



Communication Planning and Coordination for Sport and Special Events

MGT-467

Course Design Document

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Course Description

Overview

The Communication Planning and Coordination for Sport and Special Events course is designed to support sport and special event stakeholders in enhancing the planning, creation, and delivery of event- and incident-related messaging. This course prepares participants to plan for, create, and deliver internal and external event- and incident-related information necessary for the preservation of life safety and the completion of a sport or special event.

Scope

This course introduces participants to concepts, concerns, and practices related to the internal and external planning, coordination, and distribution of event and incident information. It utilizes terminology, scenarios, and implementation exercises to introduce stakeholders to communications planning, tool selection, audience identification, and message generation and presentation for a sport or special event.

This training is applicable to 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 improve communication and information-sharing programs for any sport or special event.

Target Audience

- Venue/Event Managers
- Venue/Event Operations
- Venue/Event Security
- Event Planners/Consultants
- Event Communications
- Event Promoters and Marketing
- Public Relations and Marketing
- Third Party Service Providers
- Athletic Departments
- Government (Local, State, Federal, Etc.)
- Community Event Organizers
- Permitting Staff and Officials
- Transportation
- Law Enforcement
- Very Important Person (VIP) Staff
- Emergency Managers
- Administrators, Officials, and Liaisons
- Public Safety Agencies (Fire, Emergency Services, Etc.)



Prerequisites

None

Recommended Training

Successful completion of:

- AWR-167: *Sport and Special Event Risk Management* (The 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 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 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 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 participant's 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/mgt467/>. 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

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)

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 - Establishing Event Communications

Scope Statement

This module is an overview of communication tools and terminology. Participants will understand basic principles and channels necessary to create strategic communications for sport and special events and incidents.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to evaluate effective strategies for, and potential barriers to, clear, concise, accurate, and actionable event communication.

Enabling Learning Objectives (ELOs)

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

1. Understand the basic communication principles for sport and special events and incidents.
2. Identify the barriers to effective communication for sport and special events and incidents.
3. Recognize the foundational planning questions (why/who/what/when/where/how) as they relate to event and incident communication.
4. Determine communication needs for a given scenario.

Lesson Topics

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

- Basic communication principles
- Barriers to effective communication
- Foundational planning questions

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 enable participants to associate the necessity of familiarization with sport and special event communication planning, modes, and barriers.



Module 3 - Preparing the Team

Scope Statement

This module discusses pre-event internal communication planning and dynamics. Participants will determine relevant stakeholders and processes for the internal dissemination of information.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to evaluate pre-event internal communication strategies based on event classification and its operational components.

Enabling Learning Objectives (ELOs)

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

1. Understand event classification and how it affects pre-event internal communications planning using the NCS⁴ Security Pyramid.
2. Identify relevant internal stakeholders for pre-event communication coordination.
3. Understand the operational components that inform, govern, and direct internal communication policy for sport and special events.
4. Describe communication roles and responsibilities for a sport or special event.
5. Assess pre-event communication criteria for the dissemination of information to stakeholders.

Lesson Topics

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

- Event classification and pre-event communication
- Pre-event communication stakeholders
- Operational communication components
- Pre-event communication roles and responsibilities

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 enable participants to prepare and establish internal pre-event communication for sport and special event staff.



Module 4 - Coordinating External Communications

Scope Statement

This module discusses external communication planning and dynamics at the pre-event stage. Participants will utilize tools and strategies to achieve communication objectives.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to develop messaging and strategies for the external dissemination of pre-event-related communications.

Enabling Learning Objectives (ELOs)

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

1. Assess pre-event communication needs for the external dissemination of information.
2. Understand the importance of coordinating event-related information between operational and communications staff.
3. Discuss strategies and channels for disseminating pre-event information externally.
4. Develop a pre-scripted message using the 27-9-3 messaging format.

Lesson Topics

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

- External, pre-event communication criteria
- Operation and communications staff coordination
- Pre-event information dissemination strategies and channels
- 27-9-3 message format

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 activities is to enable participants to recognize and utilize strategies to develop and distribute pre-scripted, event-related messaging for external stakeholders and audiences.



Module 5 - Facilitating Event Day Communications

Scope Statement

This module discusses the dynamics of internal and external communication during an active event.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to develop communication tactics in support of internal and external operational event-day communications.

Enabling Learning Objectives (ELOs)

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

1. Understand principles and tools that support operational event-day communications.
2. Construct an event-day briefing that supports internal and external communications.
3. Identify the impacts of event disruptions on overall communications.
4. Understand the dynamic nature of event-day communications.
5. Identify venue and event resources for maintaining situational awareness in support of operational event-day communications.

Lesson Topics

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

- Event-day communication tools and principles
- Impacts of event disruptions on communications
- Event-day communication dynamics
- Situational awareness resources for communication support

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 activities is to enable participants to effectively utilize the knowledge and resources necessary to facilitate and maintain effective event-day communications.



Module 6 - Transitioning the Team

Scope Statement

This module is an application of internal communication strategies and tactics during an incident. Participants will discuss management responsibilities and processes related to communication.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to apply strategies and tactics for internal incident communication deliverables.

Enabling Learning Objectives (ELOs)

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

1. Review how the implementation of internal incident communication supports the transition to incident response.
2. Identify the communication team's operational considerations and responsibilities during an incident response.
3. Identify communication needs and frequency for maintaining effective internal communication related to an incident.
4. Review templates and resources for distributing key internal incident planning information.
5. Discuss the collection and sharing of information for post-incident debriefing and documentation for continuous improvement.

Lesson Topics

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

- Incident communication and incident response relationship
- Communications team considerations and responsibilities during incidents
- Frequency, needs, and resources for internal incident communication

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 activities is to enable participants to enable effective, internal, incident-related communication.



Module 7 - Managing Public Incident Communication

Scope Statement

This module is an application of external communication strategies and tactics during an incident. Participants will discuss responsibilities and processes related to disseminating external communication.

Terminal Learning Objectives (TLO)

Upon successful completion of this module, participants will be able to produce materials that support external communication related to an incident.

Enabling Learning Objectives (ELOs)

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

1. Review how the implementation of external incident communication supports incident management.
2. Identify the external incident-related responsibilities for communications teams.
3. Identify communication needs, frequency, and public feedback to ensure effective external communication related to an incident.
4. Analyze strategies and techniques for effective communication for various incident-related media interactions.

Lesson Topics

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

- External incident communication and incident management
- External incident-communication team responsibilities
- External incident communication effectiveness
- Incident-related media interaction strategies and techniques

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 activities is to enable participants to recall and utilize the techniques and strategies necessary to support or produce effective, external, incident-related communication for sport and special events.



Module 8 - Capstone

Scope Statement

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

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to determine appropriate communication needs and strategies for a given scenario.

Enabling Learning Objectives (ELOs)

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

1. Evaluate considerations for clear, concise, accurate, and actionable event communication.
2. Evaluate pre-event internal communication strategies based on event classification and operations.
3. Develop messaging and strategies for external distribution of pre-event communications.
4. Develop tactics that support internal and external event-day communications.
5. Apply strategies and tactics for internal incident communication deliverables.
6. Produce materials that support external communication related to an incident.

Lesson Topics

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

- Evaluating effective strategies for event communication
- Evaluating and developing pre-event, internal and external communication strategies
- Developing internal and external event-day communication tactics
- Applying strategies for internal and external incident communication deliverables

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 activities is to provide participants with the opportunity and context to understand the intricacies of sport and special event and incident-related communication through applying, evaluating, and developing internal and external messaging and strategies.



Module 9 - 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

This module includes the following concepts and principles:

- 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	Establishing Event Communications	1.5 hours
Module 3	Preparing the Team	1.5 hours
Module 4	Coordinating External Communications	2.0 hours
Module 5	Facilitating Event Day Communications	2.0 hours

Day 2

Module 5	Facilitating Event Day Communications (Cont'd)	0.5 hours
Module 6	Transitioning the Team	2.0 hours
Module 7	Managing Public Incident Communication	2.5 hours
Module 8	Capstone	2.5 hours
Module 9	Course Summary	1.0 hour



Reference List

Reference links may change or become invalid after publication date.

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