



Sport Event Risk Management

Course Design Document – ILT

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Course Description

Overview

This curriculum is focused upon building capabilities for multi-agency collaboration. Intact university teams will learn to agree on basic concepts relative to: planning, risk assessment, training, exercising plans, and recovery/ business continuity through scenario-based training modules. The university teams will be composed of specialists from five distinct areas: campus police, athletic department, emergency management, Fire/HazMat and emergency medical/health services. The expectation is for these leadership teams to return to their respective universities and coordinate development of a sport event security management system. The Sports Event Security Aware (SESA) system, developed by the Center for Spectator Sports Security Management (CSSSM), will be the basis for these back-home developments.

Scope

The overall goal for this training program is the standardization of sports event security risk management practices at intercollegiate athletic events. Training delivery plans include the opportunity for all NCAA Division I, II, and III universities to participate in the training process. Training strategies will include 80 two-day training sessions for an estimated 5,370 participants throughout all U.S. geographic regions. This innovative training will provide foundational knowledge and principles in sport event risk management; however, training outcomes will include plans and policies specific to their respective institutions and sport venues. This training is applicable across the United States, regardless of size of institution or sport venue capacity. The customization to the participants' home venue will allow for the immediate implementation of training course learning at their respective institutions and venues.

Training course learning objectives will address the Target Capability – Risk Analysis to develop capabilities of multidisciplinary teams involved in sports security management to perform these critical tasks: 1) develop awareness of terrorism; 2) support regional and state prevention activities of potential hazards to sports events. Course objectives will also address the Universal Task List (2005) relevant to: Com.A (2) develop and implement risk management plans in cooperation with local agencies to ensure multi-agency collaboration and support incident management requirements; Com.A (3) develop emergency response planning capabilities and jurisdictional preparedness programs; Com.A (12) conduct disaster exercises in coordination with local supporting agencies to challenge management and response operations; Pro.A.2 (1) conduct vulnerability assessments of critical assets and key resources; and Pro.B.1 (1) develop guidelines for physical protection of infrastructure (PPS) and consequence reduction proposals.



Target Audience

The Center for Spectator Sports Security Management will deliver a national sport event risk management training program to 5,370 key personnel responsible for security management of intercollegiate athletic events. Trainees will include athletic facility administrators, campus police, emergency medical/health services, fire/HazMat, and local jurisdiction emergency management directors at NCAA Division I, II, and III institutions (n=1,055). The aim will be for each participant to improve multi-agency collaboration capabilities.

Prerequisites

It will be recommended that the participants take the following courses:

1. IS – 100, Introduction to Incident Command System (ICS)
2. IS – 200, ICS for Single Resources and Initial Action Incidents
3. IS – 700 National Incident Management System (NIMS), an introduction
4. IS – 800B, National Response Framework, an introduction

Course Length

The course will be 2 days in length for a total of 14 hours.



Course Structure/Content Outline

Course Design Matrix

Module 1: Introduction and Administration

Scope Statement

In this module, participants will receive an overview of the *Sport Event Risk Management* course. Activities will include completion of all required class administrative requirements, introductions, and completion and grading of a pre-test.

Terminal Learning Objective (TLO)

TLO 1: At the conclusion of the module, the participant will be able to summarize the class goal, major module objectives, how class materials will be used, and how the participants will be evaluated.

Enabling Learning Objectives (ELO)

ELO 1.1: At the conclusion of this module each participant will be able to state how participant performance is evaluated.

ELO 1.2: At the conclusion of this module each participant will be able to state the class goal and summarize module objectives for the class.

ELO 1.3: At the conclusion of this module each participant will summarize how workshop concepts apply to Sport Event Risk Management.

ELO 1.4: At the conclusion of this module each participant will explain the implications of the National Incident Management System (NIMS), the National Response Framework (NRF), and Incident Command System (ICS) for Sport Event Risk Management.



Module 2: The Threat is Real

Scope Statement

This module will address the potential threats to sport events and highlight critical assets relative to college sport venues. The importance of mitigation, response, and recovery strategies will be discussed, as well as the potential legal and economic impact of a sport event incident. Further, this module will discuss the Sport Event Security Aware (SESA) system as a continuous improvement cycle for security management of sport venues. The SESA system involves a 4-step process: assess, train, exercise, and audit.

Terminal Learning Objectives (TLO)

TLO 2: At the conclusion of the module, the participant will understand the global threat environment and be able to identify sport event threats. Furthermore, the participant will have an understanding of the Sport Event Security Aware (SESA) system and its importance to the continuous improvement process in security sport venues.

Enabling Learning Objectives (ELO)

ELO 2.1: At the conclusion of this module, the participants will be able to define terrorism.

ELO 2.2: At the conclusion of this module, the participants will be able to describe terrorist threat motivations and existing terrorist groups.

ELO 2.3: At the conclusion of this module, the participants will be able to identify sport event threats.

ELO 2.4: At the conclusion of this module, the participants will be able to identify critical assets at sport venues and surrounding areas.

ELO 2.5: At the conclusion of this module, the participants will understand the importance of mitigation, preparedness, response, and recovery operations from sport event incidents.

ELO 2.6: At the conclusion of this module, the participants will be able to describe the potential legal and economic impact of sport event incidents.

ELO 2.7: At the conclusion of this module, the participants will be able to explain the Sport Event Security Aware (SESA) system.



Module 3: Sport Event Incident Management

Scope Statement

The goal for this training module is to describe and present the emergency response systems relevant to a crisis associated with intercollegiate athletic events. Training delivery plans include exposure of all NCAA Division I, II, and III universities to the National Incident Management System (NIMS) and the Incident Command System (ICS). The training will emphasize multi-agency collaboration and communication strategies critical to all stages of crisis mitigation. The training will also identify necessary response assets, and the location/organization/staffing of a Command Post (CP) and Emergency Operations Center (EOC). This training is applicable across the United States, regardless of size of institution or sport venue capacity.

Terminal Learning Objectives (TLO)

TLO 4: At the conclusion of the module, the participant will be able to identify, describe and better understand the concepts of a coordinated response/recovery structure, the Incident Command System (ICS), the Unified Command System (UCS) and the location/organization/staffing of a Command Post (CP) and the Emergency Operations Center (EOC) in support of a university sport event.

Enabling Learning Objectives (ELO)

ELO 4.1: At the conclusion of this module, the participant will be able to describe incident management strategies for sport event security.

ELO 4.2: At the conclusion of this module, the participant will be able to identify major roles in the response/recovery planning process.

ELO 4.3: At the conclusion of this module, the participant will be able to better understand the formation of a Command Post (CP) and Emergency Operations Center (EOC) in support of university sport events.



Module 4: Incident Management Teamwork

Scope Statement

This module will introduce and begin building the capabilities of participants to implement the “response doctrine principles” as outlined in the National Response Framework (NRF):

- Engaged partnership.
- Tiered response.
- Scalable, flexible, and adaptable operational capabilities.
- Unity of effort through unified command.
- Readiness to act.

Structured activities will reinforce and assess the power of direct communication and collaboration skills. In addition a briefing on the key concepts related to effective communication, mature teamwork, and situational leadership will preface a scenario-based activity focused on assuring multi-agency collaboration. The NIMS/ICS elements of unified command will be emphasized throughout.

Terminal Learning Objectives (TLO)

TLO 3: At the conclusion of the module, the participant will be able to define effective information sharing processes and develop multi-agency collaboration capabilities.

Enabling Learning Objectives (ELO)

ELO 3.1: At the conclusion of this module, the participant will be able to identify characteristics of clear/correct information sharing.

ELO 3.2: At the conclusion of this module, the participant will be able to select the most effective leader style for varied crisis incident management situations.

ELO 3.3: At the conclusion of this module, the participant will be able to describe the process for reaching consensus decisions on policy development and incident management.

ELO 3.4: At the conclusion of this module, the participant will be able to explain the importance of multi-agency collaboration relative to effective security management.



Module 5: Sport Security Planning

Scope Statement

This module will emphasize the critical nature of planning as the first 15% of any system which determines the effectiveness of the other 85%-- implementation or "playing the game." A briefing will review the U.S. DHS National Preparedness Guidelines and the National Infrastructure Protection Plan (NIPP).

Terminal Learning Objectives (TLO)

TLO 5: At the conclusion of the module, the participant will be able to develop, update, and implement effective sport event security management plans.

Enabling Learning Objectives (ELO)

ELO 5.1: At the conclusion of this module, the participant will be able to identify and list specialized personnel who should be involved in the planning process.

ELO 5.2: At the conclusion of this module, the participant will be able to describe the stages of the planning process.

ELO 5.3: At the conclusion of this module, the participant will be able to understand and explain the impact of effective planning.

ELO 5.4: At the conclusion of this module, the participant will be able to list the sport security management plans which should be in place.



Module 6: Sport Venue Risk Assessment

Scope Statement

This module addresses risk management and the risk assessment process as it pertains to sport venues. Components of the risk assessment process will be presented alongside common vulnerabilities and consequence reduction proposals for college sport venue security. It is imperative for owners, managers, and stakeholders to continually assess their facility to enhance security and address vulnerabilities. Further, this module will discuss the importance of risk assessment in the Sport Event Security Aware (SESA) system for college venues and introduce the Sport Venue Risk Assessment Model.

Terminal Learning Objectives (TLO)

TLO 6: At the conclusion of the module, the participant will understand risk management concepts and the risk assessment process for sport venues.

Enabling Learning Objectives (ELO)

ELO 6.1: At the conclusion of this module, the participant will be able to define risk management.

ELO 6.2: At the conclusion of this module, the participant will be able to identify components of the DHS risk assessment methodology criterion.

ELO 6.3: At the conclusion of this module, the participant will be able to explain the risk assessment process for sport venues.

ELO 6.4: At the conclusion of this module, the participant will be able to identify common sport venue vulnerabilities and describe possible consequence reduction proposals.

ELO 6.5: At the conclusion of this module, the participant will be able to explain risk assessment as a critical component of the Sport Event Security Aware (SESA) system.



Module 7: Sport Event Security Measures

Scope Statement

This module addresses protective measures as it pertains to university sport venues. The essential baseline policies and procedures and post event components of protective measures will be presented. It is important that the multi-agency team continuously evaluate these security protective measures in order to enhance security and address vulnerabilities. In addition, this module will discuss the importance of protective security measures in the Sports Event Security Aware (SESA) system for college venues.

Terminal Learning Objectives (TLO)

TLO 7: At the conclusion of this module, the participant will be able to identify, understand and determine the best available protective measures for sport venues on college campuses.

Enabling Learning Objectives (ELO)

ELO 7.1: At the conclusion of this module, the participant will be able to identify baseline protective measures.

ELO 7.2: At the conclusion of this module, the participant will be able to define the essential policies and procedures that contribute to venue security.

ELO 7.3: At the conclusion of this module, the participant will be able to define the role and scope of post event after-action reporting.



Module 8: Staff Training for Sport Event Security

Scope Statement

This module addresses security staff training as it pertains to university sport venues. The training needs for effective security management, curriculum and evaluation will be presented. It is important that the athletic department continuously evaluate the recruitment, training and evaluation of those who are responsible for staffing venue security. In addition, this module will discuss the importance of training in the Sports Event Security Aware (SESA) system for collegiate venues.

Terminal Learning Objectives (TLO)

TLO 8: At the conclusion of the module, the participant will be able to develop and implement a staff training cycle relative to sport event security management.

Enabling Learning Objectives (ELO)

ELO 8.1: At the conclusion of this module, the participant will be able to identify staff training needs.

ELO 8.2: At the conclusion of this module, the participant will be able to describe the essential training levels.

ELO 8.3: At the conclusion of this module, the participant will be able to explain an essential staff training program.

ELO 8.4: At the conclusion of this module, the participant will be able to explain training as a critical component of the Sport Event Security Aware (SESA) System.



Module 9: Exercises for Sport Event Incidents

Scope Statement

The goal for this module is to describe the training and exercise options applicable to a crisis associated with intercollegiate athletic events. The module will describe various exercise and training options and key personnel involved in the exercise and training process for sport event security. Participants will be exposed to procedures for planning and conducting exercises for sport event security. The module will also identify and recommend training to further enhance emergency response assets. Exercise and training will be described as required components of the Sport Event Security Aware (SESA) system.

Terminal Learning Objectives (TLO)

TLO 9: At the conclusion of the module, the participant will be able to conduct a training exercise involving key partners and evaluate outcomes in order to address gaps and ensure continuous improvement.

Enabling Learning Objectives (ELO)

ELO 9.1: At the conclusion of this module, the participant will be able to describe the different types of exercises for sport event security.

ELO 9.2: At the conclusion of this module, the participant will be able to identify key personnel to be involved in the exercise process for sport event security.

ELO 9.3: At the conclusion of this module, the participant will be able to explain how to plan and conduct an exercise for sport event security.

ELO 9.4: At the conclusion of this module, the participant will be able to explain exercising as a component of SESA system.



Module 10: Capstone

Scope Statement

This module will combine all aspects of the Sport Event Risk Management Workshop. The Sports Event Security Aware (SESA) System will be reviewed and the importance of continuous improvement, to include implementation of the SESA system, will be discussed. Participants will participate in an emergency response scenario to better understand the importance of continuous improvement for sport event security. In addition, the university teams will review the disaster management cycle of mitigation, preparedness, response, and recovery.

Terminal Learning Objectives (TLO)

TLO 10: At the conclusion of the module, the participant will be able to implement the SESA system.

Enabling Learning Objectives (ELO)

ELO 10.1: At the conclusion of this module, the participant will be able to summarize the SESA system.

ELO 10.2: At the conclusion of this module, the participant will be able to explain the importance of continuous improvement for sport event security based on participation in an emergency response scenario.



Module 11: Post-Assessment and Evaluation

Scope Statement

In this module, participants will be administered an objectives-based post-test. They must score a 70% or greater to receive a Certificate of Completion. Retests may be administered on-site if needed. Participants will also complete a course evaluation form and provide feedback on the course instruction, content, and materials.

Terminal Learning Objectives (TLO)

TLO 11: At the conclusion of the module, the participant will be able to successfully complete a comprehensive post-test and course evaluation.

Enabling Learning Objectives (ELO)

ELO 11.1: At the conclusion of this module, the participant will be able to complete a comprehensive post-test with a score of 70% or better.

ELO 11.2: At the conclusion of this module, the participant will be able to provide feedback by completing a course evaluation form.

Course Agenda

Module	Module Title	Time Allocation
Module 1	Introduction and Administration	1.0
Module 2	The Threat is Real	1.0
Module 3	Sport Event Incident Management	1.5
Module 4	Incident Management Teamwork	2.0
Module 5	Sport Security Planning	1.5
Module 6	Sport Venue Risk Assessment	1.0
Module 7	Sport Event Security Measures	1.0
Module 8	Staff Training for Sport Event Security	1.0
Module 9	Exercises for Sport Event Incidents	1.0
Module 10	Capstone	2.0
Module 11	Post-Assessment and Evaluation	1.0
Total		14.0