



Sport and Special Event Risk Management **AWR-167**

Course Design Document

March 2021

Version 3.0



FEMA



NTED Branded Disclaimer



FEMA

This program was supported by Cooperative Agreement Number EMW-2018-CA-00016, administered by the U.S. Department of Homeland Security, National Training and Education Division. Points of view or opinions in this program are those of the author(s) and do not represent the position or policies of the U.S. Department of Homeland Security.

FEMA's National Training and Education Division (NTED) offers a full catalog of courses at no cost to help build critical skills that responders need to function effectively in mass consequence events. Course subjects range from Weapons of Mass Destruction (WMD) terrorism, cybersecurity, and agro-terrorism to citizen preparedness and public works. NTED courses include multiple delivery methods: instructor led (direct deliveries), train-the-trainers (indirect deliveries), customized (conferences and seminars), and web-based. Instructor led courses are offered in residence (i.e. at a training facility) or through mobile programs, in which courses are brought to state and local jurisdictions that request the training



Table of Contents

NTED Branded Disclaimer	i
Table of Contents	ii
Course Description.....	1
Overview.....	1
Scope.....	1
Target Audience.....	1
Prerequisites.....	2
Course Length.....	2
Instructor-to-Participant Ratio	2
Required Materials/Facilities	2
Testing/Certification	3
Reference List.....	3
Evaluation Strategy.....	4
Course Structure/Content Outline	5
Module 0: Course Introduction.....	5
Module 1: The Threat is Real	5
Module 2: Teamwork and Collaboration.....	5
Module 3: Command and Control: Organizational Structure.....	5
Module 4: Risk Assessment.....	5
Module 5: Protective Measures	6
Module 6: Security Planning	6
Module 7: Training and Exercise.....	6
Module 8: Capstone	6
Module 9: Post Assessment and Evaluation	6
Course Design Matrix.....	7
Module 0: Course Introduction.....	7
Module 1: The Threat is Real	8
Module 2: Teamwork and Collaboration.....	9
Module 3: Command and Control: Organizational Structure.....	10
Module 4: Risk Assessment.....	11
Module 5: Protective Measures	12
Module 6: Security Planning	13
Module 7: Training and Exercise.....	14
Module 8: Capstone	15
Module 9: Post Assessment and Evaluation	16
Course Agenda	17



Course Description

Overview

The purpose of this course is to develop capabilities for multi-agency collaboration pertaining to sport and special event safety and security. Through activity-based training modules, participants will enhance their ability for planning, risk assessment, training, and exercising practices specific to conducting sport and special events. The expectation is for participants to return to their respective organization and coordinate the development of a sport and/or special event security management system.

Scope

This training addresses sport and special event security risk management practices. Improving security and resilience within communities hosting large sport and special events improves overall community preparedness through enhancement of the 31 core capabilities across the five mission areas of prevention, protection, mitigation, response, and recovery. The training is applicable across the United States regardless of size of institution or event venue capacity. The customization to the participants “home” venue will allow for the immediate implementation of training course learning at their respective intuitions and venues.

Course Goal

The overall goal for this course is the standardization of sport and special event security risk management practices for the defined target audience.

Target Audience

The target audience for this course includes the following:

- Owners and operators of venues
- Event management & operations staff
- Athletics departments
- Host community response personnel
- Athletic and league personnel
- Transportation authorities
- Representatives from Government
- Public safety agencies
- Risk management personnel
- Emergency management
- School district faculty & staff
- Third-party agencies (security, staffing, etc.)



Prerequisites

There are no prerequisites for this course.

Recommended Training

- IS-100.c: Introduction to the Incident Command System
- IS-200.c: Basic Incident Command System for Initial Response
- IS-700.b: An Introduction to the National Incident Management Systems (NIMS)
- IS-15.b: Special Events Contingency Planning for Public Safety Agencies
- IS-800.d: National Response Framework, An Introduction

Course Length

This course is 16 hours.

Instructor-to-Participant Ratio

The recommended instructor-to-participant ratio for this course is 1 to 20, with a maximum of 42 participants.

Required Materials/Facilities

- Participant Guide
- Participant Packet
- Note-taking sheets (optional)
- Pre- and Post-Tests
- Registration forms/ Online Registration website
- Course assessment forms
- Name tents
- Dry-erase markers (6–8 black, blue, red – additional colors as desired)
- Pens
- Laptop
- Projector
- Projector screen
- Extension cord and power strip
- Audio equipment: sound system connections or portable laptop speakers

Facilities should be set-up to facilitate discussion among participants. The diagram in Figure 1 depicts an effective set-up. If necessary, the instructional staff can provide a laptop and a projector. The delivery location must provide, at a minimum, a venue suitable for the course (i.e., classroom style, comfortable temperature, adequate lighting, clean whiteboards, etc.), the number of participants, tables and seating for team interactions, and a projection screen.

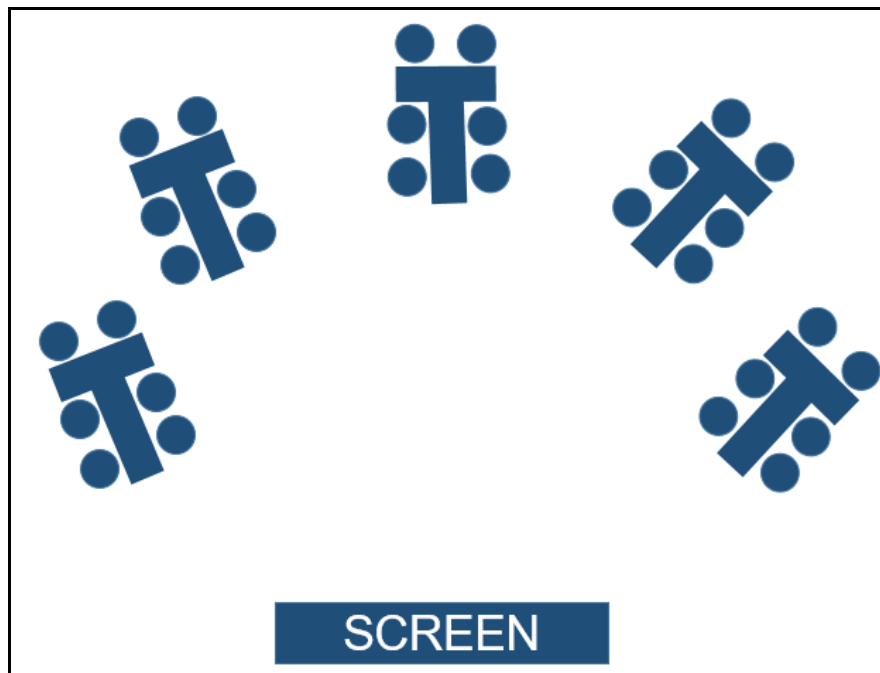


Figure 1: Classroom Diagram

Certification Information

Following DHS standards, a pre-test and post-test are administered to measure participants' understanding of the course material. Participants are required to score 70% or better on the post-test and attend 80% of the course hours in order to receive a course certificate of completion. If a participant scores below 70% the instructor(s) are available to provide remediation with the student to address specific areas of emphasis. We will allow up to two additional attempts at passing the post-test. If the participant still scores below 70% after the two post-test re-takes, no course certificate of completion will be issued and the participant must re-take the course at a future date and pass the post-test to receive the course certificate of completion.

Reference List

- Department of Homeland Security. Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101. Version 2.0. November 2010.
- Department of Homeland Security. National Incident Management System. 3rd Edition. October 2017.
- Department of Homeland Security. National Preparedness Goal. 2nd Edition. September 2015.
- Department of Homeland Security. National Response Framework. 4th Edition. October 2019



Evaluation Strategy

This course is concluded with a survey of individual participants using the DHS/FEMA National Preparedness Directorate/National Training and Education Division (NPD/NTED) Kirkpatrick Level I evaluation form which utilizes a 5-point Likert-type scale to evaluate the course, instructor performance and course benefit. Kirkpatrick Level II evaluations are conducted through the administration of pre- and post-course exams. Level III evaluations will be conducted by email surveys approximately 90 days following the conclusion of the course.



Course Structure/Content Outline

Module 0: Course Introduction

- Course goal
- Course administration requirements and techniques
- Pre-test

Module 1: The Threat is Real!

- Common threats in sport and special events
- Risk management concepts
- Historical incidents
- Legal and economic impacts

Module 2: Teamwork and Collaboration

- Teamwork
- Multi-agency collaboration
- Identifying stakeholders
- Roles and responsibilities
- Organizational structure
- Events versus incidents
- Team collaboration

Module 3: Command and Control

- Organizational structure
- Events versus incidents
- National Incident Management System (NIMS)
- Incident Command system (ICS)
- Teamwork

Module 4: Risk Management

- National Preparedness Goal
- Risk management framework
- Risk assessment resources
- Estimating risk
- Prioritizing risk
- Risk mitigation



Module 5: Protective Measures

- Protective measures
- Venue perimeters
- Equipment and resources

Module 6: Security Planning

- Plans, policies, and procedures
- Planning process
- Risk management planning
- Event planning
- Incident planning
- Teamwork

Module 7: Training and Exercises

- Development and evaluation of training and exercises
- Strategies for training and exercise
- Implementation of training and exercise
- Outcomes of training and exercise
- Key personnel for exercise teams
- Documentation and improvement methods

Module 8: Capstone

- Multi-agency collaboration
- Risk assessment team
- Threat, vulnerability and consequence assessment
- Training needs
- Protective measures
- After-actions

Module 9: Post Assessment and Evaluation

- Course summary
- Course evaluation
- Post-test



Module 0: Introduction

Scope Statement

The purpose of this module is to provide an overview of course topics, administration, and requirements for course completion credit.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to state the course goal and objectives and what is required to receive credit for participating in this course.

Enabling Learning Objectives (ELO)

1. State the course goal.
2. Describe the course administration requirements and techniques employed.
3. Complete the Pre-Test as a baseline assessment of knowledge.

Lesson Topics

- Course goal
- Course target audience
- Course delivery methods
- Course administration requirements: schedule, safety, examinations, evaluations

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussion.

Assessment Strategy

The Pre-Test establishes a baseline of participant knowledge of course materials. There is no passing score.

Practical Exercise (PE) Statement

A Pre-Test is administered.



Module 1: The Threat is Real!

Scope Statement

The goal of this module is to address potential threats to sport and special event venues and highlight critical assets relative to venue facilities. The importance of mitigation, response, and recovery strategies will be discussed as well as the potential legal and economic impact of an event incident.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to explain the threat environment for sport and special events.

Enabling Learning Objectives (ELO)

1. Evaluate an identified threat as being natural, technological, and/or human-caused.
2. Discuss threats and motives of historical incidents.
3. Explain concepts of risk management as related to sport and special events.
4. Examine the potential legal and economic impact of sport and special event incidents.

Lesson Topics

- Common threats in sport and special events
- Risk management concepts
- Historical incidents
- Commercial facilities sector assets
- Legal and economic impacts

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussion. Key concepts are reinforced through appropriate examples and current events as well as a directed activity.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activities.

Practical Exercise (PE) Statement

The purpose of this module's activity is to identify the threats and hazards that participants most fear for their sport and special events.



Module 2: Teamwork and Collaboration

Scope Statement

This module addresses practices in developing a team for risk management, including effective communication, building relationships, and developing formal partnerships.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to build an effective risk management team for sport and special event safety and security.

Enabling Learning Objectives (ELO)

1. Identify teamwork concepts and capabilities that support a unified command for sport and special events.
2. Identify factors to improve team effectiveness for sport and special events.
3. Explain multi-agency collaboration in an event management risk environment.
4. Identify stakeholders needed to perform risk management for sport and special events.
5. Define roles and responsibilities of risk management team members.
6. Identify the characteristics of clear communications and information sharing for sport and special events.

Lesson Topics

- Teamwork
- Multi-agency collaboration
- Identifying stakeholders
- Defining roles and responsibilities
- Organizational structure
- Events versus incidents
- Effective team collaboration

Instructional Strategy

This module is delivered through facilitated lecture, interactive team activities and discussion. Key concepts are reinforced through appropriate examples and current events.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activity.

Practical Exercise (PE) Statement

The purpose of this module's activities is to demonstrate the principles of effective teamwork collaborative and communication.



Module 3: Command and Control

Scope Statement

The goal of this module is to address the National Incident Management System (NIMS) and Incident Command System (ICS) as related to developing a risk management team.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to build an effective organizational structure for an event or incident.

Enabling Learning Objectives (ELO)

1. Discuss the organizational structure for sports and special events and incidents.
2. Identify the transitional moment at which an event evolves into an incident.

Lesson Topics

- Organizational structure
- Event versus incident
- National Incident Management System (NIMS)
- Incident Command System (ICS)
- Teamwork

Instructional Strategy

This module is delivered through facilitated lecture, interactive team activities and discussion. Key concepts are reinforced through appropriate examples.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the discussions and activities.

Practical Exercise (PE) Statement

The purpose of this module's activities is to demonstrate how the National Incident Management System (NIMS) and Incident Command System (ICS) can guide team work during an event and/or incident.



Module 4: Risk Assessment

Scope Statement

This module describes the process that addresses threat, hazard, risk management, and the risk management planning assessment process as it pertains to facilities for sport and special events. Components of the threat, hazard, and risk assessment process will be presented alongside common vulnerabilities and sport and special event facility security consequence reduction proposals.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to describe threat, hazard, and risk management concepts and the self-assessment process for sport and special event venues and facilities.

Enabling Learning Objectives (ELO)

1. Explain components of the risk management framework.
2. Identify the team players and resources needed to conduct a risk assessment.
3. Examine how to estimate risk as related to sport and special events.
4. Determine the priority of known risks for sport and special events.
5. Discuss risk mitigation for sport and special events.

Lesson Topics

- National Preparedness Goal
- Risk management framework
- Risk assessment resources
- Estimating risk
- Prioritizing risk
- Risk mitigation

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussion. Key concepts are reinforced through appropriate examples and current events as well as a directed activity.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activity.

Practical Exercise (PE) Statement

The purpose of this module's activity is to identify risk assessment team members and estimate risk based on likelihood of occurrence, the associated vulnerability and resulting consequence.



Module 5: Protective Measures

Scope Statement

This module addresses protective security measures as they pertain to sport and special event facilities. The essential baseline, policies and procedures, and post-event components of physical and non-physical protective measures will be presented. It is important that the multi-agency team continuously evaluates these security protective measures in order to enhance security and safety to address vulnerabilities.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to determine the best available physical and non-physical protective measures for sport and special event facilities/venues.

Enabling Learning Objectives (ELO)

1. Describe a protective measures baseline for sport and special event facilities/venues.
2. Identify equipment and resources necessary for implementing protective measures.
3. Describe methods for acquiring equipment and resources for sport and special event protective measures.

Lesson Topics

- Protective measures
- Venue perimeters
- Equipment and resources

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussion. Key concepts are reinforced through appropriate examples and current events as well as three directed activities.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activities.

Practical Exercise (PE) Statement

The purpose of this module's activities is to assist participants in assessing the threats and protective measures applicable to venue perimeters.



Module 6: Security Planning

Scope Statement

The goal of this module is to identify the process and considerations that should be undertaken in planning for sport and special events in relationship to a venue location.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to identify event and emergency operational planning considerations related to sport and special events

Enabling Learning Objectives (ELO)

1. List the steps of the planning process for sports and special events.
2. Describe the relationship between risk management and plans, policies, and procedures for sport and special events.
3. Identify types of emergency plans that should be developed as a part of an Emergency Operations Plan.
4. Discuss the difference between event planning, incident planning and emergency plans.

Lesson Topics

- Plans, policies, and procedures
- Planning process
- Risk management planning
- Event planning
- Incident planning
- Teamwork

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussion. Key concepts are reinforced through appropriate examples and current events as well as directed activities.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activities.

Practical Exercise (PE) Statement

The purpose of this module's activities is identify emergency operational planning considerations.



Module 7: Training and Exercises

Scope Statement

The goal of this module is to address safety and security training and exercise needs as they pertain to sport and special event facilities and venues. Participants will discuss the needs for effective management, curricula choices, and evaluation processes.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to evaluate training and exercise options for continuous improvement within sport and special event safety and security management.

Enabling Learning Objectives (ELO)

1. Outline the process and methodology for developing and evaluating training and exercises.
2. Analyze training and exercise strategies for sport and special event safety and security.
3. Explain how to implement a training and exercise plan for sport and special event safety and security.
4. Describe training and exercise evaluation outcomes for sport and special events.
5. Identify key personnel in the development of the exercise planning team.
6. Describe documentation and improvement methods for monitoring for sport and special event training and exercises.

Lesson Topics

- Development and evaluation of training and exercises
- Strategies for training and exercise
- Implementation of training and exercise
- Outcomes of training and exercise
- Key personnel for exercise teams
- Documentation and improvement methods

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussion. Key concepts are reinforced through appropriate examples and current events as well as activities.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activities.

Practical Exercise (PE) Statement

The purpose of this module's activities is to assist participants in identifying training and exercise needs.



Module 8: Capstone

Scope Statement

The goal of this module is to provide participants with the opportunity and context to apply the concepts, principles, and procedures provided throughout the course by way of a functional role-playing, scenario-based exercise.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to apply risk management procedures to a multi-agency, multi-discipline scenario.

Enabling Learning Objectives (ELO)

1. Identify key stakeholders and agencies relative to event risk management.
2. Identify risk assessment team members for the given scenario.
3. Identify and prioritize threats and hazards, vulnerabilities, and consequences for a given scenario.
4. Identify training needs and exercise types within a given scenario.
5. Identify protective measures within a given scenario.
6. List improvement recommendations for given event and incident scenario.

Lesson Topics

- Multi-agency collaboration
- Risk assessment team
- Threat, vulnerability and consequence assessment
- Training needs
- Protective measures
- After-actions

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussion. Key concepts are reinforced through appropriate examples and current events as well as a directed activities.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activities.

Practical Exercise (PE) Statement

The purpose of the capstone activity is to provide participants the opportunity and context to apply and perform the concepts, principles, and methodologies of risk management procedures provided throughout the course by way of a functional role-playing, scenario-based exercise.



Module 9: Post-Assessment and Evaluation

Scope Statement

This module is a brief summary of the course. Participants will also complete the course evaluation and take the Post-Test.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to explain key points related to the topics covered in the course.

Enabling Learning Objectives (ELO)

1. Summarize principles and concepts provided in the course.
2. Complete the Course Evaluation form.
3. Complete the Post-Test as a final assessment of knowledge.

Lesson Topics

- Course summary
- Course evaluation
- Post-Test

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussion.

Assessment Strategy

The instructor will observe participant contributions during the discussions.

Practical Exercise (PE) Statement

A Post-Test is administered.



Course Agenda

Day 1

Module 0	Course Introduction	1.5 hours
Module 1	The Threat is Real!	1 hour
Module 2	Teamwork and Collaboration	1 hour
Module 3	Command and Control: Organizational Structure	0.5 hour
Module 4	Risk Assessment	2 hours
Module 5	Protective Measures	1 hour
Module 6	Security Planning	1 hour

Day 2

Module 6	Security Planning (continued)	1 hour
Module 7	Training and Exercises	3 hours
Module 8	Capstone	3 hours
Module 9	Post Assessment and Evaluation	1 hour

