



# Sport Venue Evacuation and Protective Actions

MGT-412  
Course Design Document

*August 23, 2018*



FEMA



## Course Description

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### **Overview**

The Sport Venue Evacuation and Protective Actions course helps sport and special event venues and event management prepare and/or enhance their event action plan for emergency responders with flexible and scalable protective measures for evacuation and sheltering-in-place. These measures can be used in isolation or in response to a larger, multi-agency response initiative. This innovative course helps venue operators, first responders, emergency managers, law enforcement, contractors, promoters, and owners of events to collaborate on evacuation and sheltering plans with actionable decision criteria that can be adapted for almost any event.

### **Scope**

The overall goal for this training is the standardization of protective action (evacuation and shelter-in-place movements) planning and execution through the use of best practices. Event action plans with strong protective measures improve safety, security, and resilience within communities hosting events. This innovative training provides foundational knowledge and principles on protective action movements—evacuation and sheltering. The course stresses the importance of collaborative planning with stakeholders, as well as the implementation of a unified command structure to effectively manage protective action movements.

This training addresses, the Department of Homeland Security’s target capability – Citizen Evacuation and Shelter-in-Place of the national priority “Strengthening Planning and Citizen Preparedness Capabilities” as highlighted in the 2007 National Preparedness Guidelines document. It also helps achieve the 2015 National Preparedness Goal by protecting people and venues “against the greatest threats and hazards” and “responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of an incident.”

The training is applicable across the United States regardless of the venue size, capacity, or type of event. Those who successfully complete this course should be able to use this training to customize event action plans for almost any sport and special event venue. They should also be able to prepare employees and stakeholders, through training and exercises, for incidents that may require evacuation or sheltering-in-place.

### **Course Goal**

The overall goal for this course is the standardization of sport and special event evacuation training for all sport venues in the United States.

### **Target Audience**

The target audience for this course includes the following:

- Owners/Operators of arenas/ venues
- Local government representatives



- Event management/operations staff
- Public relations and marketing
- Venue executives
- Public safety and emergency management agencies
- Risk management personnel
- Host community response personnel
- League administrators and officials
- Emergency Management
- Athletic department and sport team administrators

### ***Prerequisites***

There are no prerequisites for this course.

### ***Recommended Training***

Participants are recommended to have successfully completed IS-100, IS-200, and IS-700.

Completion of IS-800 is also recommended. These courses can be found online at:  
<http://training.fema.gov/IS/NIMS.asp>.

### ***Course Length***

This course is 15 hours.

### ***Instructor-to-Participant Ratio***

The recommended instructor-to-participant ratio for this course is 1 to 10, with a maximum of 42 participants.

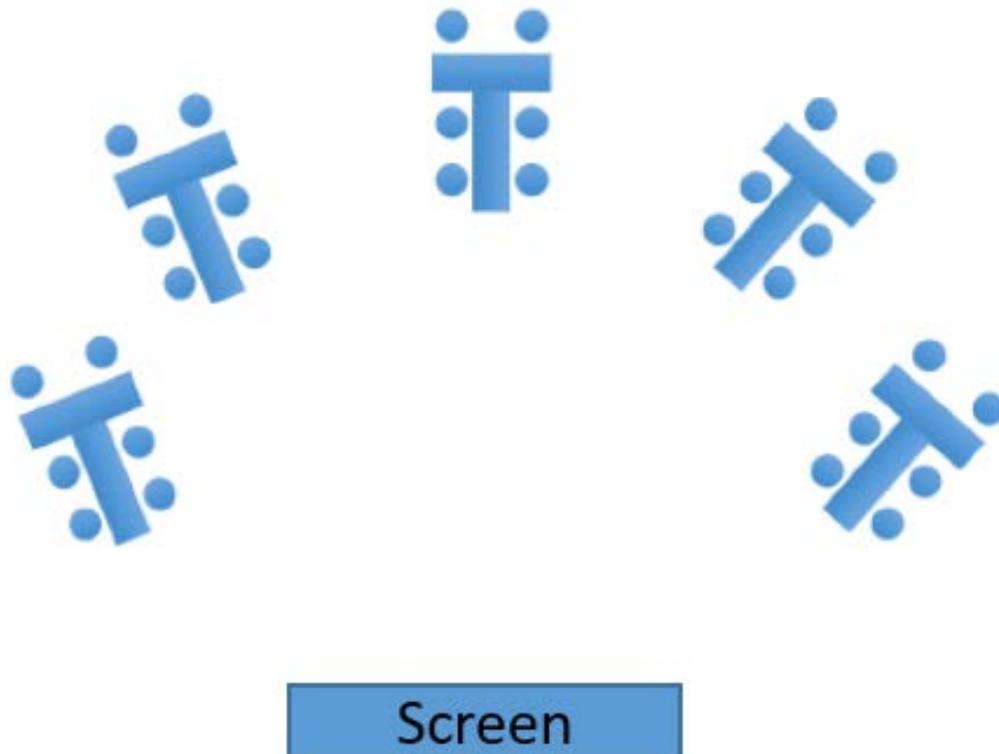
### ***Required Materials/Facilities***

- Participant Guide
- Participant Packet
- Note-taking sheets (optional)
- Pre- and Post-Tests
- Registration forms
- 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 below 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.





## Certification Information

A Pre-Test and Post-Test are given to measure participants' understanding and mastery 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.

## Reference List

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- Lipton, E. (2005, March 16). U.S. report lists possibilities for terrorist attacks and likely toll. *New York Times*, Section A, Page 1, Column 2.
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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 Schedule**

### **Day 1**

<b>Module</b>	<b>Title</b>	<b>Length</b>
Module 0	Course Introduction	1.5 hours
Module 1	Organizing Stakeholders	2.0 hours
Module 2	Protective Action Planning	2.0 hours
Module 3	Concept of Operations	2.0 hours

### **Day 2**

<b>Module</b>	<b>Title</b>	<b>Length</b>
Module 4	Communications	2.0 hours
Module 5	Training, Exercises, and Equipment	1.5 hours
Module 6	Capstone	3.0 hours
Module 7	Post Assessment and Evaluation	1.0 hours



## **Couse Structure/Content Outline**

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### ***Module 1: Organizing Stakeholders***

- “How Best to Protect” protective actions including evacuation and sheltering-in-place.
- Unified command structure needed to execute a protective action of venue occupants.
- Organizations that can contribute to the decision by the unified command to evacuate or shelter venue occupants.
- Roles and responsibilities during protective actions.
- Roles of local, state, and federal government in protective action or shelter-in-place event and how those roles will be executed using the Event Action Plan.
- Resource management in coordination with local resources.
- Difference between managing protective actions versus managing the incident that caused the protective action or shelter event.

### ***Module 2: Protective Action Planning***

- Purpose of protective action planning.
- Prioritizing hazards at a specific location.
- Venue-specific criteria that influences protective action.
- Event-specific criteria that influences protective action.
- Appropriate protective action(s) for high priority hazards.
- Correlation between the protective action planning process and the Planning “P”.

### ***Module 3: Concept of Operations***

- Decision criteria to assist in activating and deactivating a protective action.
- Actions required for protective actions from initiation to completion.
- Time required for triggering situation-dependent decisions.
- Venue’s physical attributes and how they affect protective action movements.
- Psychology of individual and group decision making and behavior.
- Actions for people with disabilities and impairments, or access and functional needs on the venue property.
- Protective action cascading/ripple effects



## ***Module 4: Communications***

- Five factors that impact delivery of information on the property.
- Protective action messaging pre-, during, and post-event.
- Alternative means to direct venue staff response actions during incidents and communication outages.
- Effective communication plan that includes methods and message content for use when implementing protective actions, including emergency signage.

## ***Module 5: Training, Exercises and Equipment***

- Determine training requirements for staff directing the movement of people.
- Key terms related to exercises.
- Opportunities for training and exercises during the normal course of an event.
- Resources, supplies, equipment, lighting, and other material that must be available and readily accessible to implement protective actions.

## ***Module 6: Capstone***

- Key partners and stakeholders represented in a well-defined organizational structure for planning and managing protective actions.
- Elements of the plan developed by the team in course activities to a given scenario.
- Critiquing a plan's components through an After Action Review (AAR).
- Improvement Plan (IP) to address the gaps identified in the AAR.

## ***Module 7: Post Assessment and Evaluation***

- Course Summary
- Course Evaluation
- Post-Test



## **Module 0 - Introduction**

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### ***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 - Organizing Stakeholders

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### **Scope Statement**

This module will address options for a game day/event organizational structure, based on the Incident Command System (ICS), which is designed to enhance game day/event operations including evacuations. Discussion will focus on the roles and responsibilities of organizations tasked with implementing protective actions, as well as how the protective action plan's organizational structure fits into the venue's Event Action Plan.

### **Terminal Learning Objectives (TLO)**

Upon successful completion of this module, participants will be able to analyze the importance of a well-defined organizational structure for planning and managing a protective action, evacuation, or shelter-in-place situation.

### **Enabling Learning Objectives (ELO)**

1. Define "How Best to Protect" protective actions including evacuation and sheltering-in-place.
2. Identify unified command structure needed to execute a protective action of venue occupants.
3. Identify the organizations that can contribute to the decision by the unified command to evacuate or shelter venue occupants.
4. Examine the roles and responsibilities during protective actions.
5. Explain the roles of local, state, and federal government in protective action or shelter-in-place event and how those roles will be executed using the Event Action Plan.
6. Apply resource management in coordination with local resources.
7. Describe the difference between managing protective actions versus managing the incident that caused the protective action or shelter event.

### **Lesson Topics**

- Protective actions
- Evacuation and sheltering
- Unified Command Structure
- Key stakeholders
- Roles and responsibilities of key stakeholders
- Managing protective actions
- Incident management



### ***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 key stakeholders that should be part of the protective actions planning process and emergency planning for sports venues and events.



## Module 2 - Protective Action Planning

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### ***Scope Statement***

The goal of this module is to assist venue operators in completing protective action planning, including planning for evacuation and sheltering-in-place, for their event action plan. Participants will identify and prioritize hazards, determine appropriate protective actions, and use a systematic process to create an event action plan incorporating industry best practices.

### ***Terminal Learning Objectives (TLO)***

Upon successful completion of this module, participants will be able to analyze the core elements of planning for “How Best to Protect.”

### ***Enabling Learning Objectives (ELO)***

1. Describe the purpose of protective action planning.
2. Prioritize hazards at a specific location.
3. Identify event-specific criteria that influences protective action.
4. Implement the planning process for high priority hazards.
5. Recognize the correlation between the protective action planning process and the Planning “P”.

### ***Lesson Topics***

- Protective action planning process
- Threats and hazards
- Venue- and event-specific influences on protective actions
- Planning "P"

### ***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 and prioritize hazards and consider venue- and event-specific influences on the protective actions planning process and emergency planning for sports venues and events.



## Module 3 - Concept of Operations

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### ***Scope Statement***

The goal of this module is to prepare participants to implement flexible and scalable protective actions (i.e., evacuation, sheltering- in-place) for a range of emergency conditions that occur in isolation or as a result of a larger, multi-discipline response initiative.

### ***Terminal Learning Objectives (TLO)***

Upon successful completion of this module, participants will be able to evaluate the concepts of implementing a “How Best to Protect” event action plan for sport venues.

### ***Enabling Learning Objectives (ELO)***

1. Explain the psychology of individual and group decision making and behavior.
2. Identify decision criteria to assist in activating and deactivating a protective action.
3. Create a sequence of actions required for protective actions from initiation to completion.
4. Measure the time required for triggering situation-dependent decisions.
5. Identify a venue’s physical attributes and how they affect protective action movements.
6. Differentiate between protective actions for people with disabilities and impairments, or access and functional needs on the venue property.
7. Assess protective action cascading/ripple effects.

### ***Lesson Topics***

- Protective action decision criteria
- Sequencing actions
- Triggering situation-dependent decisions
- Physical attributes of venues
- Psychology of individual and group decision making and behavior
- Cascading/ripple effects of protective 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 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 sequence protective actions and analyze the psychology of people and crowds during incidents at sports venues and events.



## Module 4 - Communications

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### ***Scope Statement***

In this module, participants will learn how to use appropriate communication methods to deliver information to staff and patrons when implementing protective actions. The module explores five factors that impact how information is delivered; how to sequence protective action messages; how to develop and implement alternate means of communicating action directives to staff during incidents and communication outages; and how to produce an effective communication plan that provides methods of communicating, key messages, and the appropriate use of signage.

### ***Terminal Learning Objectives (TLO)***

Upon successful completion of this module, participants will be able to apply appropriate communication methods for delivering information.

### ***Enabling Learning Objectives (ELO)***

1. Discuss the importance of a communication plan and methods of emergency messaging.
2. Describe five factors that impact delivery of information on the property.
3. Discuss the sequence of protective action messaging pre, during, and post-event.
4. Create message maps for communicating protective actions to venue occupants.

### ***Lesson Topics***

- Factors impacting information delivery
- Sequencing of protective action messaging pre-, during, and post-event
- Alternative communication methods during incidents and communication outages
- Communication plans for sports venues and events

### ***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 create a message map and to produce an effective communication plan for sports venues and events.





## Module 5 - Training, Exercises, and Equipment

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### ***Scope Statement***

This module focuses on operations-based training, exercises, and equipment necessary for executing a protective action movement.

### ***Terminal Learning Objectives (TLO)***

Upon successful completion of this module, participants will be able to apply a plan for training, exercises, and equipment that prepares venue staff for accomplishing protective actions.

### ***Enabling Learning Objectives (ELO)***

1. Identify training needs for staff directing the movement of people.
2. Define key terms related to exercises.
3. Identify and leverage opportunities for training and exercises during the normal course of an event.
4. Determine the necessary resources, supplies, equipment, lighting, and other material that must be available and readily accessible to implement protective actions.

### ***Lesson Topics***

- Training and exercise types
- Training and equipment for evacuations
- Training plans for event staff
- Training and exercise opportunities
- Resources and materiel for implementing protective 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 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 develop a training schedule and outline of drills for sports venues and events.



## Module 6 - Capstone

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### ***Scope Statement***

The goal of this module is to combine all the foundational knowledge and principles of creating event action plans, and then implementing appropriate protective measures, including evacuation and sheltering-in-place, in response to a scripted incident, presented in multiple phases. A location-based scenario will be tailored by the instructors to include a venue within the region where training is held.

### ***Terminal Learning Objectives (TLO)***

Upon successful completion of this module, participants will be able to critically evaluate a sport venue's protective actions.

### ***Enabling Learning Objectives (ELO)***

Given a specific venue and the elements of the plan developed by the team, at the conclusion of this module, participants will be able to:

1. Determine if key partners and stakeholders are represented in a well-defined organizational structure for planning and managing protective actions.
2. Apply elements of the plan developed by the team in course activities to a given scenario.
3. Critique the plan's components through an After Action Review (AAR).
4. Recommend an Improvement Plan (IP) to address the gaps identified in the AAR.

### ***Lesson Topics***

- Natural hazard or incident triggering protective actions
- Key partners and stakeholders
- Emergency planning
- Incident management
- Communicating instructions for implementing protective actions
- Evacuation and sheltering
- After Action Review
- Continuous process improvement

### ***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 the capstone activity is to provide participants the opportunity and context to apply and perform the concepts, principles, and protective action procedures provided throughout the course by way of a functional role-playing, scenario-based exercise.



## **Module 7 - Post Assessment and Evaluation**

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### ***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 Objectives (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.