



Sport Event Risk Management

AWR-167

Course Design Document

March 2018



FEMA



Course Design Document



Course Description

Overview

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

Scope

The overall goal for this training program is the standardization of sport event security risk management practices at intercollegiate athletics events. The training also includes special events conducted on campuses hosted at sport venues. Improving security and resilience within communities hosting large sport and special events also 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 sport 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.

Target Audience

The target audience for this course consists of the following:

- Owners and operators of large arenas/ venues
- Event management and operations staff
- Athletic departments
- Host community response personnel
- Representatives from local government
- Public safety agencies
- Risk management personnel
- Emergency management

Prerequisites

None

Recommended Training

Successful completion of the following courses is recommended, but not required, prior to attending:

- IS-100.B: Introduction to Incident Command System (ICS)
- IS-700.A: National Incident Management System (NIMS), an introduction
- IS-15.B: Special Events Contingency Planning for Public Safety Agencies



- IS-200.B: ICS for Single Resources and Initial Action Incidents
- IS-800.B: National Response Framework, An Introduction

Course Length

16 hours

Instructor-to-Participant Ratio

1:20

Required Materials/Facilities

The course materials include:

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

Facilities should be classroom style with table seating to facilitate team/participant exchanges and activities. The instructional staff will provide a laptop and projector. The delivery location will need to provide, at a minimum, a venue suitable for the course size, tables for team interactions, and a projection screen.

Testing/Certification

A Pre-Test and Post-Test are given to measure participants' understanding of the material. Participants are required to score a 70% or better on the Post-Test and attend 80% of the course hours in order to receive a course certificate of completion.

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Evaluation Strategy

Each course is concluded with a survey of individual participants using the DHS/FEMA/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-Test exams. Level III evaluations will be conducted by telephone or email surveys.

Course Structure/Content Outline

Day 1

Module 0	Course Introduction	1.5 hours
Module 1	The Threat is Real!	1 hour
Module 2	Multi-Agency Teamwork	1.5 hours
Module 3	Sport Event Risk Assessment	2 hours
Module 4	Sport Event Protective Measures	1 hour
Module 5	Sport Security Planning	1 hour

Day 2

Module 5	Sport Security Planning (cont'd)	1 hour
Module 6	Staff Training for Sport Event Security	2 hours
Module 7	Exercises for Sporting Events and Incident Response	1 hour
Module 8	Capstone Activity	3 hours
Module 9	Course Summary	1 hour



Course Structure/Content Outline

Module 1 - The Threat is Real!

- Natural, technological, and human-caused threats
- Basic concepts of risk management
- Terrorist threat motives and existing terrorist groups
- Uniqueness of the sport event risk environment
- Assets of the commercial facilities sector
- Potential legal and economic impact of sport event incidents.
- Activity 1-1: What keeps you up at night

Module 2 - Multi-Agency Teamwork

- Effective teamwork concepts
- Team effectiveness
- Multi-agency collaboration
- Activity 2-1: Multi-agency collaboration
- Stakeholders needed to perform risk management
- Roles and responsibilities of risk management team members
- Characteristics of clear communications and information sharing
- Organizational structure for sports and major events and incidents
- Identify the point at which an event evolves into an incident
- Activity 2-2: Incident review

Module 3 - Sport Event Risk Assessment

- Risk Management Framework
- Risk Assessment Team
- Estimating risk
- Prioritizing risk
 - Likelihood
 - Consequence
- Risk mitigation
- Activity 3-1: Assessing risk

Module 4 - Sport Event Protective Measures

- Inner, middle, and outer perimeters
- Activity 4-1: Identifying Threats and Protective Measures—Outer Perimeter
- Activity 4-2: Identifying Threats and Protective Measures—Middle Perimeter



- Activity 4-3: Identifying Threats and Protective Measures—Inner Perimeter
- Identifying and utilizing resources

Module 5 - Sport Security Planning

- Relationship between risk management and plans, policies, and procedures
- Steps of the planning process for sport events
- Activity 5-1: SMART objectives
- Considerations that have significant impact on event planning
- How incident planning fits into the event planning process
- Activity 5-2: Emergency planning

Module 6 - Staff Training for Sport Event Security

- ADDIE model of training development
 - Analyzing training needs
 - Designing evaluation strategies
 - Developing training methodologies
 - Implementing a training plan
 - Evaluating Training
- Training needs for all three tiers of training
 - Leadership
 - Supervisory
 - Event staff
- Activity 6-1: Identifying KSAs
- Training evaluation strategies
- Developing training programs
- Implementing a training plan
- Activity 6-2: Developing a training plan
- Training evaluation outcomes

Module 7 - Exercises for Sporting Event and Incident Response

- The role exercises play in sports safety and security programs
- Types of exercises and resources available
- Key personnel in the development of the exercise planning team
- Plan, conduct, evaluate, and report exercises in accordance with HSEEP
- Document corrective actions and continuously improve sport safety and security programs



Module 8 - Capstone Activity

- Activity 8-1: Key stakeholders and agencies relative to event risk management
- Activity 8-2: Risk assessment team members
- Activity 8-3: Threats and hazards, vulnerabilities, and consequences
- Activity 8-4: Training needs and exercise types
- Activity 8-5: Protective measures
- Activity 8-6: After-action review and Improvement recommendations

Module 9 - Course Summary

- 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 the requirements for course completion credit.

Terminal Learning Objectives (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

This module addresses potential threats to sporting venues and highlights 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 a sport event incident.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to discuss and understand the global threat environment directed at soft targets, and identify sport event and special event threats.

Enabling Learning Objectives (ELO)

1. Define threat and identify natural, technological, and human-caused threats.
2. Discuss the basic concepts of risk management.
3. Describe terrorist threat motives and existing terrorist groups.
4. Recognize the uniqueness of the sport event risk environment.
5. Identify assets of the commercial facilities sector.
6. Identify potential legal and economic impact of sport event incidents.

Lesson Topics

This module includes the following topics:

- Sport venue common threats
 - Definition threat
 - Types of threats and hazards
 - List of threat and hazard examples
- Risk Management
- Terrorism
 - Threats of terrorism towards sport event high value soft targets
 - Terrorist tactics
 - Terrorist indicators
 - Terrorist motives
 - Terrorist threat level assessment
- Uniqueness of sport events
- Commercial facilities sector
- Legal and economic impact
- Activity



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, team output, 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 the threats and hazards that participants most fear for their sport events.



Module 2 - Multi-Agency Teamwork

Scope Statement

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

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to build an effective risk management team.

Enabling Learning Objectives (ELO)

1. Identify effective teamwork concepts and capabilities that support a unified command for sport events.
2. Identify factors to improve team effectiveness.
3. Explain multi-agency collaboration in a sports management risk environment.
4. Identify stakeholders needed to perform risk management.
5. Define roles and responsibilities of risk management team members.
6. Identify the characteristics of clear communications and information sharing.
7. Discuss the organizational structure for sports and major events and incidents.
8. Identify the point at which an event evolves into an incident.

Lesson Topics

This module includes the following topics:

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

Instructional Strategy

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



Assessment Strategy

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

Practical Exercise (PE) Statement

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



Module 3 - Sport Event Risk Management

Scope Statement

This module describes the process that addresses threat, hazard, risk management, and the risk management planning assessment process as it pertains to sports facilities and other events held within those venues. Components of the threat, hazard, and risk assessment process will be presented alongside common vulnerabilities and sports facility security consequence reduction proposals. It is imperative for owners, managers, and stakeholders to continually assess their facility to enhance security and address vulnerabilities.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to relate threat, hazard, and risk management concepts and the self-assessment process for sports venues and events facilities.

Enabling Learning Objectives (ELO)

1. Explain the risk management framework.
2. Identify the players and resources needed to conduct a risk assessment.
3. Determine how to estimate risk.
4. Determine the priority of known risks.
5. Discuss risk mitigation.

Lesson Topics

This module includes the following topics:

- Mitigate, prevent, prepare, deter, respond, and recover
- Risk management framework
- Estimating risk
- Prioritizing risk
- Risk mitigation
- Activity

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, group output, 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 prioritize risks based on likelihood and consequence.



Module 4 - Sport Event Protective Measures

Scope Statement

This module addresses protective security measures as they pertain to sports events 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 identify, understand, and determine the best available physical and non-physical protective measures for sport event facilities/venues.

Enabling Learning Objectives (ELO)

1. Identify and establish a protective measures baseline.
2. Identify necessary resources and equipment and how to acquire them.

Lesson Topics

This module includes the following topics:

- Outer, middle, and inner perimeter
- Identifying and utilizing recourses

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, group output, 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 inner, middle, and outer perimeters.



Module 5 - Sport Security Planning

Scope Statement

This module identifies the process and considerations that should be undertaken in planning for sport events and other related activities 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, including the importance of the event action plan and the difference between event planning and incident action planning.

Enabling Learning Objectives (ELO)

1. Discuss the relationship between risk management and plans, policies, and procedures.
2. Identify the steps of the planning process for sport events.
3. Discuss the considerations that have significant impact on event planning.
4. Discuss how incident planning fits into the event planning process.

Lesson Topics

This module includes the following topics:

- Planning process/cycle
- Risk management planning (plans, policies, procedures)
- Planning process
- Event planning
- Incident planning
- Activities

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 two directed activities.

Assessment Strategy

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

Practical Exercise (PE) Statement

The purpose of this module's activities is to develop SMART objectives and identify emergency operational planning considerations.



Module 6 - Staff Training for Sport Event Security

Scope Statement

This module addresses security staff training needs as they pertain to sport events facilities and venues. The participants will discuss training needs for effective safety and security management, curriculum choices, and a training evaluation process.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to develop and implement a staff training cycle relative to sport event security and safety management.

Enabling Learning Objectives (ELO)

1. Discuss the ADDIE Model and 5 step training process.
2. Identify and analyze sport safety and security training needs.
3. Describe how training evaluation strategies are designed.
4. Discuss the methodology for developing training programs.
5. Discuss how to implement a training plan.
6. Describe sport safety and security training evaluation outcomes.

Lesson Topics

This module includes the following topics:

- ADDIE model of training development
 - Analyzing training needs
 - Designing evaluation strategies
 - Developing training methodologies
 - Implementing a training plan
 - Evaluating training
- Tiers of training
 - Leadership
 - Supervisory
 - Event staff
- Training evaluation strategies
- Training programs
- Training plan
- Training evaluation outcomes
- Activities



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 two activities.

Assessment Strategy

The instructor will observe participant contributions and, team output 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 using information gained from sport event risk assessment by identifying training needs, by level of responsibility, and choosing the correct curriculum needed for a sporting venue.



Module 7 - Exercises for Sporting Events and Incident Response

Scope Statement

This module describes the exercise options applicable to preparedness for sports and special events facilities and venues. The participant will describe various exercise formats and key personnel involved in the exercise process for sport and special events safety and security. Participants will be exposed to procedures for planning and conducting exercises for sport and special event safety and security within the guidance from HSEEP.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to identify various exercise options and how to conduct an exercise involving key partners and evaluate performance in order to address gaps and ensure continuous improvement.

Enabling Learning Objectives (ELO)

1. Describe the role exercises play in sports safety and security programs.
2. Describe the types of exercises and resources available to sport safety and security venues.
3. Identify key personnel in the development of the exercise planning team.
4. Describe how to plan, conduct, evaluate, and report exercises in accordance with HSEEP.
5. Describe how to document corrective actions and continuously improve sport safety and security programs.

Lesson Topics

This module includes the following topics:

- Role of exercises
- HSEEP exercise types defined
- Exercise resources
- Exercise key personnel
- Planning, conducting, documenting, and evaluating exercises
 - Exercise planning process
 - Conducting the exercise
 - Key documents for HSEEP exercises
 - Evaluation
- Exercise after-action review and improvement planning



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 discussions.

Assessment Strategy

The instructor will observe participant contributions during the discussions.

Practical Exercise (PE) Statement

None.



Module 8 - Capstone Activity

Scope Statement

This module provides 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 Objectives (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.
4. Identify training needs and exercise types.
5. Identify protective measures.
6. List improvement recommendations for given event and incident scenario.

Lesson Topics

This module includes the following 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 team output 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 risk management procedures provided throughout the course by way of a functional role-playing, scenario-based exercise.



Module 9 - Course Summary

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

This module includes the following 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.