



Sports and Special Events Incident Management

MGT-404

Course Design Document

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Course Description

Overview

This 16-hour course develops athletic department staffs, facility management personnel, campus public safety personnel, emergency response supervisors, and others involved in sports and special event management to better prepare for, manage, and recover from incidents that could occur during a sporting event or other special event. The course provides participants the skills necessary to effectively identify risk and mitigation strategies; manage incidents by applying and implementing incident management planning and resource management principles through a multi-disciplinary management team approach as described in the National Incident Management System (NIMS); and identify techniques that can improve the resiliency of the event venue. The course has specific emphasis on the unique aspects of response to an incident occurring during a sports and special event, including considerations for business continuity and after action activities. The course concludes with a practical application, role-play exercise that is customized to the area in which the course is delivered.

Scope

The scope of this course addresses a number of priorities and capabilities that the U.S. Department of Homeland Security/Federal Emergency Management Agency (DHS/FEMA) is encouraging state and local jurisdictions to establish. This course also assists with establishing local and state priorities under the National Preparedness System, including the core capabilities contained in the National Preparedness Goal.

National Preparedness System

Presidential Policy Directive-8 (PPD-8): *National Preparedness* describes the nation's approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States. National preparedness is the shared responsibility of the whole community. Every member contributes including individuals; communities; the private and nonprofit sectors; faith-based organizations; and federal, state, and local governments. Texas A&M Engineering Extension Service (TEEX) instructors will describe TEEX's security and resilience posture through the core capabilities that are necessary to deal with great risks and use an integrated, layered, and all-of-nation approach as our foundation. TEEX instructors define success as:

A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk. (DHS, 2015, p. 1)

"Using the core capabilities, we achieve the National Preparedness Goal by:

- Preventing, avoiding, or stopping a threatened or actual act of terrorism.
- Protecting our citizens, residents, visitors, assets, systems, and networks against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive.
- Mitigating the loss of life and property by lessening the impact of future disasters.



- Responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of an incident.
- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and the economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by an incident” (DHS, 2015, p. 1).

Core Capabilities

“The core capabilities contained in the [National Preparedness] Goal are the distinct critical elements necessary for our success. They are highly interdependent and require us to use existing preparedness networks and activities, coordinate and unify efforts, improve training and exercise programs, promote innovation, leverage and enhance our science and technology capacity, and ensure that administrative, finance, and logistics systems are in place to support these capabilities” (DHS, 2015, p. 1). The capability targets (i.e., the performance threshold(s) for each core capability) will guide the allocation of resources in support of national preparedness. The course addresses many tasks under the following capabilities through facilitated discussion, application exercises, and a final capstone exercise:

Prevention

- Planning
- Public information and warning
- Operational coordination
- Screening, search, and detection

Protection

- Access control and identity verification
- Physical protective measures
- Risk management for protection programs and activities

Mitigation

- Threats and hazard identification
- Long-term vulnerability reduction

Response

- On-scene security and protection
- Situational assessment
- Public and private services and resources
- Fire management and suppression
- Public health and Emergency Medical Services (EMS)
- Operational communications



Recovery

- Economic recovery
- Infrastructure systems
- Health and social services
- Natural and cultural resources

Target Audience

To reinforce the multi-discipline team approach, the target audience for this course must include representation from the event management and operations staff, operators and/or managers of large arenas/venues, as well as the host community and emergency response managers and representatives from local government. Personnel who represent community public relations, risk management, business/finance, and business continuity functions are also essential to the course's success. When the course involves universities and colleges, the audience must also include stakeholders from athletic departments and/or event management staffs and representatives from campus public safety, emergency management, campus administration, campus environmental health and safety, the physical plant, and student life/affairs. The audience also includes stakeholders from communities that host, surround, or neighbor venues for sports/special events. These include fire services; EMS; law enforcement at the local, state, tribal, and federal levels; Non-Governmental Organizations (NGO); public health; public works; and other local, state, and federal agency representatives that would be involved in the planning and management of a sports/special event or large venue, as well as representatives from local and regional media services.

Prerequisites

None

Recommended Training

In order to be prepared for this advanced level course, it is highly recommended that all attendees complete the National Incident Management System/incident command system training, *Basic Incident Command System for Initial Response, ICS 200* (IS-0200.c), or equivalent basic incident command system training prior to attending this course. Attendees are also encouraged to complete *Sport Event Risk Management* (AWR-167) or an equivalent training/experience.

Course Length

This course is 16 hours, delivered over two days, 8 hours per day.

Instructor-to-Participant Ratio

The instructor to participant ratio is 1:18.



Required Materials/Facilities

Two experienced instructors with emergency preparedness and/or event/game-day operations experience will facilitate the open-style seminar.

The following items are provided by the sponsoring jurisdiction for the delivery of this course:

- Facility suitable to accommodate thirty to forty participants
- Projection screen
- Easels with paper and/or white board

The following items are provided for the delivery of this course:

- *Sports and Special Events Incident Management Participant Guide*
- Microsoft PowerPoint presentation slides
- Computer and projector
- Instructor flip chart
- Pre- and post-tests (given electronically via the Learning Management System [LMS])
- Course evaluation forms (given electronically via the LMS)

Learning Environment

This course must be taught in an environment that is conducive for participant success. Ensure the classroom adheres to the following:

- Adequate lighting is available for participants.
- The classroom is at a comfortable temperature (e.g., not too cold or hot).
- There is minimal outside noise that could distract participants during the course.
- The classroom is set up so that all participants can see the content and participate in the course.
- An evacuation plan is available in case of an 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 percent or better on the post-test and attend 80 percent of the course hours in order to receive a course certificate of completion.

If a participant scores below 70 percent, the instructors are available to provide remediation with the participant to address specific areas of emphasis. Participants will be allowed up to two additional attempts at passing the post-test. If the participant still scores below 70 percent after the two post-test retakes, he/she will not receive a course certificate of completion and the participant must retake 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 percent 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 online (<https://cdp.dhs.gov/FEMASID/register>) 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 participants bring should include their full name and photograph. The following are acceptable forms of photo identification:

- State-issued ID such as a driver's license or identification card
- U.S. or foreign passport
- National identity card
- U.S. military card (front and back)
- Military dependent's ID 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, refer to the Participant Handbook on the TEEX website.

Note: Courses delivered online (including instructor-led online training) do not require photo identification if participants log into their personal TEEX Student Portal accounts to access the live training session and/or the course content and materials on the LMS.

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

This module provides participants an overview of the course and time to address the administrative needs of the course (e.g., registration forms, safety concerns, etc.). Finally, a course pre-test will be administered at the end of this module.

Terminal Learning Objectives (TLO)

As this module is administrative in nature, there is no terminal learning objective.

Enabling Learning Objectives (ELO)

As this module is administrative in nature, there are no enabling learning objectives.

Lesson Topics

This module includes the following topics:

- Completion of the registration process
- Participant and instructor introductions
- Overview of the course
- Safety briefing
- Introductory activity
- Pre-test

Instructional Strategy

This module begins with instructors facilitating the completion of course registration forms and issuance and explanation of Level I feedback forms. The module has an activity covering the overarching issues involved with an incident that occurs during a sports and special event and concludes with a pretest to establish a baseline of the participants' knowledge on course topics.

Assessment Strategy

The assessment strategy is instructor observation of the participant discussion and interaction based on the discussions. A summative knowledge assessment will be provided at the conclusion of the course.

Practical Exercise (PE) Statement

Not applicable



Module 2: Stakeholders and Partnerships: Building a Foundation for Planning Events

Scope Statement

With supporting activities, this module will provide participants with opportunities to identify event management stakeholders and partner relationships and the impact these relationships may have in the management of sports and special events. It will also provide the vehicle that participants can use to identify those members who would become the core individuals brought together to begin the development of the event action plan.

Terminal Learning Objectives (TLO)

Upon the successful completion of this module, participants will be able to explain the beginning of the event planning process.

Enabling Learning Objectives (ELO)

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

1. Identify participating stakeholders, including public and private partners, and applicable relationships as they pertain to the normal operations of sports and special event management.
2. Define the first five steps of the event planning process.
3. Explain event objectives.
4. Write event objectives.
5. Discuss the impact that statutory authorities and local, regional, and institutional governance have on game day/special event operations.

Lesson Topics

This module includes the following topics:

- Relationships of stakeholders in sports and special events management
- Roles and responsibilities of stakeholders
- The impact of statutory authorities and institutional governance on sports and special events management
- Identification of the core list of partners and stakeholders responsible for the development of the event action plan

Instructional Strategy

Participants will accomplish the objectives through interactive, small group activities and facilitated discussions that address the topics and tasks outlined by the objectives.



Assessment Strategy

The assessment strategy is instructor observation of the participant discussion and interaction based on the discussions and activities. A summative knowledge assessment will be provided at the conclusion of the course.

Practical Exercise (PE) Statement

The practical exercise in this module gives participants a chance to apply their learning and gives instructors a chance to informally assess mastery of the course material.



Module 3: Risk Identification and Mitigation

Scope Statement

With supporting activities, this module will explore the core concepts of risk identification and mitigation strategy development by introducing the participants to a hazard and vulnerability assessment model for sports and special events.

Terminal Learning Objectives (TLO)

Upon the successful completion of this module, participants will be able to determine mitigation strategies to lessen or alleviate the impacts of identified risks.

Enabling Learning Objectives (ELO)

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

1. Identify threats and hazards to an event, whether natural, technological, or human-caused.
2. Describe how to evaluate threats and hazards in terms of their potential impacts and probability of occurring.
3. Explain analyzing risk through the risk's likelihood and consequences.
4. Identify mitigation strategies for identified risks.

Lesson Topics

This module includes the following topics:

- Hazard vulnerability assessment
- Consequence management issues
- Mitigation strategy development and implementation

Instructional Strategy

Participants will accomplish the objectives through interactive, small group activities and facilitated discussions that address the topics and tasks outlined by the objectives.

Assessment Strategy

The assessment strategy is instructor observation of the participant discussion and interaction. A summative knowledge assessment will be provided at the conclusion of the course.

Practical Exercise (PE) Statement

The practical exercise in this module gives participants a chance to apply their learning and gives instructors a chance to informally assess mastery of the course material.



Module 4: Event Action Planning

Scope Statement

With supporting activities, this module will provide participants with opportunities to identify the process and considerations that should be undertaken in planning sports and special events.

Terminal Learning Objectives (TLO)

Upon the successful completion of this module, participants will be able to describe Event Action Plans (EAP), the event action planning process, and important considerations for both.

Enabling Learning Objectives (ELO)

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

1. Discuss the event action planning process.
2. Identify Incident Command System (ICS) forms helpful for event action planning.
3. Identify the steps needed to accomplish the creation of an EAP.

Lesson Topics

This module includes the following topics:

- Differences between events and incidents
- Event planning
- The planning process
- Event planning considerations
- Development of an event action plan

Instructional Strategy

Participants will accomplish the objectives through an interactive, small group activity and facilitated discussions that address the topics and tasks outlined by the objectives.

Assessment Strategy

The assessment strategy is instructor observation of the participant discussion and interaction based on the discussion and activity. A summative knowledge assessment will be provided at the conclusion of the course.

Practical Exercise (PE) Statement

The practical exercise in this module gives participants a chance to apply their learning and gives instructors a chance to informally assess mastery of the course material.



Module 5: Transitioning from Event to Incident

Scope Statement

This module will inform participants of the steps needed to transition from an event into an incident. Participants will examine the roles, responsibilities, and expectations of event staff in their transition to support emergency personnel in an incident. This module will also examine and address the role of multiagency coordination.

Terminal Learning Objectives (TLO)

Upon the successful completion of this module, participants will be able to identify the essential elements of and steps involved in transitioning from event operations to an incident.

Enabling Learning Objectives (ELO)

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

1. Identify the response phases of an incident life cycle.
2. Describe the transition and expectations of event staff members when an event moves to an incident.
3. Describe how a venue may transition from an event to incident management.
4. Transform previously written event objectives into incident objectives.
5. Describe the role of the multiagency coordination system in sports and special events.
6. Discuss how to leverage partnerships to transition from the normal event resource management process to incident resource management.

Lesson Topics

This module includes the following topics:

- Incident life cycle
- Roles and responsibilities of event staff in support of emergency operations
- Situational awareness
- Transitioning a venue from an event to an incident
- The role of multiagency coordination in support of on-site incident command operations
- Transitioning from sports and special events management operations to incident response operations

Instructional Strategy

Participants will accomplish the objectives through an interactive, small group activity and facilitated discussions that address the topics and tasks outlined by the objectives.



Assessment Strategy

The assessment strategy is instructor observation of the participant discussion and interaction based on the discussion and activity. A summative knowledge assessment will be provided at the conclusion of the course.

Practical Exercise (PE) Statement

The practical exercise in this module gives participants a chance to apply their learning and gives instructors a chance to informally assess mastery of the course material.



Module 6: Creating Resiliency

Scope Statement

This module will provide participants an opportunity to examine the role and process of a business impact analysis and the demobilization process, including the steps in demobilization plan development. The module also addresses closeout, hot wash, and After Action Review (AAR) processes as they relate to the termination of an incident and transition to recovery.

Terminal Learning Objectives (TLO)

Upon the successful completion of this module, participants will be able to identify the benefits of postincident reviews and business impact analyses.

Enabling Learning Objectives (ELO)

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

1. Identify the difference between short-term and long-term recovery issues.
2. Identify the value of postincident reviews following events and incidents.
3. Describe the process of postincident reviews such as a hot wash, an After Action Review (AAR), a closeout, and corrective action reporting.
4. Explain how to perform a business impact analysis and why it is beneficial.
5. Identify resilient business practices.

Lesson Topics

This module includes the following topics:

- Continuity of operations/business impact analysis
- Conducting hot washes
- Conducting the AAR and documentation
- Developing the corrective action plan and implementation strategies

Instructional Strategy

Participants will accomplish the objectives through interactive, small group activities and facilitated discussions that address the topics and tasks outlined by the objectives.

Assessment Strategy

The assessment strategy is instructor observation of the participant discussion and interaction based on the discussions and activities. A summative knowledge assessment will be provided at the conclusion of the course.



Practical Exercise (PE) Statement

The practical exercise in this module gives participants a chance to apply their learning and gives instructors a chance to informally assess mastery of the course material.



Module 7: Capstone Exercise

Scope Statement

This module includes the final assessment and verbal course debriefing. It is also intended to provide participants 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 the successful completion of this module, participants will be able to apply incident management, planning, and resource management techniques as they relate to an incident that occurs within a special event or in a sports venue within a multiagency, multi-discipline response scenario.

Enabling Learning Objectives (ELO)

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

1. Perform a situational assessment for a given incident.
2. Identify incident objectives for a given incident.
3. Identify response and partner agencies required to respond to and stabilize a given incident.
4. Identify critical issues in the coordination and cooperation between site command and the continuity of operations function.

Lesson Topics

This module includes the following topics:

- Summative assessment
- Course evaluation
- Personnel organization
- Incident response strategies

Instructional Strategy

This activity requires participants to perform specific tasks including specifying an incident organization and establishing and sustaining the planning and resource management processes within the incident organization.

Assessment Strategy

The assessment strategy is based on the outcome of the post-test and capstone exercise.



Practical Exercise (PE) Statement

The capstone exercise provides participants with a scenario of an expanding incident involving a special event or sports venue based on the locale of the specific course. The exercise is designed based on the needs and constraints of the specific jurisdiction. Participants are directed to assume command of the simulated expanding incident at their venue and will work to identify actions and recommendations for resolving sets of questions and problems resulting from a simulated incident.



Course Agenda

The course includes five distinct modules incorporating facilitated discussion and group activities. Each module includes activities that are designed to allow participants to apply the information covered during the module. The final module consists of a summative post-test assessment and a concluding capstone exercise.

Day 1 (8:00 a.m.–5:00 p.m.)

Module 1: Introduction	1 hour
Module 2: Stakeholders and Partnerships: Building a Foundation for Planning Events	2 hours and 30 minutes
Module 3: Risk Identification and Mitigation	3 hours
Module 4: Event Action Planning	1 hour
Module 5: Transitioning from Event to Incident	30 minutes

Day 2 (8:00 a.m.–5:00 p.m.)

Module 5: Transitioning from Event to Incident (continued)	2 hours
Module 6: Creating Resiliency	2 hours
Module 7: Capstone Exercise	4 hours



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