



Enhanced Sports and Special Events Incident Management

MGT-440

Course Design Document

September 2017



FEMA



Course Description

Overview

The *Enhanced Sports and Special Events Incident Management* course is a scenario-based practicum of several primary areas within the field of sports and special events management: a) event planning; b) incident management; c) crowd and evacuation management; and d) crisis information management. The course is intended to prepare emergency responders as well as event management personnel, concessionaries, athletic department personnel, and elected and chief executives who would be involved in the preparation for and response to a large-scale incident during sporting or special events. There are three rigorous, simulation-supported, scenario based emergency response activities designed to hone both individual and team building decision making, event planning, and incident management skills in the context of sports and special events operations.

Scope

This course addresses several national priorities and capabilities that the Department of Homeland Security (DHS) encourages state and local jurisdictions to establish, as outlined in the Strategic National Risk Assessment (SNRA), Presidential Policy Directive-8 (PPD-8), National Preparedness Goal, and the core capabilities.

National Preparedness Goal

PPD-8 directs that the goals establish measurable readiness priorities and targets. The National Preparedness Goal defines 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 threats and hazards that pose the greatest risk" (DHS, p. 1).

The capability-specific priorities are:

- preventing, avoiding, or stopping a threatened or actual act of terrorism;
- protecting our citizens, residents, visitors, and assets 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 the basic human needs in the aftermath of catastrophic incidents; and
- recovering through a focus on a timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of the communities affected by a catastrophic event.

Core Capabilities

The core capabilities provide guidance on the specific capabilities and levels of capability that federal, state, local, and tribal entities will be expected to develop and maintain. The current core capabilities identify thirty-one essential capabilities. This workshop addresses capability targets



under the following capabilities through an instructor-led training module and activities to emphasize key points:

- Operational coordination
- Operation communications
- Community resilience
- Response/Health and safety
- Intelligence and information sharing
- Public and private services and resources

Course Goal

The goal of this course is to provide you with opportunities to implement event planning, incident management, and decision-making skills needed to safely manage an expanding incident within a sports and special events context. To accomplish this, the course uses a multi-discipline, team-building approach to accomplish the learning objectives.

Target Audience

To reinforce the multi-discipline team approach, the target audience for this course must include representation from the organization executive management/owners, 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 sports/special events venues. These include fire services; emergency medical services; law enforcement at the local, state, tribal, and federal levels; non-governmental organizations; 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

It is recommended that participants complete the following training:

- IS-100.b - *Introduction to Incident Command System, ICS-100*
- IS-200.b - *ICS for Single Resources and Initial Action Incidents*



- ICS-300 - *Intermediate Incident Command System (ICS) for Expanding Incidents*
- ICS-400 - *Advanced Incident Command System (ICS), Command and General Staff - Complex Incidents*
- IS-700.a - *National Incident Management System (NIMS), An Introduction*
- IS-800.b - *National Response Framework, An Introduction*

Course Length

24 hours

Instructor-to-Participant Ratio

10:40

Required Materials/Facilities

Required materials include the following:

- *Enhanced Sports and Special Event Incident Management Instructor Guide*
- *Enhanced Sports and Special Event Incident Management Participant Guide*
- *U.S. Coast Guard Incident Management Handbook*
- PowerPoint presentation
- Emergency Management Exercise System (EM*ES)
- Computers (1 per participant)
- Incident Command System (ICS) forms:
 - ICS 201 Incident Briefing
 - ICS 202 Incident Objectives
 - ICS 203 Organization Assignment List
 - ICS 204 Assignment List
 - ICS 205 Communications List
 - ICS 206 Medical Plan
 - ICS 207 Incident Organization Chart
 - ICS 208 Safety/Message Plan
 - ICS 209 Incident Status Summary
 - ICS 210 Resource Status Change
 - ICS 211 Incident Check-In List
 - ICS 213 General Message (3-part form)
 - ICS 214 Activity Log (optional 2-sided form)



- ICS 215 Operational Planning Worksheet
- ICS 215A Incident Action Plan Safety Analysis
- ICS 218 Support Vehicle/Equipment Inventory
- ICS 220 Air Operations Summary Worksheet
- ICS 221 Demobilization Check-Out
- ICS 225 Incident Personnel Performance Rating

Testing/Certification

International Association for Continuing Education and Training (IACET)

TEEX has been approved as an Authorized Provider by IACET, 8405 Greenboro Drive, Suite 800, McLean, VA, 22102.

As an Authorized Provider, TEEX offers Continuing Education Units (CEU) for its programs that qualify under IACET guidelines. TEEX is authorized by IACET to offer 2.4 CEUs for this program. For more information about IACET, Please visit their Web site at <http://www.iacet.org>.

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Evaluation Strategy

Participants will be evaluated through classroom activities involving scenario-based exercises.

Additionally, this course concludes with a survey of individual participants using the DHS Federal Emergency Management Agency (FEMA) National Preparedness Directorate/National Training Program/National Training and Education Division (NPD/NTP/NTED) (Kirkpatrick) Level I assessment form that utilizes a 5-point Likert-type scale to evaluate the course, instructor performance, and course benefit. Kirkpatrick Level II evaluations are conducted through instructor observations of the participants' interactions and outputs during the three simulation-supported activities. These outputs are defined in accordance with the agendas for the planning-related meetings and resource management processes.

Course Structure/Content Outline

This course opens with an introduction to the course and then provides participants overviews of event action planning and incident action planning. The course then uses application-based activities and a case study to apply the principles and concepts for managing an all-hazards incident involving a sports or special event.

- Module 0: Introduction
- Module 1: Event Action Planning
- Module 2: Introduction to the Emergency Management Exercise System (EM*ES)
- Module 3: Decision-Making Activity 1
- Module 4: Incident Action Planning
- Module 5: Governance and Strategic Policy Considerations
- Module 6: Case Study



- Module 7: Decision-Making Activity 2
- Module 8: Decision-Making Activity 3



Course Design Matrix

Module 0: Introduction

Scope Statement

This module is administrative in nature. Participant and instructor introductions will be conducted along with general administrative comments. In addition, course purpose, goals, objectives, and schedule will be addressed.

Terminal Learning Objective (TLO)

As this module's function is to provide a course introduction, it does not have a terminal objective.

Enabling Learning Objectives (ELO)

As this module's function is to provide a course introduction, it does not have enabling objectives.

Lesson Topics

- About this course
- Administrative instructions

Instructional Strategy

The initial welcome will be conducted by the local host. The instructors will present the remaining material and facilitate introductions as well. The instructors will emphasize the importance of discussion and interaction as well as the sharing of information, experiences, and ideas.

Assessment Strategy

The assessment consists of instructor observation of participants' discussion and interaction.

Practical Exercise (PE) Statement

Not Applicable (N/A)



Module 1: Event Action Planning

Scope Statement

By understanding the origin of the Event Action Plan (EAP), event operations and emergency response personnel are able to ensure a smooth operation and transition from event operations to emergency operations if and when it is necessary. This module provides an overview of the basics of event planning and an event planning process.

Terminal Learning Objective (TLO)

Participants will identify and discuss the key concepts and processes needed to plan and prepare for smooth, coordinated operations at a sporting or special event, including risk and hazard assessment, contingencies and objectives, and other event operational considerations.

Enabling Learning Objectives (ELO)

1. Participants, acting alone, will define sports and special events.
2. Participants, acting as part of a group, will discuss the event planning process (the Event P) for sports and special events.
3. Participants, acting alone, will identify how crowd characteristics, event characteristics, potential hazards, and the Threat and Hazard Identification and Risk Assessment (THIRA) process impact the event planning process.
4. Participants, acting alone, will identify the concepts of event management, contingencies, and objectives including their similarities and differences.
5. Participants, acting alone, will identify stakeholder involvement and commitment along with being introduced to the critical issues that must be considered.
6. Participants, acting as a group, will discuss how operational considerations impact event action planning.

Lesson Topics

- Sports and special events defined
- Event planning process
- Crowd characteristics
- Potential hazards at sports and special events
- Activity 1.1
- Operational considerations
- Contingency planning



Instructional Strategy

This module is presented through lecture and facilitated, interactive discussion. PowerPoint slides are presented that highlight all key points.

Assessment Strategy

The assessment consists of instructor observation of participants' discussion and interaction, as well as student evaluations and feedback.

Practical Exercise (PE) Statement

There is no exercise in this module.



Module 2: Introduction to the Emergency Management Exercise System (EM*ES)

Scope Statement

The Emergency Management Exercise System (EM*ES) is a web-based simulation system that serves as the primary tool in delivering the exercises. This software was developed by TEES's Texas Center for Applied Technology with subject matter expertise provided by the Texas A&M Engineering Extension Service (TEEX). The software has many features that resemble or imitate actual computer applications that one would use in response to an incident.

This module is intended to familiarize the participants with the use of the software suite so it can be used to support their efforts in mitigating the situations presented in the exercises. It will also cover the multiple perspectives that exist in the system.

Terminal Learning Objective (TLO)

Participants will employ the Emergency Management Exercise System (EM*ES) in Incident Command Post (ICP) simulation-based practical exercises.

Enabling Learning Objectives (ELO)

1. Participants, acting alone, will employ EM*ES and the tools available to customize it for the user.
2. Participants, acting alone, will operate the email interface to send, receive, and reply to emails in order to effectively manage information.
3. Participants, acting alone, will operate the map function and associated tools to establish and manage situational awareness and effectively manage information.
4. Participants, acting alone, will practice the use of the event and resource logs, Incident Command System (ICS) forms, ICS 213 Resource Request (RR), and the weather pane to establish and maintain situational awareness.

Lesson Topics

Navigating around EM*ES

Instructional Strategy

This module is presented through hands-on interaction with the EM*ES simulator. PowerPoint slides are presented that highlight all key points.

Assessment Strategy

The assessment consists of instructor observation of participants' interaction with the EM*ES simulator, as well as student evaluations and feedback.



Practical Exercise (PE) Statement

The module provides an opportunity for participants to practice using the EM*ES simulator.



Module 3: Decision-Making Activity 1

Scope Statement

The purpose of the activity is to enhance participant skills and abilities by providing participants opportunities to function as Incident Command personnel, Emergency Operations Center (EOC) personnel, and Policy Group personnel to plan for a large-scale, scenario-based event. This activity is designed to allow participants to do the following:

- demonstrate the basic principles of the National Incident Management System (NIMS) while utilizing the event planning process to plan for a sports or special event;
- conduct threat hazard risk assessments for planned large-scale, scenario-based events and identify how this assessment will impact objectives;
- develop and communicate situational awareness to and among all stakeholders involved in planning for a sports or special event;
- employ a decision-making process and discuss how the decision-making process impacts the planning throughout the life cycle of an incident;
- discuss individual and group performance through facilitated group discussions at the end of the activity; and
- apply the learning concepts from module 1 to a scenario-based activity.

Terminal Learning Objective (TLO)

Participants will evaluate and plan for a simulated sports or special event using the event planning process from a Policy Group, Emergency Operations Center (EOC), and an Incident Command perspective.

Enabling Learning Objectives (ELO)

1. Participants, acting as part of a group, will demonstrate the basic principles of the National Incident Management System (NIMS) in the planning for a sports or special event.
2. Participants, acting as part of a group, will demonstrate the ability to develop an Event Action Plan (EAP).
3. Participants, acting as part of a group, will demonstrate the ability to gather information and employ the decision-making process throughout the event planning process.
4. Participants, acting as part of a group, will discuss individual and group performance through facilitated group discussions at the end of the activity.

Lesson Topics

- Purpose
- Decision-making activity 1
- Hot wash



Instructional Strategy

This module is presented using a large-scale, simulation-supported, scenario-based activity.

Assessment Strategy

The assessment consists of instructor observation of participants' discussion and interaction, as well as student evaluations and feedback. Instructor-facilitated small-group and large-group hot washes will follow this activity to discuss the application of key learning points.

Practical Exercise (PE) Statement

Using the EM*ES, participants will role-play positions within the Incident Command Post (ICP) while supporting the response to a simulated catastrophic incident within the community.



Module 4: Incident Action Planning

Scope Statement

This module will review the critical components of sports and special events management. Understanding the relationships between event management, event action planning, incident action planning, resource management, and crowd management in the context of sports and special events management is critical. Topics covered include the incident action planning process, concepts of event management, contingencies, and objectives along with crowd management in the context of sports and special events operations.

Terminal Learning Objective (TLO)

Participants will identify, discuss, and apply the key concepts and processes needed to plan and implement a response to an incident during a sporting or special event, including risk awareness, incident management, resource management, crowd management, and evacuation.

Enabling Learning Objectives (ELO)

1. Participants, acting as part of a group, will recall the processes for incident action planning at sports and special events facilities and surrounding areas.
2. Participants, acting as part of a group, will recall the principles for resource management at sports and special events facilities and surrounding areas.
3. Participants, acting as part of a group, will discuss event management, contingencies, and objectives as they relate to managing a sports and special event or responding to an incident during a sports and special event.
4. Participants, acting as part of a group, will identify and discuss the triggers for initiating evacuation and shelter in-place movements, communications strategies for emergency notification, human behavior during emergencies, and providing assistance to individuals with disabilities.
5. Participants, acting as a part of a group, will demonstrate the 27-9-3 messaging format used to convey clear and concise messages during incidents.

Lesson Topics

- Processes for incident action planning
- Principles of resource management
- Concepts of event management, contingencies, and objectives
- Risk awareness and sports and special events management
- Activity 4.1



Instructional Strategy

This module is presented through lecture and facilitated, interactive discussion. PowerPoint slides are presented that highlight all key points.

Assessment Strategy

The assessment consists of instructor observation of participants' discussion and interaction, as well as student evaluations and feedback.

Practical Exercise (PE) Statement

The module provides an activity requiring participants to practice using the 27-9-3 messaging template.



Module 5: Governance and Strategic Policy Considerations

Scope Statement

Seven critical issues come into play when preparing for, responding to, and recovering from incidents during sports and special events. This module will review these critical issues along with discussing the governance and strategic policy considerations integral to sports or special events planning, management, and response.

Terminal Learning Objective (TLO)

Participants will identify and discuss issues relating to seven critical considerations that organizations face relating to governance and partnerships needed both when planning and managing sports and special events as well as during the response to incidents that occur during these events.

Enabling Learning Objectives (ELO)

1. Participants, acting as part of a group, will identify the critical considerations confronting leadership at policy, coordination, and event operations/incident management levels when an incident occurs during a sports or special event.
2. Participants, acting as part of a group, will discuss the impact that statutory authorities, institutional governance, stakeholders, and partners have on normal operations of sports and special event management.

Lesson Topics

- Critical considerations impacting policy, coordination, and event operations/incident management functions
- Governance and partnerships

Instructional Strategy

This module is presented through lecture and facilitated, interactive discussion. PowerPoint slides are presented that highlight all key points.

Assessment Strategy

The assessment consists of instructor observation of participants' discussion and interaction, as well as student evaluations and feedback.

Practical Exercise (PE) Statement

There is no exercise in this module.



Module 6: Case Study

Scope Statement

This module will review how the decisions made during the exercise could affect the outcome in an incident response. We will discuss the relationship between risk awareness, incident management, crowd management/evacuation, and crisis information management and how it relates to the overall outcome of the emergency or incident. This module will examine an actual incident that occurred and how the decisions made affected the outcome of the response.

Terminal Learning Objective (TLO)

Participants will evaluate how critical areas of managing an all-hazard, high-consequence incident response in a sports or special event context are applied in practice.

Enabling Learning Objectives (ELO)

1. Participants, acting as part of a group, will assess how decisions affect the outcomes of a response to an all-hazards, high-consequence incident in a sports or special event context.
2. Participants, acting as part of a group, will evaluate the relationships that exist between risk awareness, crowd management/evacuation, crisis information management, and incident management.
3. Participants, acting as part of a group, will compare the concepts employed during the course to those strategies and methods employed in an actual response in a sports or special event context.

Lesson Topics

This module reinforces the major learning points of this course and the recommended prerequisites, including the following:

- Planning strategies for sports and special events, including the Comprehensive Emergency Management Plan (CEMP)
- Critical incident leadership
- Coordination among stakeholders
- Incident management strategies
- Resource management strategies
- Continuity of operations

Instructional Strategy

This module is delivered through the use of a case study to introduce and discuss the concepts and topics defined above.



Assessment Strategy

The assessment consists of instructor observation of participants' discussion and interaction, as well as student evaluations and feedback.

Practical Exercise (PE) Statement

The case study will allow participants to compare the strategies and methods employed in an actual response to the concepts employed during the course.



Module 7: Decision-Making Activity 2

Scope Statement

The purpose of the activity is to enhance participant skills and abilities by providing participants opportunities to function as Incident Command Post (ICP) personnel, Emergency Operations Center (EOC) personnel, and Policy Group personnel while managing a sports or special event in which a large-scale incident occurs through a scenario-based activity. This activity is designed to allow participants to do the following:

- demonstrate the basic principles of NIMS in the management of a large-scale incident that involves a sports or special event;
- develop and communicate situational awareness to and among the ICP, EOC, and the Policy Group for a sports or special event-related incident;
- manage internal and external information as it pertains to policy for a sports or special event-related incident;
- demonstrate resource management principles at the ICP, EOC, and Policy Group levels including logistical operations in support of an incident involving a sports or special event;
- employ a decision-making process and discuss how the decision-making process impacts the response throughout the life cycle of an incident;
- discuss the critical issues involved in a sports or special event-related incident;
- discuss individual and group performance through facilitated group discussions at the end of the activity; and
- apply the learning concepts from modules 1, 4, and 5 to a scenario-based activity.

The activity may consist of a response to any combination of:

- biological incidents,
- radiological incidents,
- mass casualty incidents,
- active shooter incidents,
- improvised explosive devices/explosive materials incidents,
- hazardous materials incidents, or
- natural disasters.

Terminal Learning Objective (TLO)

Participants will evaluate and manage a sports or special event in which a simulated large-scale, all-hazards incident occurs from a Policy Group, Emergency Operations Center (EOC), and/or Incident Command Post (ICP) perspective.



Enabling Learning Objectives (ELO)

1. Participants, acting as part of a group, will demonstrate the basic principles of the National Incident Management System (NIMS) in the management of a large-scale incident that involves a sports or special event.
2. Participants, acting as part of a group, will demonstrate the ability to develop and communicate situational awareness to and among the ICP, EOC, and Policy Group for a sports or special event-related incident.
3. Participants, acting as part of a group, will manage internal and external information as it pertains to policy for a sports or special event-related incident.
4. Participants, acting as part of a group, will demonstrate resource management principles at the ICP, EOC, and Policy Group levels including logistical operations in support of an incident involving a sports or special event.
5. Participants, acting as part of a group, will demonstrate the ability to employ a decision-making process and discuss how the decision-making process impacts the response throughout the life cycle of an incident.
6. Participants, acting as part of a group, will discuss the critical issues involved in a sports or special event-related incident.
7. Participants, acting as part of a group, will discuss individual and group performance through facilitated group discussions at the end of the activity.

Lesson Topics

- Purpose
- Decision-making activity 2
- Hot wash

Instructional Strategy

This module is presented using a large-scale, simulation-supported, scenario-based activity.

Assessment Strategy

The assessment consists of instructor observation of participants' discussion and interaction, as well as student evaluations and feedback. Instructor-facilitated small-group and large-group hot washes will follow this activity to discuss the application of key learning points.

Practical Exercise (PE) Statement

Using the Emergency Management Exercise System (EM*ES), participants will role-play positions within the ICP while supporting the response to a simulated catastrophic incident within the community.



Module 8: Decision-Making Activity 3

Scope Statement

The purpose of the activity is to enhance participant skills and abilities by providing participants opportunities to function as Incident Command Post (ICP) personnel, Emergency Operations Center (EOC) personnel, and Policy Group personnel in response to a large-scale, scenario-based activity. This activity is designed to allow participants to do the following:

- demonstrate the basic principles of NIMS in the management of a large-scale incident that involves a sports or special event;
- develop and communicate situational awareness to and among the ICP, EOC, and the Policy Group for a sports or special event-related incident;
- manage internal and external information as it pertains to policy for a sports or special event-related incident;
- manage an incident using the operational period planning process (Planning P) in support of an incident involving a sports or special event;
- demonstrate resource management principles at the ICP, EOC, and Policy Group levels including logistical operations in support of an incident involving a sports or special event;
- employ a decision-making process and discuss how the decision-making process impacts the response throughout the life cycle of an incident;
- discuss the critical issues involved in a sports or special event-related incident;
- discuss individual and group performance through facilitated group discussions at the end of the activity; and
- apply the learning concepts from previous modules to a scenario-based activity.

The activity may consist of a response to any combination of:

- biological incidents,
- radiological incidents,
- mass casualty incidents,
- active shooter incidents,
- improvised explosive devices/explosive materials incidents,
- hazardous materials incidents, or
- natural disasters.

Terminal Learning Objective (TLO)

Participants will evaluate and manage the response to a simulated large-scale, all-hazards incident that involves a sports or special event from a Policy Group, Emergency Operations Center (EOC), and/or Incident Command Post (ICP) perspective.



Enabling Learning Objectives (ELO)

1. Participants, acting as part of a group, will demonstrate the basic principles of the National Incident Management System (NIMS) in the management of a large-scale incident that involves a sports or special event.
2. Participants, acting as part of a group, will demonstrate the ability to develop and communicate situational awareness to and among the ICP, EOC, and Policy Group for a sports or special event-related incident.
3. Participants, acting as part of a group, will manage internal and external information as it pertains to policy for a sports or special event-related incident.
4. Participants, acting as part of a group, will demonstrate the management of an incident using the operational period planning process (Planning P) in support of an incident involving a sports or special event.
5. Participants, acting as part of a group, will demonstrate resource management principles at the ICP, EOC, and Policy Group levels including logistical operations in support of an incident involving a sports or special event.
6. Participants, acting as part of a group, will demonstrate the ability to employ a decision-making process and discuss how the decision-making process impacts the response throughout the life cycle of an incident.
7. Participants, acting as part of a group, will discuss the critical issues involved in a sports or special event-related incident.
8. Participants, acting as part of a group, will discuss individual and group performance through facilitated group discussions at the end of the activity.

Lesson Topics

- Purpose
- Decision-making activity 3
- Hot wash

Instructional Strategy

This module is presented using a large-scale, simulation-supported, scenario-based activity.

Assessment Strategy

The assessment consists of instructor observation of participants' discussion and interaction, as well as student evaluations and feedback. Instructor-facilitated small-group and large-group hot washes will follow this activity to discuss the application of key learning points.



Practical Exercise (PE) Statement

Using the Emergency Management Exercise System (EM*ES), participants will role-play positions within the ICP while supporting the response to a simulated catastrophic incident within the community.



Course Agenda

Day 1

- Module 0: Introduction 1 hour
- Module 1: Event Action Planning 2 hours
- Module 2: Introduction to the Emergency Management Exercise System (EM*ES) 1 hour
- Module 3: Decision-Making Activity 1 4 hours

Day 2

- Module 4: Incident Action Planning 2 hours
- Module 5: Governance and Strategic Policy Considerations 1 hour
- Module 6: Case Study 1 hour
- Module 7: Decision-Making Activity 2 4 hours

Day 3

- Module 8: Decision-Making Activity 3 8 hours



Works Cited

U.S. Department of Homeland Security (DHS). (2015). *National Preparedness Goal* (Second Edition). Retrieved August 24, 2017, from https://www.fema.gov/media-library-data/1443799615171-2aae90be55041740f97e8532fc680d40/National_Preparedness_Goal_2nd_Edition.pdf

