



Sport and Special Event Enhanced Risk Management and Assessment

MGT-466

Course Design Document

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FEMA



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Course Description

Overview

The Sport and Special Event Enhanced Risk Management and Assessment course brings first and emergency responders, government, and commercial facilities professionals together to prepare or enhance risk management and assessment programs. The course introduces methodologies designed to complement and expand on national critical infrastructure framework guidelines. The training leverages a combination of exercises, discussions, and activities to optimize participant experience.

Scope

The overall goal of this training is to provide participants with tools and methodologies for conducting venue-specific and event-specific risk assessments. Participants will utilize assessment outputs in the course to make risk mitigation decisions and determine how to measure decision-making effectiveness adequately. This course will introduce methodologies designed to complement and expand on national critical infrastructure framework guidelines. The interdisciplinary course stresses the importance of leveraging and applying proven practices to a wide range of sport and special event safety and security risks.

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 develop or improve risk management and assessment programs for any sport or special event venue.

Target Audience

The target audience for this course consists of the following:

- Risk Managers
- Venue/Event Managers
- Event Planners
- Venue/Event Operations
- Facility Managers
- Elected and Appointed Officials
- Protective Security Advisors
- Special Event Officers/Liaisons
- Emergency Management
- Fire and Emergency Services
- Law Enforcement
- Frontline Staff Supervisors



- Information Technology (IT)
- Communications
- Public Health
- Parking and Transportation
- Event Promoters

Prerequisites

None

Recommended Training

Successful completion of:

- IS-100.C: *Introduction to the Incident Command System, ICS 100*;
- IS-200.C: Basic Incident Command System for Initial Response;
- IS-700.B: *An introduction to the National Incident Management System*;
- IS-800.D: National Response Framework, An Introduction; and
- AWR-167: *Sport and Special Event Risk Management* (The DHS/FEMA NTED course is offered upon request and is delivered by NCS⁴ in partnership with TEEX, Institute for Law Enforcement and Protective Services Excellence).

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)
- 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 participant
- 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 (e.g., 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/dhs-fema-funded>). 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 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 Design Matrix

Module 1 - 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 (ELOs)

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

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 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 - Risk Management Overview

Scope Statement

The purpose of this module is to provide an overview of risk management principles and the Critical Infrastructure Risk Management Framework.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to describe foundational principles and concepts for creating a comprehensive risk management strategy.

Enabling Learning Objectives (ELOs)

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

1. Define key terminology for risk management.
2. Recognize the Critical Infrastructure Risk Management Framework for event and venue operations.
3. Identify the impact partners and stakeholders have on risk management decision-making.
4. Describe the impact Governance has on risk management decisions.
5. Examine the impact guidelines, policies, and procedures have on risk management decisions.
6. Discuss the impact of culture and values on risk management posture

Lesson Topics

This module introduces, through lecturing and discovery learning techniques, the following:

- Risk management overview
- Critical Infrastructure Risk Management Framework
- Partners and stakeholders
- Governance
- Policies, procedures, and guidelines

Instructional Strategy

This module is delivered through facilitated lecture 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 gauge participant knowledge of risk management terminology and the impact of governance, guidelines, policies, procedures, and culture and values on risk management.



Module 3 - Identifying Infrastructure

Scope Statement

The purpose of this module is to discuss and define critical infrastructure for events and venues.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to apply the NCS⁴ Security Risk Pyramid and Critical Infrastructure Risk Management Framework.

Enabling Learning Objectives (ELOs)

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

1. Apply the NCS⁴ Security Risk Pyramid to a given scenario.
2. Identify risk assessment team members for events and venues.
3. Determine critical infrastructure for events and venues using the Critical Infrastructure Risk Management Framework.

Lesson Topics

This module includes the following topics:

- NCS⁴ Security Risk Pyramid
- Risk assessment team
- Critical Infrastructure

Instructional Strategy

This module is delivered through facilitated lecture 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 use the Critical Infrastructure Risk Management Framework and NCS⁴ Risk Pyramid to identify critical infrastructure.



Module 4 - Assessing and Analyzing Risk

Scope Statement

The purpose of this module is to utilize the tools provided to assess and analyze venue risks.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to analyze event and venue-specific risks using the Critical Infrastructure Risk Management Framework.

Enabling Learning Objectives (ELOs)

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

1. Identify threat and hazard categories per DHS criteria.
2. Interpret risk assessment methodologies for critical infrastructure.
3. Analyze risk for events and venues using a combined approach risk assessment tool.

Lesson Topics

This module includes the following topics:

- Identifying threats and hazards
- Risk assessment methodologies
- Combined approach risk assessment tool

Instructional Strategy

This module is delivered through facilitated lecture 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 use a given methodology to assess and prioritize event and venue risks.



Module 5 - Implementing Risk Management Activities

Scope Statement

The purpose of this module is to identify mitigation activities for enhancing preparedness at events and venues.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to develop risk mitigation activities related to events and venues for enhancing preparedness and protective measures.

Enabling Learning Objectives (ELOs)

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

1. Categorize risk types and distinctions based on the characteristics of being preventable, strategic or external.
2. Evaluate risk mitigation options for a given scenario.
3. Develop risk management activities for identified venue risks.
4. Develop risk management activities for identified event risks.

Lesson Topics

This module includes the following topics:

- Risk management activities
- Types of risks
- Mitigation activities
- Venue and event risk management activities

Instructional Strategy

This module is delivered through facilitated lecture 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 develop mitigation strategies for event and venue risks.



Module 6 - Measuring Effectiveness

Scope Statement

The purpose of this module is to examine how mitigation strategies can be evaluated for continuous improvement.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to evaluate the effectiveness of risk mitigation for continuous improvement.

Enabling Learning Objectives (ELOs)

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

1. Examine the use of trends and data analysis in measuring the effectiveness of risk mitigation strategies.
2. Examine the use of information sharing in measuring the effectiveness of risk mitigation strategies.
3. Discuss the use of training and exercises in evaluating risk mitigation strategies.
4. Evaluate the effectiveness of risk mitigation strategies using incident lessons learned.

Lesson Topics

This module includes the following topics:

- Trends and data analysis
- Information sharing
- Mitigation strategy evaluation
- Evaluating incidents

Instructional Strategy

This module is delivered through facilitated lecture 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 measure the effectiveness of risk mitigation strategies through trends and data analysis, information sharing, training and exercises, and lessons learned from historical incidents.



Module 7 - Capstone

Scope Statement

This module is a practical exercise for participants to practice the knowledge, skills, and attitudes acquired throughout the course.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to develop a risk mitigation strategy for a given scenario.

Enabling Learning Objectives (ELOs)

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

1. Determine the composition of a risk assessment team for the identified event and venue.
2. Apply the NCS⁴ Security Risk Pyramid and perimeter zones to the identified event and venue.
3. Prioritize event and venue risks using the provided risk evaluation tool.
4. Determine risk mitigation options for the identified risks using the Risk Decision Matrix.
5. Determine how to measure the effectiveness of the selected risk management strategies.

Lesson Topics

This module includes the following topics:

- Capstone Purpose
- Establish a risk assessment team
- Identify critical infrastructure
- Identify and assess risk
- Risk mitigation options
- Measuring effectiveness
- Hot wash

Instructional Strategy

This module is delivered through a facilitated activity. Course key concepts are reinforced through participation in group discussions and presentations.

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 provided throughout the course by way of scenario-based exercise.



Module 8 - 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 (ELOs)

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

1. Summarize key points related to the topics covered 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 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

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

Day 1

Module 1	Introduction	1.5 hours
Module 2	Risk Management Overview	30 minutes
	Break	10 minutes
Module 2	Risk Management Overview (<i>continued</i>)	2.0 hours
Module 3	Identifying Infrastructure	2.0 hours
	Break	10 minutes
Module 4	Assessing and Analyzing Risk	2.0 hours

Day 2

Module 5	Implementing Risk Management Activities	1.5 hours
	Break	10 minutes
Module 6	Measuring Effectiveness	2.5 hours
Module 7	Capstone	3.0 hours
	Break	10 minutes
Module 8	Course Summary	1.0 hours



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