



Sport and Special Event Risk Management and Planning AWR-167

Course Design Document

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FEMA



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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 organizations and coordinate the development of a sport and/or special event risk management and planning process.

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 32 core capabilities across the five mission areas of prevention, protection, mitigation, response, and recovery. The training is applicable across the United States regardless of the size of institution or event venue capacity.

Target Audience

The target audience for this course consists of the following:

- Venue and Event Leadership
- Event Management and Operations Staff
- Venue and Facility Staff
- Athletic Departments
- Athletic and League Personnel
- Parking and Transportation Authorities
- Public Safety Agencies
- Risk Management Personnel
- Emergency Management
- Community Planners
- School District Faculty and Staff
- Cyber and Information Technology Staff
- Event Service Providers (security, staffing, etc.)
- Public Healthcare Authorities
- Parks and Recreational Departments



Prerequisites

None

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

16 Hours

Required Materials/Facilities

The course materials include:

- Participant Guide
- Instructor flip chart
- Pre- and Post-Tests
- Course evaluation 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 climate-controlled classroom style with table seating to facilitate team/participant exchanges and activities.



Learning Environment

This course must be taught in an environment conducive to participant success. Instructors must ensure the classroom adheres to the following:

- Adequate lighting is available for participants
- Classroom is at a comfortable temperature (e.g., not too cold or hot)
- Minimal outside noise that could distract participants during the course
- Classroom is set up so that all participants are able to see the content and participate in the course
- Evacuation plan is available in case of emergency
- Emergency systems are operable (emergency exits, emergency lighting)
- Any environmental and/or safety hazards are identified and eliminated or controlled (e.g., insects, slip/trip/fall hazards)
- All equipment and tools being utilized are operable and in good condition

Testing/Certification

The instructor will use oral questioning during the presentation of each module to assess participants' mastery of the material. Problem areas identified during questioning will be reviewed in further detail.

The course activities within each module assess participant understanding and apply knowledge obtained during the module. Discussion of responses further allows the instructor to assess mastery of the module's material.

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. Participants will be allowed up to two additional attempts to pass the post-test; total available attempts on the post-test is three. 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.



Registration and Attendance

Attendance is crucial in order to receive credit for this course. All participants must complete registration prior to the beginning of the course, sign the attendance roster for each day of the course, attend 80% of the course hours, and complete the evaluation at the end of the course in order to receive a certificate of completion.

Participants will register for the course online (<https://teex.org/program/sports-and-special-events-management/>). Under the training tab, participants will:

1. Select DHS/FEMA-Funded
2. Select the course and click the *Register* button.
Note: Participants will be asked to log into *myTEEX Student Portal* with their existing TEEX account (or create an account if they are new students).
3. Read the Class Information page to ensure you are enrolling in the correct session and location. Select *Continue*. On the Class Fees and Options page, select *Continue*.
4. Enter your information on the Participant Information page. Select *Continue*.
5. Enter the Order Details and Payment Options then select *Finish*.

A FEMA Student Identification Number (SID) is required to register for and participate in any training provided by FEMA agencies. All FEMA training providers, registration systems, and enrollment procedures are required to use this FEMA SID, which can be obtained (<https://cdp.dhs.gov/femasid/Register.aspx>) or with TEEX assistance upon arrival for class.

Participant Photo Identification Requirements

Participants attending face-to-face classroom training events will be required to provide photo identification. Participant identification will be verified by a TEEX designated representative the morning of the first day of class. The proof of identification should include the full name and photograph of the individual. The following are acceptable forms of photo identification:

- State-issued ID such as a Driver's License or Identification Card
- United States or Foreign Passport
- National Identity Card
- U.S. Military Card (front and back)
- Permanent Resident Card
- Certificate of Citizenship
- Certificate of Naturalization
- Employment Authorization Document
- Employee ID or Badge with photo.

For more information, please refer to the Participant Handbook on the TEEX website.



Evaluation Strategy

This course concludes 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. This evaluation 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 Design Matrix

Module 1 – Course 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 Objective (TLO)

This module's function is to provide a course introduction. It does not have a terminal objective.

Enabling Learning Objectives (ELOs)

This module's function is to provide a course introduction. It does not have enabling objectives.

Lesson Topics:

This module includes the following 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 course discussions.

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 2 – Where to begin?

Scope Statement

The purpose of this module is to emphasize the importance of risk management and planning. Participants will examine key elements and challenges associated with sport and special event planning.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to identify the fundamental components of sport and special event risk management and planning.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Define key terms associated with sport and special events planning.
2. Discuss the impact of governance and authority on sport and special events.
3. Describe sport and special event risk management considerations using the NCS⁴ Security Pyramid.
4. Identify risk management and planning stakeholders for sport and special events.
5. Examine challenges and risks associated with sport and special events.

Lesson Topics:

This module includes the following topics:

- Key planning terms and definitions
- Governance and authority impacts
- Risk management considerations
- Risk management stakeholders
- Sport/special event challenges and risks

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

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 examine the challenges and risks of areas of sport and special events associated with venues, crowds, staff, and events. [OBJ]



Module 3 – What is the risk?

Scope Statement

The purpose of this module is to provide participants with the opportunity to examine risks and mitigation options. Participants will prioritize risks and identify stakeholders and hazards.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to examine the risk assessment process for sport and special events.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Define key terms associated with sport and special event risk management.
2. Identify the team players and resources needed to conduct a risk assessment.
3. Distinguish components of a risk assessment process for sport and special events.
4. Discuss risk mitigation options for sport and special events.
5. Identify considerations for communicating risks to sport and special events stakeholders.

Lesson Topics:

This module includes the following topics:

- Key risk management terms
- Team players and resources
- Risk assessment components
- Communication considerations
- Risk mitigation options
- External resources

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

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 identify and prioritize threats as part of the risk assessment process and discuss associated risk mitigation options.



Module 4 – How do we plan?

Scope Statement

The purpose of this module is to introduce a planning process. Participants will be exposed to various plans and planning considerations associated with sport and special events.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to discuss planning considerations related to sport and special events.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Describe the relationship between risk management and planning for sport and special events.
2. Define stakeholder expectations for sport and special events.
3. Identify types of plans for sport and special events.
4. List the steps for a sport and special event planning process.
5. Develop a list of key planning actions for a given sport and special event scenario using the planning process.

Lesson Topics:

This module includes the following topics:

- Risk management and planning relationship
- Planning steps
- Plan types
- Stakeholder expectations
- Importance of communication

Instructional Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the 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 activity is to contextualize expectations within risk management and planning for sport and special events.



Module 5 – What are we planning for?

Scope Statement

The purpose of this module is to provide participants with an opportunity to explore planning factors associated with sport and special events. Participants will explore information, intelligence, and communication considerations for planning.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to examine planning factors for sport and special events.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Examine information and intelligence relevant to informing sport and special event plans.
2. Discuss the relationship between venue security perimeters and sport and special event plans.
3. Describe planning factors for sport and special events.
4. Recognize options for communicating sport and special event plans.

Lesson Topics:

This module includes the following topics:

- Examining information and intelligence
- Perimeters and planning relationship
- Planning factors
- Plan communication options

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

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 examine what information and intelligence is necessary to gather for sport and special event planning and risk management, and to discuss the importance of venue/event perimeters in risk management and planning.



Module 6 – How do we transition?

Scope Statement

The purpose of this module is to provide participants with the opportunity to identify the requirements for transitioning from an event to an incident. Participants will analyze business and public safety impacts as well as changes to roles and responsibilities.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to analyze the impact an incident has on sport and special events.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Identify the transitional moment at which an event evolves into an incident.
2. Recognize the impact an incident has on the sport and special event organizational structure.
3. Explain methods of communicating the transition from event to incident for sport and special events.
4. Analyze incident impacts on sport and special event operations.

Lesson Topics:

This module includes the following topics:

- Event to incident transitions
- Incident impacts
- Incident communication
- Business and public safety impacts

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

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 utilize a case study to analyze both the business and public safety impacts on sport and special events.



Module 7 – How do we train?

Scope Statement

The purpose of this module is to provide participants with the opportunity to address training needs for sport and special events. Participants will analyze criteria and opportunities for training.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to break down training requirements for sport and special events.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Describe the 1/3-2/3 Planning Rule as a guide for sport and special event training.
2. Outline the process and methodology for developing training that supports sport and special event plans.
3. Analyze knowledge, skills, and abilities (KSAs) associated with sport and special event staff training needs.
4. Identify opportunities for training sport and special event staff.
5. Discuss the need for documenting sport and special event staff training.

Lesson Topics:

This module includes the following topics:

- 1/3 – 2/3 Planning Rule
- Training development
- Staff training KSAs
- Identifying training opportunities
- Training documentation

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

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 highlight the knowledge, skills, and abilities that are important to acknowledge when developing training for sport and special event staff.



Module 8 – Does the plan work?

Scope Statement

The purpose of this module is to outline continuous improvement processes for sport and special events. Participants will discuss evaluation criteria and associated exercise programs and documentation.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to formulate an effective exercise implementation and evaluation program.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Define exercise types for sport and special events.
2. Discuss exercise program implementation for sport and special events.
3. Give examples of Key Performance Indicators (KPIs) for evaluating sport and special event plans.
4. Discuss the importance of After-Action Review and Reports for sport and special event exercises.
5. Recognize the relationship between exercise programs and the continuous improvement of sport and special event plans.

Lesson Topics:

This module includes the following topics:

- Exercise types
- Exercise program implementation
- Plan evaluation and KPIs
- After-action reviews
- Continuous improvement

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

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 highlight the key performance indicators (KPIs) that can be used in evaluating the success for sport and special event plans.



Module 9 – Capstone

Scope Statement

The purpose of this module is to provide participants with the opportunity to apply the knowledge, skills, and abilities learned in this course. Participants will examine risk management and planning for a given sport or special event.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to apply course content to a given scenario.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Examine challenges associated with a given sport or special event using the NCS⁴ Security Pyramid.
2. Assess the risk for a given sport or special event.
3. Analyze planning considerations related to sport and special events.
4. Demonstrate planning for transitioning from an event to an incident for a given sport or special event.
5. Examine training requirements and opportunities for a given sport or special event.
6. Execute an After-Action Review for a given sport or special event.

Lesson Topics:

This module includes the following topics:

- Sport and special event challenges
- Assessing risk
- Planning considerations
- Transition planning
- Training requirements and opportunities
- After-action review

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

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 with the opportunity and context to apply and perform the concepts, principles and methodologies of risk management and planning throughout the course by way of an exercise.



Module 10 – 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)

The purpose of this module is to provide a course summary, conduct a course evaluation, and complete the post-test as the final assessment of knowledge. This module does not have a terminal objective.

Enabling Learning Objectives (ELOs)

The purpose of this module is to provide a course summary, conduct a course evaluation, and complete the post-test as the final assessment of knowledge. This module does not have enabling objectives.

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 Post-Test measures participants' acquisition of knowledge in this course. Participants are required to score a 70% or better on the post-test in order to receive a course certificate of completion.

Practical Exercise (PE Statement)

A Post-Test is administered.



Course Agenda

This course includes eight distinct modules incorporating lectures, discussion, and group exercises. There are activities and exercises designed to allow participants to apply information covered during the module. A concluding exercise is the final module of the course and allows participants to apply the materials covered during the course.

Day 1:

Module 1 Course Introduction	1 Hour
Module 2 Where to begin?	1 Hour
Module 3 What is the risk?	2 Hours
Module 4 How do we plan?	2 Hours
Module 5 What are we planning for?	2 Hours

Day 2:

Module 6 How do we transition?	2 Hours
Module 7 How do we train?	1 Hour
Module 8 Does the plan work?	1 Hour
Module 9 Capstone	3 Hours
Module 10 Course Summary	1 Hour



Reference List

Texas A&M Engineering Extension Service (TEEX). 2023. *LS-AWR167 Sport and Special Event Risk Management Objectives Detail and Summary*. Accessed 07/14/2023.

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