



Sport and Special Event Risk Management and Assessment Framework

MGT-466

Course Design Document

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FEMA



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Course Description

Overview

The Sport and Special Event Risk Management and Assessment Framework course brings first responders, government, and commercial facilities professionals together to develop or enhance risk assessment and management programs. This course introduces participants to the Critical Infrastructure Risk Management Framework and other methodologies to complement and expand risk management and assessment initiatives critical to the safety and security of sport and special events.

Scope

The course introduces participants to the tools and methodologies for conducting venue-specific and event-specific risk assessments by utilizing risk mitigation decision-making and determining measurements of decision-making effectiveness. This course will expand upon national critical infrastructure framework guidelines and emphasize the importance of leveraging proven practices to assess 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.

Course Goal

Upon successful completion of this course, participants will be able to develop or enhance risk assessment and management programs for any sport or special event.



Target Audience

- Venue/Event Managers
- Venue/Event Operations
- Venue/Event Security
- Athletic Departments
- Risk Managers
- Public Safety Agencies
- Law Enforcement
- Emergency Managers
- Third Party Service Providers
- Administrators and Officials
- Interscholastic and Higher Education Administrators
- Fire and Emergency Services
- Government (Local, State, Federal)
- Special Event Officers/Liaisons
- Event Promoters
- Event Planners/Consultants
- Hospitality Event Planners
- Frontline Staff Supervisors
- Protective Security Advisors
- Parks and Recreation
- Parking and Transportation
- Public Health
- Communications and Information Technology (IT)

Prerequisites

None

Recommended Training

Successful completion of:

- AWR-167: *Sport and Special Event Risk Management* (This DHS/FEMA NTED course is offered upon request and is delivered by TEEX, NERRTC at <https://www.teex.org/class/awr167>);
- FEMA Emergency Management Institute Independent Study (IS), IS-100.C: *Introduction to Incident Command System (ICS)* <https://training.fema.gov/is/courseoverview.aspx?code=IS-100.c>;
- FEMA Emergency Management Institute Independent Study (IS), IS-200.C: *Basic Incident Command System for Initial Response* <https://training.fema.gov/is/courseoverview.aspx?code=IS-200.c>;
- FEMA Emergency Management Institute Independent Study (IS), IS-700.B: *An Introduction to the National Incident Management System* <https://training.fema.gov/is/courseoverview.aspx?code=IS-700.b>; and
- FEMA Emergency Management Institute Independent Study (IS), IS 800.D: *National Response Framework, An Introduction* <https://training.fema.gov/is/courseoverview.aspx?code=IS-800.d>.



Course Length

16 hours

Instructor-to-Participant Ratio

1:20

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 in a classroom-style with table seating to facilitate team/participant exchanges and activities.

Learning Environment

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

- Adequate lighting is available for the 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 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 participants' understanding and apply the 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.

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 at <https://teex.org/class/MGT466/>. On the course page, participants will:

1. Select *Register* for the date and location of the class.

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).

2. Read the Class Information page to ensure they are enrolling in the correct session and location. Select *Continue*. On the Class Fees and Options page, select *Continue*.
3. Enter their information on the Participant Information page. Select *Continue*.

Note: To comply with DHS/Federal Emergency Management Agency (FEMA) policy, participants must be U.S. citizens to attend DHS/FEMA sponsored training courses. Non-US citizens, including lawful permanent residents (e.g., green card holders), may only participate if they have obtained prior authorization through the DHS foreign national screening process. Requests for authorization must be submitted for review **forty-five days prior to training**.

Note: 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 at <https://cdp.dhs.gov/femasid/> or with TEEX assistance upon arrival for class.



4. Under Payment Options, check the box next to “*By Checking this box, I have read and accept the Participant Policies, Participant Handbook, and am aware of any course prerequisites and/or completion requirements,*” 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 at <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 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 (*if previously approved by DHS/FEMA*)
- National Identity Card (*if previously approved by DHS/FEMA*)
- U.S. Military Card (front and back)
- Permanent Resident Card (*if previously approved by DHS/FEMA*)
- Certificate of Citizenship
- Certificate of Naturalization (*if previously approved by DHS/FEMA*)
- Employment Authorization Document
- Employee ID or Badge with Photo

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

Evaluation Strategy

The course concludes with a participant survey 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)

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

Enabling Learning Objectives (ELOs)

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

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 - Setting Goals and Objectives

Scope Statement

The purpose of this module is to examine the Critical Infrastructure Risk Management Framework as it relates to goals, objectives, and risk management principles for sport and special events.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to determine goals and objectives within the Critical Infrastructure Risk Management Framework for sport and special events.

Enabling Learning Objectives (ELOs)

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

1. Describe risk management for sport and special events.
2. Recognize a risk assessment framework for sport and special events.
3. Identify the impact partners and stakeholders have on the risk management process.
4. Examine governance's impact on risk management decisions for sport and special events.
5. Articulate goals and objectives within the Critical Infrastructure Risk Management Framework for sport and special events.

Lesson Topics

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

- Describing risk management
- Critical Infrastructure Risk Management Framework
- Partner and stakeholder impacts
- Governance and risk management decisions

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussions. Key concepts are reinforced through an activity that contains appropriate 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 for participants to determine the impact appropriate goals and objectives have on risk management for sport and special events.



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 integrate the NCS⁴ Security Pyramid within the process of identifying critical infrastructure.

Enabling Learning Objectives (ELOs)

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

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

Lesson Topics

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

- NCS⁴ Security Pyramid and risk assessment
- Venue and event risk assessment teams
- Identifying critical infrastructure

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussions. Key concepts are reinforced through an activity that contains appropriate 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 for participants to assemble risk management teams and engage in the identification and assessment of infrastructure critical to sport and special events.



Module 4 - Assessing and Analyzing Risk

Scope Statement

The purpose of this module is to assess and analyze sport and special event risks.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to analyze event-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. Differentiate threat and hazard categories associated with sport and special events.
2. Contrast risk assessment methodologies for threats and hazards.
3. Analyze risk for events using a risk assessment tool.

Lesson Topics

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

- Threat and hazard categories
- Risk assessment methodologies
- Risk analysis

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussions. Key concepts are reinforced through an activity that contains appropriate 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 for participants to analyze event-specific risks utilizing tools related to and that support risk management frameworks.



Module 5 - Implementing Risk Management Activities

Scope Statement

The purpose of this module is to implement mitigation activities that enhance preparedness for sport and special events.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to develop risk mitigation activities to enhance preparedness for sport and special events.

Enabling Learning Objectives (ELOs)

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

1. Define key terminology for risk management activities.
2. Categorize risk types and distinctions based on the characteristics of being preventable, strategic, or external.
3. Apply the Risk Decision Matrix to a given scenario.
4. Discuss the impact that culture and values have on sport and special event risk management activities.
5. Reinforce how organizational risk tolerance impacts risk management activities for sport and special events.

Lesson Topics

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

- Key risk management terminology
- Risk types and distinctions
- Impacts of organizational culture, values, and risk tolerance

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussions. Key concepts are reinforced through an activity that contains appropriate 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 for participants to develop risk mitigation strategies that enhance and protect critical infrastructure related to sport and special event activities.



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 measure the effectiveness of the implementation of a risk management process.

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, exercises, and after-action reviews (AARs) in evaluating risk management strategies.
4. Evaluate a given scenario as it relates to the Critical Infrastructure Risk Management Framework.

Lesson Topics

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

- Measuring effectiveness through trends and data
- Measuring effectiveness through information sharing
- Evaluating risk mitigation through training strategies

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussions. Key concepts are reinforced through an activity that contains appropriate 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 for participants to measure the effectiveness of implemented risk mitigation initiatives to ensure the continual improvement of risk management practices for sport and special events.



Module 7 - Capstone

Scope Statement

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

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to develop a comprehensive risk management process for a given scenario.

Enabling Learning Objectives (ELOs)

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

1. Determine goals and objectives within the Critical Infrastructure Risk Management Framework for sport and special events.
2. Integrate the NCS⁴ Security Pyramid within the process of identifying critical infrastructure.
3. Analyze event-specific risks using the Critical Infrastructure Risk Management Framework.
4. Develop risk mitigation activities to enhance preparedness for sport and special events.
5. Measure the effectiveness of the implementation of a risk management process.

Lesson Topics

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

- Determining goals and objectives
- Identifying event-related critical infrastructure
- Analyzing event-specific risks
- Developing risk mitigation activities
- Measuring implementation effectiveness

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussions. Key concepts are reinforced through an activity that contains appropriate 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 provide participants with the opportunity to apply, develop, and evaluate a risk management process and framework.



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 Objectives (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

- 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 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 activities. There are activities designed to allow participants to apply the information covered during the module. A concluding capstone activity is the final module of the course and allows participants to apply the materials covered during the course.

Day 1

Module 1	Introduction	1.0 hour
Module 2	Setting Goals and Objectives	2.0 hours
Module 3	Identifying Infrastructure	2.5 hours
Module 4	Assessing and Analyzing Risk	2.5 hours

Day 2

Module 5	Implementing Risk Management Activities	2.5 hours
Module 6	Measuring Effectiveness	2 hours
Module 7	Capstone	2.5 hours
Module 8	Course Summary	1.0 hour



Reference List

Reference links may change or become invalid after publication date.

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