with environmental and accessibility guidelines. Collection of sustainability-related data, etc.
Fan Embassy	Accessibility to transportation and mobility of fans.
Ticket sales (ticketing)	Integration of free train tickets and public transport tickets with competition tickets (combined ticket).
Development (legends)	Special transportation plan and procedure to meet the requirements of the ceremonies.
Marketing (branding and signage)	Definition, design, delivery and de-installation of an effective and integrated signage plan.

## Main operational areas of a sporting event and final conclusions

Maps and plans	Maps and plans for all transport team personnel, drivers, specific clients, team delegations, referees, etc.
Spectator services	Specific transport routes, designed by local authorities in accordance with the traffic management plan.
Marketing (ceremonies)	Special transportation plan and procedure to meet the requirements of the ceremonies.
Ministry of Transportation (host country)	Transportation infrastructure, development and implementation of public transportation plans. Implementation of combined ticketing.

Source: self-source.

### Interactions with the main functional areas

Transportation is required to work closely with many internal functions. Among the most important of these are venue management (conImage and stadium overlay operations), security, travel and ushering. Let's look at each of these in detail below.

#### *Venue management*

Fundamental strategic decisions related to stadium capacity, location and proximity to high-capacity access roads, as well as public transportation nodes, are critical to the success of any stadium, especially those being built for a CONMEBOL event. However, in many cases, a stadium already exists and, therefore, transportation management (both fan transportation and event transportation) is limited to finding the best solutions with respect to existing traffic flows, as well as access and egress (i.e., the best possible use of space).

The venue is usually involved in the design and construction of the temporary stadium overlay and usually includes all transportation-related facilities around a stadium, including loading zones, parking areas, parking, access and egress, etc. It should be clear to all parties that such designs are critical to the overall success of the event and to the proper use of transportation resources. Therefore, there must be an integrated approach to this planning.

#### Security

Interaction with the safety project, both internal and external to the organization, is critical to the operational success of transportation. The organization's safety and transportation

# **Main operational areas of a sporting event and final conclusions**

projects must work together. In addition, they must coordinate actions with external stakeholders responsible for safety, traffic, road and parking enforcement.

**As noted, security also works in coordination with external stakeholders to provide resources to ensure the safe transit of client groups and, in particular, for soccer delegations, VIPs and/or dignitaries.**

**In addition, the importance of interaction with security must be addressed through the formation of a transportation and security committee, to ensure smooth functioning and communication from the early planning stages through to actual operational delivery.**

## Travel and accommodation

The availability of flights and accommodations, both domestically and within (or near) host cities, is critical to strategic transportation plan decisions. This is because hotels and airports are important anchor points when considering the expected movement of all officially designated event client groups under service level agreements.

In summary, transportation is involved in all functional areas of the organization. The functions listed above are considered critical dependencies. In addition, the owners of the organization's customer groups are also vital and interactions with all functions should not be underestimated.

## Training

The functional area budget and implementation plans should be reviewed to ensure adequate allocation of available funds to provide staff training. In addition, it must be ensured that the transportation functional area is recognized for providing excellent customer service with a focus on a good customer experience.

The following are some key points with respect to training:

- - Have a contracted training program and service provider.
- - Only trained and certified personnel may work during the event.
- - It is recommended to conduct safety rehearsals and tests to strengthen understanding of roles and responsibilities.

## **Main operational areas of a sporting event and final conclusions**

- - Have access and egress strategies and contingency plans, which will be included in the transportation deployment plan.
- - It is recommended that the organizer produce a detailed training guide or manual that clarifies the roles and responsibilities of all those involved in performing the transportation functions. It is also suggested that the organizer work collaboratively with the providers to define the training material, from general information to the specific training role at the site. In addition, personnel will receive specific training and on-site testing that will enable them to perform their duties to the best of their ability.
- - These transport guides can be hard copies, electronic copies or applications. In this way, the end user is expected to be able to easily access the information and transportation services available.
- - Ideally, driver training will be conducted one month prior to the start of the event. Therefore, access routes and signage should be available for transportation training at least one month prior to the event.

### **Staff training (particularly driver training) is essential to deliver all required aspects of transportation.**

The transportation functional area needs to define and implement, together with the supplier, an exceptional training program to ensure that its workforce can deliver services effectively and efficiently. This will require resources, communication materials and time, as the workforce can be large and the job descriptions very specific. This factor will have a large budgetary impact and should be addressed at an early stage.

#### Recognition and inspections

**It is recommended that, during the course of the event preparation cycle, transportation conduct a regular series of official transport visits and inspections of venues and facilities for the organization to support the planning phases on the ground and ensure that the acquisition of infrastructure and resources is in line with planning indications.**

In this sense, the main challenge in a 24/7 operation is to keep personnel motivated in situations of physical and mental exhaustion. In addition, a constant maximization of resources (mainly vehicles) must be ensured and that all transportation personnel (including drivers) follow the indications in accordance with the training provided to them.

# Main operational areas of a sporting event and final conclusions

Leading the team under pressure requires good communication, assignment of roles and clear responsibilities for each of the parties involved. This is in addition to the ability to empower the project team members, so that they feel capable of making the best decisions.

Here are two examples of deliveries referring to the MD-1 (match day -1) and MD (match day) days.

Figure 4

DAILY RUN SHEET - ESTADIO LA NUEVA OLLA							
AxB		MD - 1					
Equipo A	17:00						
Equipo B	15:30						
Fecha	Horario	Fin	MD +/-	Columna1	AF Responsable	AF Cliente	Actividad
8-nov.-2019	15:00		2:00		TRA		Llegada de staff de transporte en el hotel equipo A
8-nov.-2019	15:30		1:30		TRA		Llegada de los colectivos, autos y vans en el hotel equipo A
8-nov.-2019	16:15		0:45		TRA		Llegada de los autos de seguridad en el hotel equipo A
8-nov.-2019	16:00		1:00	0:30	TRA		Ventana para el load in de los colectivos para el entrenamiento equipo A
8-nov.-2019	16:25	16:46	0:35	0:21	TRA		Salida de los colectivos para el entrenamiento equipo A
8-nov.-2019	16:46				TRA		Llegada de los colectivos en el estadio de entrenamiento equipo A
8-nov.-2019	17:00	18:00		1:00	TRA	9-nov.-2019	Entrenamiento equipo A
8-nov.-2019	17:45	18:15	0:15	0:30	TRA		Ventana para el load in de los colectivos para el hotel equipo A
8-nov.-2019	18:15	18:36		0:21	TRA		Salida de los colectivos para el entrenamiento equipo A
8-nov.-2019	18:36				TRA		Llegada de los colectivos en el estadio de entrenamiento equipo A
8-nov.-2019	13:30		2:00		TRA		Llegada de staff de transporte en el hotel equipo B
8-nov.-2019	14:00		1:30		TRA		Llegada de los colectivos, autos y vans en el hotel equipo B
8-nov.-2019	14:45		0:45		TRA		Llegada de los autos de seguridad en el hotel equipo B
8-nov.-2019	14:30		1:00	0:30	TRA		Ventana para el load in de los colectivos para el entrenamiento equipo B
8-nov.-2019	14:55	15:04	0:35	0:09	TRA		Salida de los colectivos para el entrenamiento equipo B
8-nov.-2019	15:04				TRA		Llegada de los colectivos en el estadio de entrenamiento equipo B
8-nov.-2019	15:30	16:30		1:00	TRA		Entrenamiento equipo B
8-nov.-2019	16:15	16:45	0:15	0:30	TRA		Ventana para el load in de los colectivos para el hotel equipo B
8-nov.-2019	16:45	16:54		0:09	TRA		Salida de los colectivos para el entrenamiento equipo B
8-nov.-2019	16:54				TRA		Llegada de los colectivos en el estadio de entrenamiento equipo B

Source: self-source.

# Main operational areas of a sporting event and final conclusions

Figure 5

Fecha	Horario	Fin	MD +/-	AF Responsable	AF Cliente	Actividad	Local
9-nov.-2019	6:00			TRA		Abertura del estacionamiento operacional	N3 Leste
9-nov.-2019	6:00			TRA		INICIO SHUTTLE STAFF CONMEBOL / COL	Staff Entry Point
9-nov.-2019	6:00			TRA		INICIO CONTROL VPC TRA	PORTÕES DE ENTRADAS DE VEICULOS
9-nov.-2019	9:00		KD-8h30'	TRA	PRE/BRO	Llegada del transfer de PRE/BRO	
9-nov.-2019	11:00		KD-6h30'	TRA	PRE/BRO	Llegada del transfer de PRE/BRO	
9-nov.-2019	13:00		KD-4h30'	TRA	PRE	Llegada del transfer de PRE/BRO	N3 Estacionamiento Sul
9-nov.-2019	13:30		KD-4	TRA	PRE/BRO	Abertura de Estacionamiento PRE/BRO	N3 Estacionamiento Sul
9-nov.-2019	13:30		KD-4	TRA	CPT	Inicio de la ventana de llegada del kit manager	Drop Off N4 Oeste
9-nov.-2019	13:30		KD-4	TRA	PRO	Abertura del Estacionamiento VIP y VVIP	
9-nov.-2019	13:30		KD-4	TRA		Activación de VPS	Perimetro Externo de Segurança
9-nov.-2019	14:00		KD-3h30'	TRA	PRE/BRO	Llegada del transfer de PRE/BRO	
9-nov.-2019	14:30		KD-3	TRA	CPT	Salida de los equipos de árbitros del hotel	
9-nov.-2019	15:00		KD-2h30'	TRA	PRE/BRO	Llegada del transfer de PRE/BRO	
9-nov.-2019	15:00		KD-2h30'	TRA	CPT	Inicio de la ventana de llegada de los equipos de árbitros	Drop Off N4 Oeste
9-nov.-2019	15:30		KD-2	TRA	PRE/BRO	Llegada del transfer de PRE/BRO	
9-nov.-2019	15:30		KD-2	TRA	CPT	Salida de los equipos para el partido	
9-nov.-2019	16:00		KD-30'	TRA	PRE/BRO	Llegada del transfer de PRE/BRO	
9-nov.-2019	16:00		KD-30'	TRA	CPT	Inicio de llegada de Familia de Jugadores y Programa de Observadores	
9-nov.-2019	16:00		KD-30'	TRA	CPT	Fin de la ventana de llegada de los equipos de árbitros	Drop Off N4 Oeste
9-nov.-2019	16:00		KD-30'	TRA	CPT	Inicio de la ventana de llegada de las delegaciones	Drop Off N4 Oeste
9-nov.-2019	16:30		KD-1	TRA	CPT	Fin de la ventana de llegada de las delegaciones	
9-nov.-2019	16:30		KD-1	TRA	CPT	Fin de la ventana de llegada de las delegaciones	Drop Off N4 Oeste
9-nov.-2019	17:00		KD-30'	TRA	PRE/BRO	Llegada del transfer de PRE/BRO	
9-nov.-2019	17:30		KD	TRA	PRE/BRO	Llegada del transfer de PRE/BRO	
9-nov.-2019	20:30		FW+1	TRA	PRO	Cierre del estacionamiento VIP e VVIP	N2, N3 - Oeste
9-nov.-2019	20:30		FW+1	TRA		Desactivación del VPC	Perimetro Externo de Segurança
9-nov.-2019	20:00			TRA		Salida arbitros de hotel (1 parte) TBD	
9-nov.-2019	20:00			TRA		Salida arbitros de hotel (2 parte) TBD	
9-nov.-2019	20:45		FW+1h15'	TRA	CPT	Inicio de la ventana de partida de las delegaciones	Drop Off N4 Oeste
9-nov.-2019	21:15		FW+1h45'	TRA	CPT	Fin de la ventana de la partida de las delegaciones	Drop Off N4 Oeste
9-nov.-2019	0:00		FW+4h30'	TRA	PRE	Fin del transfer de PRE	N3 Estacionamiento Sul
9-nov.-2019	0:00		FW+4h30'	TRA		Cierre de los estacionamientos de PRE	N3 Estacionamiento Sul e N3 e N4 Leste

Source: self-source.

The starting point for considering the transportation functional area and beginning to plan its role in a mass event is the legally binding agreement that grants the organizer permission to host the event. This is fully executed upon designation by the rights holder (or trademark) as the organizer. Obviously, it is impossible to capture all the essential elements of transportation within a legal document at such an early stage and therefore a manual with more operational content will be prepared considering more than just the contractual obligations. This manual includes additional specifications of the requirements, to ensure that the organizer and other interested parties fully understand their obligations, often summarized in the aforementioned agreement. In addition, this manual should make recommendations (based on generic principles, best practices and past experience) on how to fulfill or improve these obligations, better understand the task and develop a basis that allows the organizer to proceed with reliability and focus.

## The design of the operational transportation plan

The transportation operating plan is an additional level of detail that will be captured within the transportation documentation process. It will highlight the agreed principles and policies of each sub-project within transportation and clearly illustrate the model adopted by transportation to ensure continuity throughout the event.

# **Main operational areas of a sporting event and final conclusions**

Like the concept, the operational plan will be developed in two defined stages. For stage 1, each sub-project within event transportation will develop a detailed generic operating plan, which will illustrate the optimal operating model. This generic plan should show the standard policies and procedures of the operation, which will be replicated within each host city (if applicable) during stage 2.

Transportation operating plans are the direct responsibility of the organization that will deliver the event. The optimal operating model across all sub-projects, developed during Stage 1 within event transportation, will require full integration as well as coordination of all operations. The final document is therefore seen as the result of the coordination of all subprojects by the central planning manager. However, during phase 2, the direct implementation of the optimal operation in a specific host city will require that the host city event transport is empowered to become the integrator and coordinator of all transport movements within a specific host city. At the same time, each of the individual subprojects will evolve into a detailed and highly focused operational plan that will fully explain its primary objective.

Normally, the "generic" transport operational plan should be developed no later than 2 years before a major event (1 year for a medium-sized event, and 6 months for a small event), while the "specific" transport operational plan should be ready 1 year before the event (6 months for a medium-sized event and 3 months for a small event).

## **The transportation operating plan is the combined result of the organization as a whole and the DOT staff.**

Individual subprojects will develop detailed operational plans that clearly document the vision and integrated transportation operational reality. The transportation operational plan will have (at least) the following points:

- Introduction.
- Objective of the document.
- Operational model for event transportation (vision to cover operations both nationally and within host cities).
  - The document should be viewed as an opportunity for transportation to assess the viability of all operational plans, highlight interactions, and identify gaps or illogical processes. It is a working, "living" and evolving document that will act as an

# Main operational areas of a sporting event and final conclusions

operational plan for all parties delivering transportation. It will also allow the duty holder to evaluate the plan and provide valid comments based on past experience. Therefore, for each subproject, the following is expected as a minimum (according to the type and size of the event):

- Central planning.
- Customer liaison.
- International arrival and departure, and domestic transfer.
- Aviation site and airport management.
- Host city event transportation.
- Vehicle operations.
- Project parking and VAPPS.
- Event transportation support services (part of central planning).
- Transportation infrastructure and general mobility.

## Final considerations

**Transportation will need to produce detailed operational plans for each subproject. In this way, it ensures the full integration of the operation.**

Transportation operating plans should be written from two perspectives. These are as a holistic operating entity within the tournament footprint, and as a holistic operating entity within a host city.

**Transportation operational plans will contain operational policies and processes that must be fully explained in the document to ensure that service delivery is focused, effective and feasible from day one of operation.**

As transportation operational plans are developed, an optimal reporting and command and control structure will be identified that will provide the framework for all operations during the event.

# *Main operational areas of a sporting event and final conclusions*

## **2.2 SEG – Security operation**

### Presentation, main objectives and responsibilities

The purpose of the CONMEBOL Club Competition Security Management is to regulate the processes, functions, duties and responsibilities of the human, technical and logistical resources necessary for the planning, organization, execution and control of club competitions organized by CONMEBOL, in order to preserve public order, safety and well-being of athletes, club officials, match officials, sponsors, journalists, support personnel and the general public. (CONMEBOL, 2019b)

In turn, this management provides member clubs and associations with advice, support, training and guidance on regulations, operational plans, security logistics and risk analysis for the identification, prevention and mitigation of anthropic, technical and natural hazards that may impact the security of the soccer sporting event. (CONMEBOL, 2019b)

### The security operation

#### Description of the operation in MD-1 and MD

On MD-1, the installation of the stadium's security rings and its entrance filters begins, completing the total enclosure of the stadium where the competition will take place. The latter takes approximately 8 hours.

In MD, the Security Management starts its operation with the verification of the installation of the security rings and entrance filters and, if necessary, the necessary adjustments are made, as well as the installation of gates and filters for pedestrian and vehicular accesses. Once this has been completed, the private security or logistics personnel who will operate the event are received and the resources are installed prior to the opening of the stadium doors to the public and the arrival of the sports authorities and delegations.

One hour before the opening of the gates, a verification of the installation of resources is carried out, in order to proceed with the opening of the gates according to the established time. After the gates open, the necessary follow-up and control processes are carried out. Once the match is over, the stage is completely evacuated. The

# Main operational areas of a sporting event and final conclusions

operation of the event on the day of the match lasts approximately 12 hours. The start and end times are subject to the start time of the game.

## Main norms and standards in the area

Figure 6



Source: self-source.

## Regulations

In 2019, CONMEBOL's Club Competition Security Management presented the Security Regulations, which regulate the processes, functions, duties and responsibilities of the human, technical and logistical resources necessary for the planning, organization, execution and control of club competitions organized by CONMEBOL, in order to preserve public order, safety and well-being of athletes, club officials, match officials, sponsors, journalists, support personnel and the general public. These regulations apply up to the preliminary phases of the single finals and compliance with them is the responsibility of the clubs.

# Main operational areas of a sporting event and final conclusions

For the CONMEBOL Libertadores and CONMEBOL Sudamericana single finals, there is an Operational Guideline. The objectives of this document are to establish clear goals, define the activities, functions and responsibilities, as well as to determine an order, consequent planning and organization of the respective competitions, strengthen teamwork, define the operation of each area, establish time lines and optimize the resources necessary for the development of each operation, and facilitate the introduction of possible changes.

This guideline has 5 phases in its development, which we present below:

- Phase I: diagnosis.
- Phase II: planning and elaboration.
- Phase III: confirmation.
- Phase IV: corrections and approval.
- Phase V: implementation.

## Security team training

A private security company (or logistics company, depending on the country) is contracted for the security operation of the events. This company will be in charge of managing and controlling security at the stadium where the match will be held, as well as in the other areas or scenarios involved in the operation.

**To determine the quantification of resources and the preparation of operational security plans for each site, a field visit is carried out. The purpose of this is to carry out a georeferenced analysis of the site and of external and internal risks.**

Subsequently, the necessary evaluations are carried out and the final resource table is drawn up, as well as the list of needs for the operation. In the last visit, and prior to the event, all the personnel involved in the operation are brought together in order to carry out training. The latter is carried out under the following parameters:

- Event technical data sheet.
- Importance of the event.
- Importance of private security at the event.

## Main operational areas of a sporting event and final conclusions

- Areas of work of private security.
- Functions of each work area.

Figure 7



Source: self-source.

After the training, the working personnel is taken to each area, so that they can learn specifically about their work position and respective functions.

Prior to the single finals, each CONMEBOL Libertadores and CONMEBOL Sudamericana match is assigned a CSO (CONMEBOL Security Officer) who will serve as a liaison between the CONMEBOL Club Competitions Security Management and the Club Security Officers. In turn, he/she shall ensure compliance with the Security Regulations. In addition, according to the instance or risk of each match, two CSOs may be designated for each game, who will be the CONMEBOL security team.

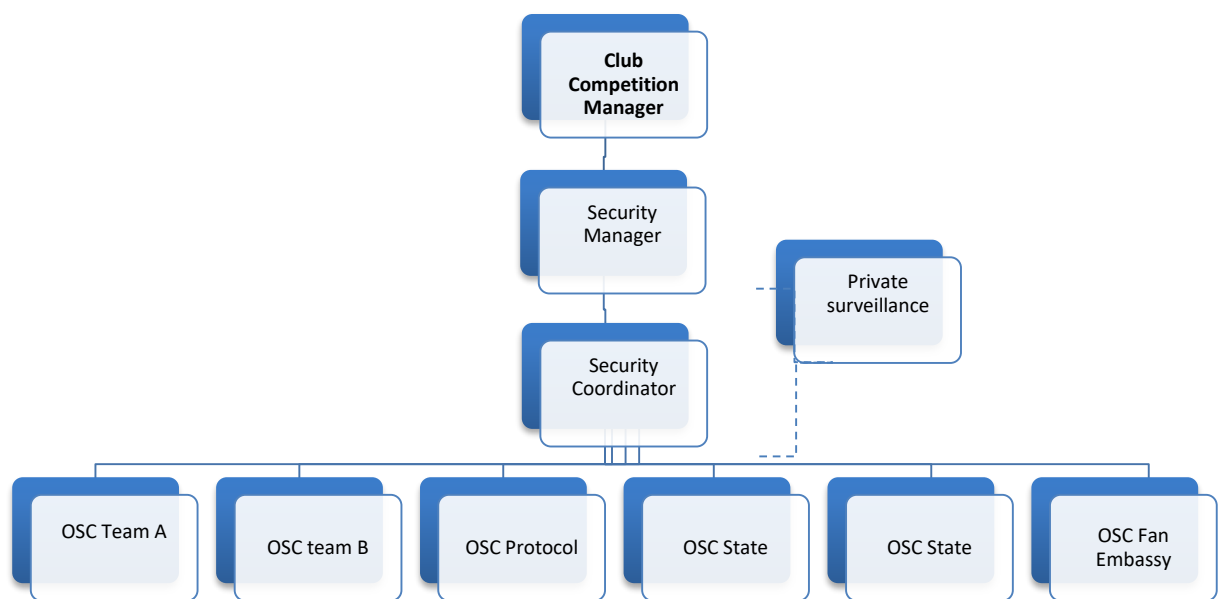
In the case of the single CONMEBOL Libertadores and CONMEBOL Sudamericana finals, a working team is formed by the security manager, the security coordinator, one CSO

# Main operational areas of a sporting event and final conclusions

per team, one CSO in charge of protocol, and two CSOs for the stadium. The private security company contracted for the event is also part of this group.

The organization chart of this group is designed as follows:

Figure 8



Source: self-source.

## Interaction with other operational areas of a sporting event

**The operation of the Security Management is transversal to the rest of the operational areas and maintains a direct relationship with the development of the different events.**

Each area has its own security needs, linked to the nature or complexity of its function. For this reason, security services are requested by filling out the Request for private security services form, which includes the following information:

- Applicant and event information.
- Type of service requested.
- Location of the service.

# Main operational areas of a sporting event and final conclusions

- Security infrastructure of the place in custody.
- Duration of the service.
- Inventory of objects in custody.
- Risk analysis.

Figure 9



Source: self-source.

Based on the information received in the request, Security Management conducts an analysis and determines the feasibility of the service. In the request, each area must make clear the type of service needed, the space where the service will be provided and the type of service requested (for example, surveillance, custody or accompaniment).

The main areas with which the Security Management is related to the operation of the events are:

- Television.

# Main operational areas of a sporting event and final conclusions

- Press.
- Marketing.
- Hospitality.
- Transportation.

Figure 10



Source: self-source.

## Example

An example of this exercise, within the framework of the single CONMEBOL Libertadores and CONMEBOL Sudamericana finals, is the coordination between the Security Management and the TV area. In this regard, once the location of the TV complex has been defined, the TV Management Department prepares the document and includes the dates of the event, as well as the amount and type of service required for the custody of the space where the set-up will be located. Once such request is

# **Main operational areas of a sporting event and final conclusions**

received, the Security Management makes the pertinent risk analysis and confirms the service through the approval of the aforementioned document.

This service will be provided by a private security company contracted for the event and the resource will be designated through said company.

## **Relationship with customers and suppliers**

The Club Competitions Security Management has designed a security concept based on the creation of spaces for the consumption of soccer products and services that offer security and comfort, as well as establishing a direct and close relationship that allows us to satisfy the needs of our customers (fans). Likewise, our purpose is to provide suppliers and strategic and commercial allies with safe operational conditions. According to the activity and the level of services they provide, the operational strategy to be implemented is established. To this end, a working group is formed that relates directly with each area concerned and, in this way, responds to their needs.

For CONMEBOL Libertadores and CONMEBOL Sudamericana matches, the CSO designated in Table has a working relationship with the OSCL (local CONMEBOL security officers) who are in charge of providing and facilitating this service, in constant contact with the local club and its private security or logistics provider. The CSO is in charge of receiving the different needs and coordinates that each area has what is required. In addition, the concept of customer service is elevated to the attention and security of the fans. In this way, we move from a security concept to a service concept, which the fans need for their comfort and safety.

Teams, referees, sports authorities, press, marketing, communications and fans are the fundamental axes of the security operation. To cover this group, a joint effort is made with the private security company hired by the local club or by CONMEBOL, in the case of single finals. In addition, actions are coordinated with the local authorities that are integrated into the operation through the Security Management Team.

With regard to suppliers, the Security Management Department has two basic suppliers for the single finals. The first one is the private security company that is in charge of providing orientation and support to fans during the different phases of the sporting event. This private security company is involved from the planning and organization of the event (i.e., it accompanies the Security Management in the previous visits to the stadium, training camps, hotels, fan embassy, etc.) until the start-up and completion of the event.

# Main operational areas of a sporting event and final conclusions

Figure 11



Source: self-source.

The second basic supplier is the fence supplier. This company is in charge of the perimeter enclosures (security rings) and includes their assembly and disassembly. This procedure is applied to the different spaces to be used in the development of the sporting event.

In addition, we must have the support of the local authorities of the city where the event will take place. For this purpose, the Security Management Team (SMT) is created, which is made up of the following members:

- Local police.
- Local government (in applicable cities).
- Private security or logistics company.
- Local firefighters.

# Main operational areas of a sporting event and final conclusions

- Civil protection or risk management (in cities where applicable).
- Health operator.
- Stadium administration.
- Mobility or transit.

Although this group is not directly linked to CONMEBOL, it is a fundamental part of the operation of the event, since the success of security depends on the joint work between the authorities and the organizer, in this case CONMEBOL.

## Management of income and expenses of the area

The Security Management does not have its own resources for the operation, but this resource is provided for in the budget of the Club Competitions Department.

In this regard, the Security Management prepares the contracting specifications on the basis of which the private security companies interested in participating in the sporting event prepare their operational and commercial offer. These specifications contain the bases for the operation, as well as the items of study and control to make the contracting effective.

Once the proposal is received from the bidders, an economic, administrative and technical analysis is made to choose the company that best suits the needs of the event.

## Legacy, lessons learned. Debriefing

The experience in the operation of the CONMEBOL Libertadores Finals - Lima 2019 and CONMEBOL Sudamericana - Asunción 2019, were the basis of a learning process that we acquired due to different situations that arose during the development of the event. With the aim of strengthening the organization of subsequent events, we have developed some documents, which we present below.

Planning matrix: it projects in time a planning according to the needs that allows us to establish a close communication between the different areas involved and a chronological order of the activities to be developed.

# Main operational areas of a sporting event and final conclusions

Security guideline: allows us to establish a written support of the responsibilities between the host cities and CONMEBOL, to ensure that the message reaches the operational levels and does not remain only at the executive level (the guideline will be delivered to the EGS at the first contact). In addition, the host cities should tend to comply with the responsibility of human security and physical security of the competitions, strengthen the commitment and implications in the development and implementation of the POS, according to each area established in the security guideline and support some concepts that are not handled in the Local Leagues, such as hospitality, press, protocol, among others.

Legacy and knowledge transfer

**The Safety Regulations have become a fundamental tool. Some of the member associations have taken it as a roadmap for the development of their own safety manuals and regulations.**

Some examples of member associations that use our security regulations as a basis for their own security manuals are the APF (Paraguayan Football Association), the FEF (Ecuadorian Football Federation), the FVF (Venezuelan Football Federation) and recently the FBF (Bolivian Football Federation).

For CONMEBOL Libertadores and CONMEBOL Sudamericana matches (except for the finals), the CSO must submit a report with the news that have occurred during the development of the sporting event. With this information, the Club Competitions Security Management prepares the statistics corresponding to each of the tournaments.

In addition, with this information, and with the possible modifications to the Security Regulations, a workshop is held annually for CONMEBOL security officers and a workshop for the security officers of the clubs that qualify for the different competitions organized by CONMEBOL's Club Competitions Management, where feedback is given on the case. The purpose of these events is to share experiences and to help minimize, more and more, the risk in soccer matches and help organizers to guarantee the security of the event.

As a short-term proposal, we plan to hold a workshop in the host cities of the single finals, in which we can share our experience in the organization of crowded sporting events. With this, we seek to leave a legacy in the host cities of the CONMEBOL



# ***Main operational areas of a sporting event and final conclusions***

Libertadores and CONMEBOL Sudamericana finals, which will contribute to the planning, organization, execution and control of their local competitions.

Annex 1. Module 2 Summary

# Main operational areas of a sporting event and final conclusions

## References

CONMEBOL (2019) *Especificaciones técnicas*. Recuperado de [http://www.conmebol.com/sites/default/files/anexo\\_a\\_-\\_especificaciones\\_.pdf](http://www.conmebol.com/sites/default/files/anexo_a_-_especificaciones_.pdf).

CONMEBOL (2019b) *Reglamento de seguridad*. Recuperado de <http://www.conmebol.com/sites/default/files/reglamento-de-seguridad-conmebol-2019-esp.pdf>.

CONMEBOL (2020). *Transporte. Especificaciones técnicas*. Recuperado de [http://www.conmebol.com/sites/default/files/conmebol\\_sudamericana\\_cordoba\\_2020\\_especificaciones\\_tecnicas\\_de\\_transporte\\_anexo\\_a.pdf](http://www.conmebol.com/sites/default/files/conmebol_sudamericana_cordoba_2020_especificaciones_tecnicas_de_transporte_anexo_a.pdf).