# Preparing for a New Era of Civil Unrest: A Guide to Safety & Security

**119**

**Hu**

Human

**BEHAVIORAL SCIENCE APPLICATIONS**

The Human Element in
Homeland Security
Business Continuity
Emergency Management

# About the Presenter

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Principal & Founder **|** Behavioral Science Applications LLC

- Responder

  - '93 & 9/11 WTC attacks
  - Anthrax Screening Center
  - TWA Flight 800
  - Unabomber case, international kidnappings

- Consultant/Trainer

  - U.S. Department of Justice
  - U.S. Department of Homeland Security
  - U.S. Health & Human Services
  - U.N.-Operational Support Team
  - Major City Police Departments
  - U.S. Military Organizations



FEMA-Center for Domestic Preparedness Field Force Operations. Middlesex Fire Academy, Class of July 2015.

Certified Threat Manager Member, Association of Threat Assessment Professionals

Certified Homeland Protection Professional, National Sheriff's Association

Member, National Tactical Officers Association

# Program Overview

1. Introduction

2. Defining Groups, Crowds and Mobs

3. The Role of Social Media

4. Crowd Violence Potential

5. The Psychology of Crowds

6. The Physics of Crowds

7. Organizational Strategies for Planning & Preparedness

8. Safety & Survival in Crowds

# Clarification

- This presentation is not intended to question the First Amendment rights of individuals and groups for peaceful assembly or freedom of speech.

- It is not intended to question the legitimacy of various protest groups and their positions or views.

- It is specifically an exploration of the behavior of groups and crowds as they relate to operations and safety in our work.

# Section One



# Introduction

# Our Goal



Improve participants' ability to effectively anticipate civil unrest, and respond to the complex behavioral challenges related to potential group, crowd, and mob situations.

# Intended Outcomes

- Develop accurate behavioral assumptions about groups, crowds and mobs.

- Increase awareness of threats and vulnerabilities.

- **Better protect personnel and assets.**

# Why Does it Matter?



Photo: Sarah Bloom

- Emergency policies, plans and exercises  must be based on what people are most likely to do in crisis conditions.

- An incomplete or inaccurate understanding of crisis-related human behavior can lead to responses that are:

  - Ineffective

  - Inappropriate

  - Dangerous

# **Understanding Human Behavior**
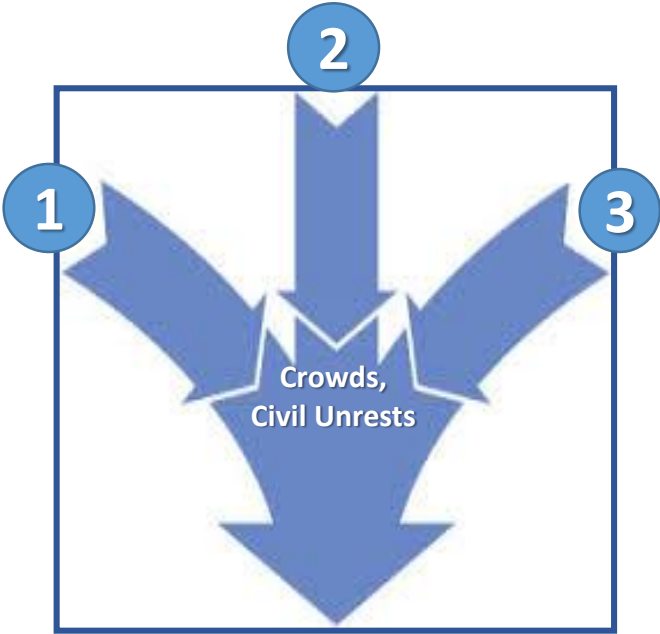
## *Lewin's Equation*

$$B = f (P,E)$$

**B**ehavior is a **F**unction
of **P**erson and **E**nvironment

# Evidence-informed Assumptions



1. All communities and organizations may suddenly have the need to manage the impact of collective actions and aggression.

2. It is unlikely that most leaders have had instruction related to group, crowd, or mob behavior.

# Realities of Modern Life



**Crowds, Civil Unrests**

## Three Converging Trends

1. 7.8 billion today; More people: 9 billion by 2045.

2. More mobile communications: 5 billion mobile phone users.

3. Greater perceived socio-economic disparity and social injustice.

# Civil Unrest

Civil unrest involves a disruption of the typical social order; it can involve a strike or protest, and it can be peaceful or involve violence. Civil unrest often occurs when a group strives to gain attention for something they feel is unjust. Acts of civil unrest can include:

- Boycotts
- Work slowdowns or stoppages
- Picket lines and labor strikes
- Illegal parades
- Sit-ins/Die-ins, and other forms of obstructions
- Protests and demonstrations
- Riots
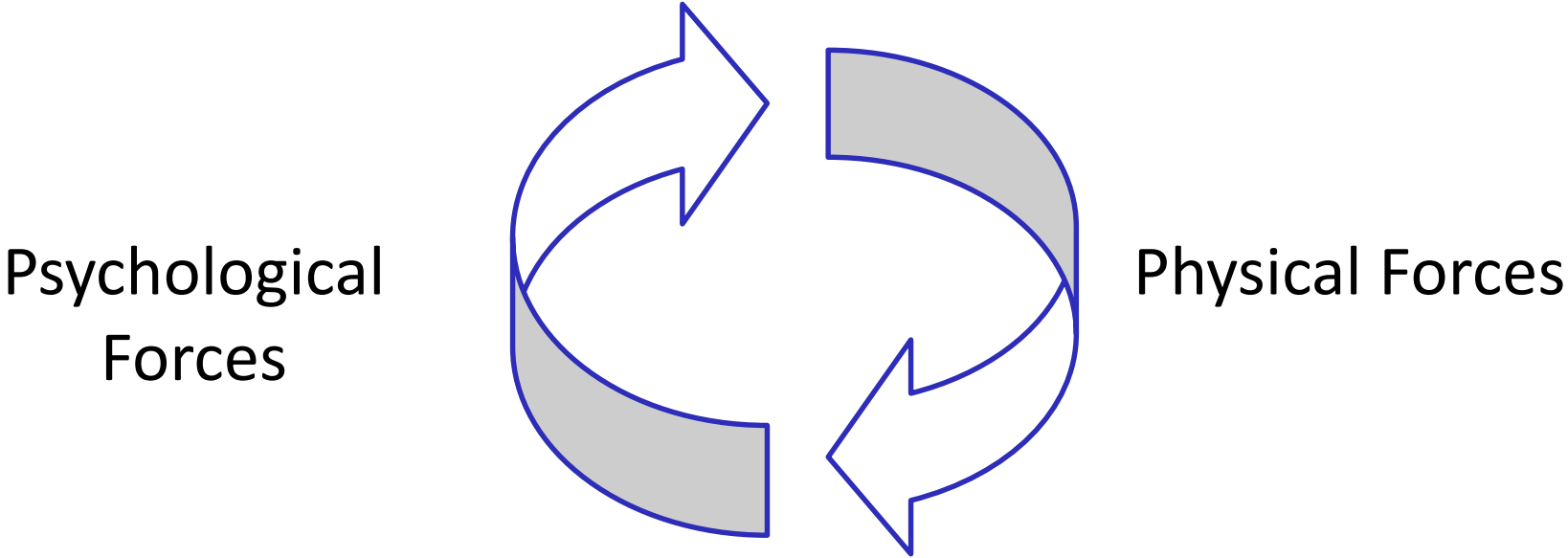- Sabotage

# Three Key Concepts

Disasters can create crowds    Crowds can create disasters



Not all crowds are violent,
but all crowds are potentially dangerous.

# Sources of Danger

Psychological Forces

Physical Forces

- There are well documented psychological and physical forces at work in large crowds that raise risks of harm.

- Some crowds or mobs set out specifically to cause harm.

# The Physics of Crowds

**<u>October 2019, Hong Kong</u>** –  Riot police clashed with protesters after millions took to the streets in some of the largest and most violent protests in decades over an extradition bill that would allow people to be sent to mainland China for trial in courts controlled by the Communist Party.

# Section 2



# Defining Groups, Crowds & Mobs

# Defining Groups

A **group** is a small number of persons temporarily congregated. Groups may be families, friends, neighbors, but usually have pre-existing bonds and a standing loyalty, commitment and reason to protect each other.

**Key Features:**
Pre-existing bond; Loyalty

# Defining Crowds [1]



A **crowd** is a large number of persons temporarily congregated. Generally, the members of a crowd think and act as individuals and are without organization.

**Key Features:**
Maintain individuality;
No leadership.

# Types of Crowds [2]

Crowds may be classified as:

- **Casual crowds:** No purpose or unity, no leader (i.e., shoppers, onlookers, etc.)

- **Cohesive Crowds:** Usually assemble for a common purpose, without leadership (i.e., sporting events, parades, etc.)



**Key Features:**
Lack leadership;
May be emotional (+).

# Types of Crowds [3]



**Expressive Crowds:**

Assemble for some purpose. Have leadership. Express anger or attitude against a person or idea (Political rallies, picket lines, etc.)

**Key Features:**

Have leadership;

Emotional and/or angry (-).

# Types of Crowds [4]



**Aggressive Crowds:** Usually assemble for a purpose. Have leadership, determined to achieve a specific end, move toward their objective, high emotional tension, can easily become a mob.

**Key Features:**
Have a specific objective;
Leadership;
High emotional tension (-).

# Flashpoint Factors

1. Denial of access.

2. Perceived breech of rules.

3. Perceived abridgement of rights.

4. Lack of organization.

5. Excessive or inappropriate use of force.

6. Unwillingness to obey rules.

# Mobs

A crowd develops into a **mob** when all or most of its members have been instilled with a purpose and intent to carry out that purpose <u>regardless of the consequences.</u>



**Key Features:**
A strong sense of purpose;
Willing to risk arrest, injury,
death and destruction

# Types of Mobs

Mobs may be classified as:

- **Aggressive Mobs:** An aggressive mob riots and terrorizes, as in the case of race riots, political riots, or prison riots.

- **Escape Mob:** A mob in a state of panic. In their attempt to secure safety by flight, members of an escape mob may lose their power of reasoning.



- **Acquisitive Mob:** A mob motivated by a desire to acquire something (i.e., food, water, shelter, etc.

# About Panic

- Panic is related to the perception that there is a limited opportunity for escape, a high-risk of being injured or killed, or that help will only be available to the very first people who seek it.

- Panic is unlikely in most disaster or emergency scenarios.

# Perception of Limited Opportunity for Escape



**August 31, 2005- Baghdad:**

953 Iraqis were crushed to death or drowned in a stampede on the Al-Aaimmah bridge as vast crowds of Shiite pilgrims were sent into panic by rumors of suicide bombers in their midst.

Disasters can create crowds  ⟳  Crowds can create disasters

# Mobs & Riots

- A "**mob**" is composed of the people causing the disturbance (the *"actors"*).

- A "**riot**" is the *"action";* that is the *"violent disturbance."*

- If there is a disturbance of the peace then they may be a **mob**, and if there is violence (usually wide-spread) then it is a **riot**.

# Four Types of Riots [1]

## Celebratory Spontaneous Riots

- **Celebratory Spontaneous Riots (CSR)** most often occur immediately following a major sports victory, but can also occur after political or other victories that galvanize large groups.

- CSR most often occur in the immediate vicinity of the event, but can also occur in places like the town around a college campus or the streets of a major city.

- Many times, the instigators of a CSR are strongly influenced by alcohol intoxication and experience a boldness outside of their normal behavior patterns.

*Source: Joel McNelly*

# Four Types of Riots [2]

## Spontaneous Riots due to a Controversial Event

- **Spontaneous Riots due to a Controversial Event (SRCE)** occur most frequently in heavily populated areas where masses of people can either quickly pour out of homes or quickly congregate by driving or using public transit.

- SRCE in the U.S. have been common after police shootings in urban areas.

*Source: Joel McNelly*

# Four Types of Riots [3]

## Organized Riots in Continuation of a Spontaneous Riot

- The failure to effectively quell a SRCE can lead to **Organized Riots in Continuation of a Spontaneous Riot (ORCSR).**

- ORCSR can occur with with amazing speed, fueled by opportunistic organizers who are ready and willing to turn nearly any controversy into a prolonged event.

- Many of today's protest organizers have years of experience attending events such as G8 Summits, political conventions, and inaugurations.

- They are networked with like minded leaders and are adept at organizing people through direct action training.

- While these leaders may not riot themselves, they will be working in the background to fuel a movement, capitalizing on the anger to encourage further actions.

- Many of these leaders are paid by subversive groups to sow the seeds of chaos and to spread misinformation.

*Source: Joel McNelly*

# Four Types of Riots [4]

## Riots in Organized Protests

- **Riots in Organized Protests (ROP)** are the easiest to see coming and the easiest to plan for.
- ROP happen when large planned event protests get out of control and result in rioting.
- Law enforcement agencies should be well prepared for such events and should carefully monitor crowd size and sentiment.
- Agencies should have many months of preparation to include open dialogue with any groups that will be marching or demonstrating.
- It is not uncommon for a group to admit to law enforcement that they want people to be arrested to bring awareness.

*Source: Joel McNelly*

# Section Three



## The Role of Social Media
## in Civil Unrest

# Civil Unrest 2.0



- Civil Unrest 2.0 is the technologically enabled collective action of people responding to perceived injustice in a synchronized, hyper-connected and geographical dispersed manner.

- This may also include cyber-attacks coordinated with physical demonstrations or riots.

- <u>These are not your parent's protests</u>. Lessons learned in the civil rights protests and anti-war demonstrations of the 1960's may have little relevance in this changed environment.

# Hyperaccelerated Social Organization

- The Civil Rights March in 1963 took nearly **eight months** to organization by mail and telephone, while the 2011 Arab Spring uprising in Egypt took **ten days** to organize via social media.

- Both events have had powerful and lasting effects on the world we live in today.

# Flash Mob: An Evolving Term

- In the past years, the term *"flash mob"* has morphed into something altogether different from its original meaning.

- The first ever flash mobs took the form of *"National Pillow Fight Day",* and a *"Silent Disco."*



Increasingly, *"flash mob"* is a term for groups of youth who organize via social media and set out to terrorize and traumatize their home city.

# London Riots: *The Shadow Network* [1]

- 37% of UK youth between 16-24 year-olds used Blackberries as their primary cell phones.

- Via the secure, private Blackberry Messenger network, messages could be broadcast to an entire address book with a single command.

- Messages shared photos of the riots and coordinated locations to stay ahead of police.

*"Everyone in edmonton enfield everywhere in north, link up at enfield town station at 4 o'clock sharp!!! [Bring cars, vans and also hammers]. Link up and cause havic, just rob everything. Police can't stop it."*

# London Riots: *The Shadow Network* [3]

- Of 165 people arrested in Enfield Town, only 60% where from the immediate area.

- 40% commuted in, often from an hour or more away, to participate in the riots.

# Today's Shadow Network:
## *Encrypted Apps*

- Anonymous posting tools.

- Share or read other people's image-rich posts anonymously.

- Share location and find others nearby or within certain groups.

- Some erase messages after a set period of time. Messages are stored until first viewed and then deleted.

# The Role of Social Media [3]

In addition to providing information about the protests, social media can affect people's **_motivation_** to participate.

This could be done in many ways and can include:

- Triggering feelings of group identity.

- Triggering feelings of injustice.

- Triggering emotions such as anger.

Tonight's the night!
Let's show them all
what a government of
the people really means!
Tonight there will be
justice. Let's burn this
town to the ground!

# Section 4



# Crowd Violence Potential

# Applying the JACA Model

- **Justification:** Does the group/crowd feel justified in the use of violence (e.g., response to perceived excessive use of force)?

- **Alternatives:** Does the group/crowd believe that there are alternative ways to achieve their goals?

- **Consequences:** Is the group/crowd afraid of arrest, injury, death, etc. (or might those be badges of honor)?

- **Ability:** Does the group or mob actually have the ability to employ violence to advance its cause or achieve its goals?

De Becker, G. (1997). *The gift of fear: survival signals that protect us from violence.* Boston: Little, Brown.

# Crowd Violence Potential

The two factors that determine the potential for violence in crowds are:

1. **<u>Legitimacy</u>**-the extent to which the crowd feels that the police and the whole social order still deserves to be obeyed.

2. **<u>Power</u>**- the perception within the crowd that it has the ability to do what it wants, to take to the streets without fear of punishment.



JUSTICE IS COMING

OCCUPY WALL STREET 9/17/11

*Source: Clifford Stott*

# Direct Action Network

Direct Action Network (DAN) _was_ a North American confederation of:
- Anti-corporate
- Anti-authoritarian
- Anarchist affinity groups, collectives, and organizations.



FRIDAY JANUARY 27TH
REIGN SUPREME KINGDOM
COP PROBLEM *Snake Road*
Lava Space
4134 Lancaster Ave
Philadelphia, PA
$8 | 6 PM
This show is a benefit for the Occupy Philly Direct Action working group and legal fund.

"…a movement united in a common concern for justice, freedom, peace and sustainability of all life, and commitment to take direct action to realize radical visionary change."

_"A small harm is acceptable to prevent a greater harm from occurring."_
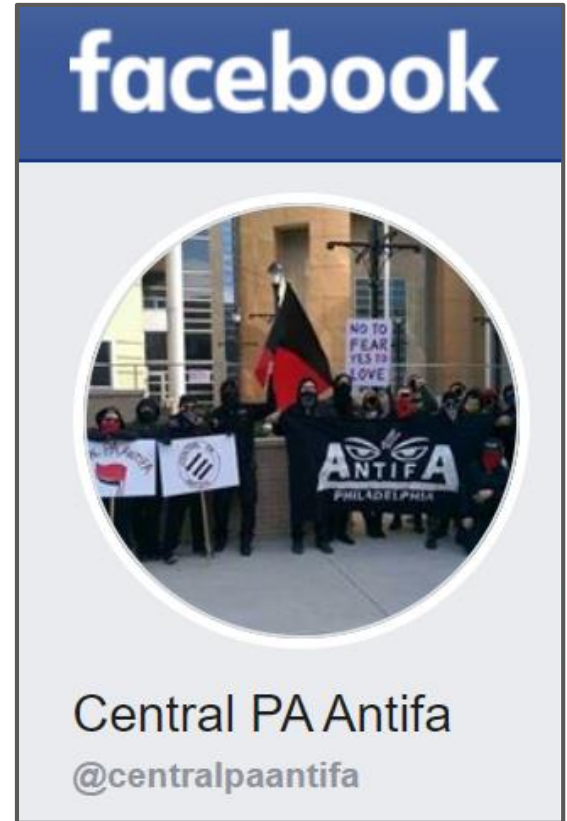
# On the Left:
# Understanding Anarchism

- Radical offshoot of socialism that attempts to use *"propaganda of the deed"* to spread anti-capitalist and anti-monarchist ideology.

- Because human beings are essentially good, human society is naturally cooperative.

- Governments and other artificial and coercive institutions corrupt the human personality.



In many different anarchist philosophies there is the idea that <u>no social change is possible without violence</u>.

# Understanding Antifa

- Anti-fascist groups, or "Antifa," are a subset of the anarchist movement and focus on issues involving racism, sexism, and anti-Semitism, as well as other perceived injustices.

- Self-described Antifa groups have been established across the United States and in several major cities, including New York and Philadelphia.

Central PA Antifa
@centralpaantifa

# Non-Violent Tactics

- Sit-ins/Die-ins
- **Tripods**
- Barrel rolling
- Jersey barriers
- Human chains
- Critical mass bike jams
- Laddering
- Sleeping Dragons   (locking devices)
- **Kryptonite® bike locks**

# Autonomous Zones



CAPITOL HILL "AUTONOMOUS ZONE" IN SEATTLE
SEATTLE, WA
POLICE PRECINCT

On 8 June police evacuated the East Precinct and groups set up barricades across the roadways entering the area, referring to the neighborhood as the Capitol Hill Autonomous Zone (CHAZ) or Capital Hill Occupation Protest (CHOP).

- On 1 July the protest was dispersed and 31 protesters were arrested for failure to disperse, obstruction, assault and unlawful weapon possession. The area suffered extensive property damage.

- Despite starting out with good  intentions, CHOP quickly took a turn for the worse. It was described as "incredibly unstable and violent around the clock…"
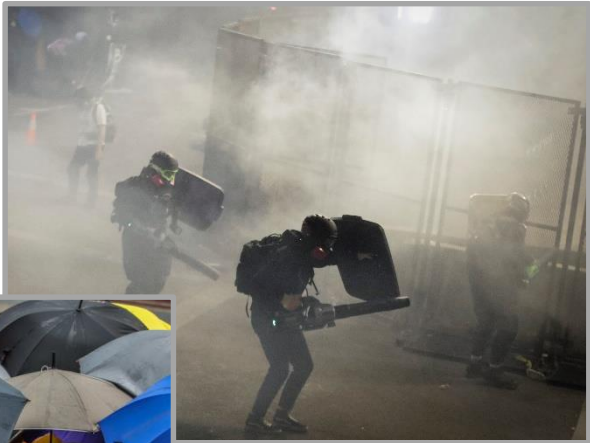
# Sleeping Dragons

# <u>Not</u> Non-Violent Tactics

- Wrist Rocket/Sling Shots
- Catapult
- **Caltrops**
- Incendiary devices
- **Improvised RCAs**
- Impact weapons
- Mirrors
- Hazardous Substances

  - Bleach
  - Urine
  - Ammonia
  - Paint
  - Blood

# Evolving Tactics: Summer 2020 [1]

- Leaf blowers
- Umbrellas
- Shields
- Balloons & bubbles

# Evolving Tactics: Summer 2020 [2]

- Paint bombs

- Urine and feces balloons

- Lasers

- Fireworks



© Mathieu Lewis-Rolland

# Individual Roles with Protests

- Spokesperson (PIO)

- Short-term supporter

- Long-term supporter

- Jail support

- Messenger

- Police liaison

- Media liaison

- Tactical advisory

- Scout/Intel specialist

- Medical teams (inc. MDs & RNs)

- Legal teams

**An Activist's Guide to Basic First Aid**

version 1.2

BLACK CROSS

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Portland, OR 97211

www.blackcrosscollective.org

# On the Right [1]

- A wide variety of extremists use the term **"Boogaloo"** to reference a perceived future civil or race war primarily against the US government that will cause the eventual collapse of society.

- The **Boogaloo movement** is a loose collective of individuals and groups that identify with anti-government, anti-law enforcement, and militant ideologies.

- As early as January, individuals wearing and displaying Boogaloo-related paraphernalia have attended rallies and protests, focusing on <u>a wide array of issues such as gun rights, COVID-19 government shutdowns, and law enforcement brutality</u>.

- Affiliated individuals attempt to latch onto civil unrest during these events to propagate their message to disillusioned populations and recruit others into the movement while acting as a show of force against the government.

# On the Right [2]

- Boogaloo groups may have seized on the Hawaiian shirt as their uniform, and for reasons other than signaling their association and intentions.

- Some believe that this may be an attempt to bait the less informed into assuming the group means no real harm. That they are, really, in effect, a goofy bunch of boys despite their military-grade weaponry.



Left: Concord, NH;  Top Right: Olympia, WA;
Bottom Right: Lansing, MI

# On the Right [3]

- On 16 June, a man who claimed allegiance to the movement was arrested and charged with the **murder of a federal security officer** in a coordinated attack outside of a courthouse in Oakland, CA, after a shootout with police. (The shooter wore an American flag patch decorated with a floral pattern and an igloo.)

- Just a week earlier, three men associated with the Boogaloo movement were arrested in Las Vegas with assault rifles and explosive materials en route to a march protesting the killing of George Floyd.



*Items worn and displayed by individuals affiliated with the Boogaloo movement*
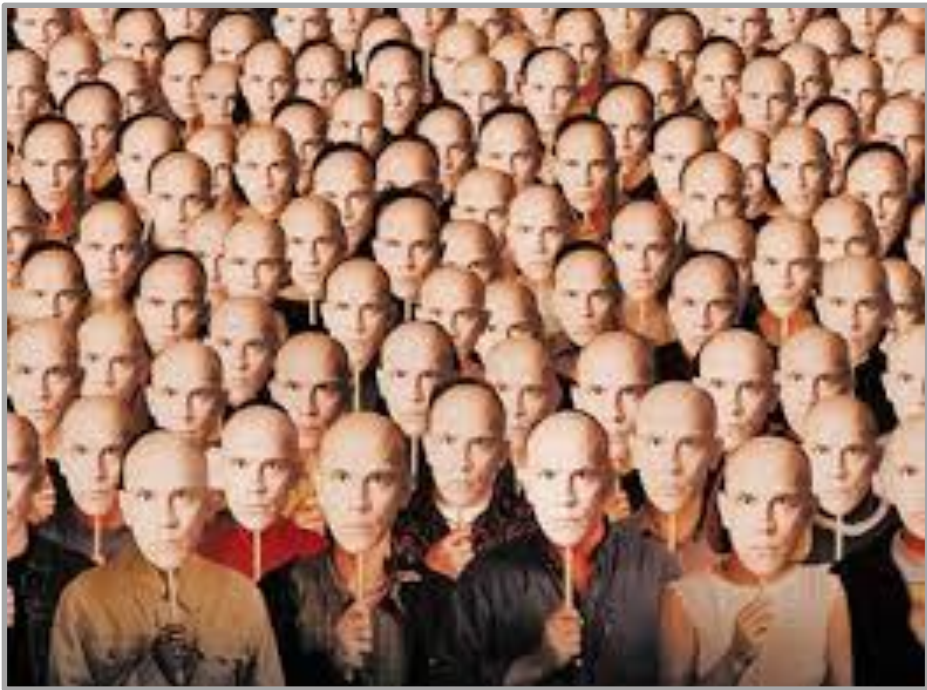
Source: NJ OHSP

# Section 5



## The Psychology of Crowds

# Behavioral Factors in Crowds

Understanding the psycho-social factors in a crowd is essential to safety and security.

**Anonymity:** Feeling lost in the crowd, cannot be identified, therefore, lose responsibility for their actions.

# Guy Fawkes Masks

- The Guy Fawkes mask is a stylized depiction of Guy Fawkes, the best-known member of the *Gunpowder Plot*, an attempt to bomb the House of Lords in London in 1605.

- The mask became a well-known symbol for the online hacktivist group Anonymous, the Occupy movement, and other anti-government and anti-establishment protests around the world.



The Guy Fawkes mask was popularized by the 2005 movie, "*V for Vendetta,*" a dystopian political thriller action story about 2020, when a virus runs wild in the world, most Americans are dead, and Britain is ruled by a fascist dictator who promises security but not freedom.

# Behavioral Factors in Crowds [1]


Yes, we're all individuals!

- **Universality:** Everyone is doing it; members feel attitudes and emotions shared by the group.

- **Inability to withdraw:** Being afraid to express a view contrary to those in the majority.

- **Convergence:** Group driven by shared needed and view of resolution.

# Behavioral Factors in Crowds [2]

- **Social Suggestion:** Urge to do what others are doing, usually when there is a common denominator (same boat).

- **Contagion:** Collective behavior and thought where excitement is transmitted from one person to another. Provides the crowd with psychological unity, can become a mob.

# Section 6



Above: The Hajj. Mecca, Saudi Arabia.
2010 Attendance: Approx. 3.4 million pilgrims

# The Physics of Crowds

# Case Study: *Hajj 2015*

**September 2015:** At least 2,177 people were killed and 863 more injured in a stampede on the outskirts of Mecca, the deadliest tragedy to strike the annual hajj pilgrimage in more than two decades.

# Crowd Crush



- Most people who die in crowds die from asphyxiation while standing upright, not from trampling.

- Most die without ever falling down.

- People need at least 1 square yard of space each to control their movements.

- As crowds become more dense, the compression increases exponentially.

- The compounded force of 5 people crushing in can kill a person.

- Humans lose consciousness after being compressed for just 30 seconds, they can be brain dead within 6 minutes.

# Crowd Dynamics

Crowding, stampeding, trampling, and suffocating with no avenue of escape is the <u>number one cause </u>of multiple injuries and death by human hands in group settings.

# The F.I.S.T. Model*



*(Originally presented at the First International Conference on Engineering for Crowd Safety, London, England, March 1993. Revised exclusively for crowdsafe.com, January 2002.)*

A model for understanding the causes of crowd disasters, means of prevention, and possible mitigation of an ongoing crowd incident.

The elements of the model form the acronym "FIST", which is a useful reminder that any crowd situation can quickly  become threatening and potentially lethal.

\***F**orce, **I**nformation, **S**pace,  **T**ime

# The Physics of Crowds: *Force*

- One study showed that under a simulated panic, 5 people were capable of developing a vertical pressure of 766 lbs.

- In one soccer stadium incident, people ended up piled on top of each other 10 feet deep, creating a horizontal pressure of 800-900 lbs.



Horizontal Loading on Handrails. NBTC Tech. Rec 514, Nat.Tech. Centre, New South Wales.

# Section 7



# Organizational Strategies
# for Planning & Preparedness

# Recommendations for Organizations [1]

1. Include strategies to predict, prevent and respond to collective violence into overall violence prevention efforts.

2. Coordinate with local Law Enforcement and Emergency Management agencies in planning and exercising around collective actions.

3. Share intelligence between Law Enforcement and Private Sector partners about collective actions.

4. Provide information/training to workforce about personal safety and security during times of perceived risk, with timely updates about possible protests or other collective events.

# Recommendations for Organizations [2]

5.  Prepare the workforce to recognize and respond to collective violence as you would to other forms of workplace violence. (Ex: Run>Hide>Fight)

6.  Coordinate with Communications Departments about monitoring and sharing information with various stakeholders about actions and organization's response.

7.  Address issues of sympathizing employees sharing the organization's information with protestors, including social media policies and practices.

8.  Share information and best practices with trade and industry groups.

# Executive Considerations

- The organization's Emergency Preparedness & Response Plan (EPR) is in place and updated.

- Emergency notification to workforce and other key stakeholders is possible if the EPR is activated. (Consider possible cell tower overload).

- Senior leaders are aware of location of the offsite emergency operations center if main offices are inaccessible.

- Essential business functions can be sustained throughout a period of disruption that may prevent access to offices.

- Supply chain disruptions can be managed.

- Insurances will cover losses from vandalism or looting.

# People Manager Considerations

- Training sessions for employees on emergency response and notification plans and procedures have been conducted.

- Designated employees can work from alternative worksites.

- Understanding of how attendance policies will be enforced.

- Understanding how flexible work schedules may be instituted in the event of civil unrest.



Photo: Sarah Bloom

# Business Continuity

- Potential disruptions to your operations (e.g. denial of access to building, staff are unable to get to work, etc.) have been evaluated.

- Alternate operating strategies in the event of a disruption have been developed.

- An individual and back up have been tasked with gathering intelligence and monitor news sources and social media to maintain awareness of evolving risks at street level, as well as changes or delays in the transportation.

- Cooperate with local authorities and other companies in your building and neighborhood to discuss each other's actions and how you can work together to mitigate risks and respond to events.

- Increasing the use of a visible security presence, use of trained, third party security contractors.

# Guidance for Employees & Others [1]

During times when protests or demonstrations are occurring at or close to your place of business:

- Tuck away ID badges and try to avoid using our organization's branded items, such as backpacks, tote bags or umbrellas on your approach to your workplace.

- Keep away from demonstration areas and use alternate entrances and exits, if possible.

- Never proceed into or through a crowd of demonstrators; go around, rather than trough them.

- Do not engage in verbal confrontations or physically engage the protestors.

- If the crowd taunts or insults you, don't respond, just move on; Don't engage or take the bait.

# Guidance for Employees & Others [2]

- If you are personally confronted, remain calm and try not to raise your voice or escalate the situation.

- Don't photograph or record the demonstration.

- If you notice that a situation is escalating, and you are concerned about destructive behavior or vandalism, move to a safe location and inform Security of the situation rather than try to resolve a situation on your own.

- In a difficult situation where you fear violence or property damage, the greatest value you can provide is to ultimately be a reliable witness and maintain your personal safety.

- Keep unnecessary people away from the location during demonstrations. (Do not schedule meetings or visits if not necessary).

# Section 8



# Safety & Security in Crowds

# What Everyone Should Know [1]

- Don't stop or stand near temporary structures which could collapse under the weight of a crowd.

- Don't stand near or against immovable objects, such as walls, doors or barricades, which would limit your options for escape or increase the risk of being crushed.

- If you are caught up in the middle of a crowd, DON'T STAND STILL OR SIT DOWN! Keep moving in the direction of the crowd.

- If you have dropped an item, unless it is critical, don't try to pick it up. Bending or getting your fingers stepped on or trapped will increase your risk of being pushed to the ground.

# **What Everyone Should Know [2]**

- If you are being pulled or pushed along by a moving crowd, don't try to push against the flow or simply let the crowd take you.

- Just like breaking free from a rip tide in the ocean, move diagonally across the crowd, not with it, not against it.

- The force will begin to weaken as you reach the perimeter of the crowd and you will be better able to break free.

Use the same approach as breaking free from a rip tide—go across, not with or against the flow.

# What Everyone Should Know [3]

- If you fall or are pushed down, try to get back to your feet as quickly as possible; If someone is willing and able, extend an arm and ask for help getting back to your feet as quickly as possible.

- If you can't get up, keep moving! Crawl in the direction of the crowd until you can get back up.

- If you cannot get up at all, curl up in a ball to create an air pocket and cover your head. Keep your back facing up, protecting your head and face with your hands and arms.

- Crowds tend to surge and pulse. Wait for a lull in the pressure or flow to try to get back to your feet.
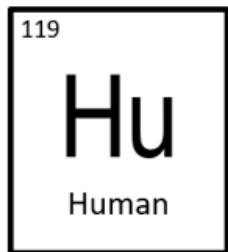
# Take-Aways

- Most mass gatherings are peaceful.

- What you learned in this program is that even peaceful gatherings can represent threats to operational security and operator safety.

- As with other threats to your safety and security, it is important to be knowledgeable and skilled in addressing the risk of collective violence to best serve our communities and to keep personnel safe.

# Thank You!

- Thank you for your interest in this program.

- If you are interested in learning more, please feel free to download our program, [How to Survive a Riot](#)

- Please contact us for any additional information about this or our other programs addressing human behavior in public safety, emergency management or security.

# For More Information

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119 **Hu** Human

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- Business Continuity
- Emergency Management

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# About Behavioral Science Applications LLC

- Behavioral Science Applications (BSA) is a privately held research, training and consulting firm dedicated to facilitating evidence-informed decision making in the areas of homeland and private security, crisis intervention, violence prevention, and emergency management. BSA integrates the methods and doctrines of the behavioral sciences into planning, testing, response, and recovery from crisis situations of all types. BSA serves numerous multinational corporations, governmental and non-governmental organizations (NGOs).

- Accurate behavioral assumptions integrated with structured crisis intervention practices are essential to developing effective and defensible emergency-related policies, plans, procedures, and exercises. Combining decades of experience from the Board Room to the frontlines in disaster response, BSA helps organizations align their violence prevention and emergency management posture with the realities of human behavior to ensure the success of an organization's safety, security and emergency management programs.

- BSA brings together seasoned mental health, law enforcement, legal and medical professionals to help client organizations understand, prepare for, and respond to all types of violence, whether perpetrated by an angry employee, an enraged spouse or partner, or a terrorist targeting the organization and its people. BSA helps clients effectively integrate workplace violence prevention and response programs into the organization's broader risk management strategy.