Security and Crowd Management Techniques

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Understanding Crowd Dynamics

- People do not go “mad” in crowds.
- Human behavior is influenced by “cues” present in the social and physical environment.
How do we change behavior?

- Reduce provocations
- Increase perceptions of effort and risk
- Decrease perceptions of rewards and excuses
If we secure it, will they come?
Guest Services versus Crowd Management

Challenge belief that guest services (enhancing the guest experience) is at odds with safety and security
Crowd Science and Crowd Psychology
RDFC Crowd Management Model

Reasonable
Restrict the fewest freedoms possible

Disarming
Limit use of force, coercion, and intrusiveness

Focused
Target only harmful behaviors and conditions

Consistent
Set and reinforce behavioral expectations
Be Reasonable

What will you expect of guests?
• Understand the role of the crowd manager
  – Focus = *enhance* guest experience *by* ensuring public safety

• De-emphasize the “enforcement only” mentality
  – Dangers: Over-zealous security personnel

• Communicate purpose
  – Proactively explain changes in rules or enforcement practices

Reasonable
Restrict the fewest freedoms possible
Be Disarming

*How will you interact with guests?*
• **Continuous communication**
  – Facilitate dialog; Positive interactions

• **Appearance**
  – Body language (eye contact, arms crossed)
  – “Geared up” response teams – out of view

Disarming

Limit use of force, coercion, and intrusiveness
Be Focused

Against whom will you intervene?
• Target problematic behaviors/conditions
  – Focused interventions on specific dangers; Not the crowd
• Intervene quickly and directly
  – Do not allow others to encourage violence
Be Consistent

How will you set and reinforce house rules?
• **Consistent messaging**
  – Reduce potential to misinterpret rules

• **Consistent training**
  – Minimum standards for all staff, refresher courses

• **Consistent interventions**
  – Equal treatment of all guests
Case Study:
Bethel Woods Center for the Arts
Problem Focus:
Excessive intoxication and inappropriate behavior impacting guest experience on the lawn

Contributing factors:
• Tailgating
• Underage drinking
• Crowd density
• Security deployment
Response #1

- For large shows, reduce tailgating time from 3.5 to 2.5 hours
Intervention Strategies: Tailgating/Underage Drinking/DUI

Response #2

- Pre-wristband over 21 guests in lots
Intervention Strategies: Tailgating/Underage Drinking/DUI

Response #3

• Police presence in lots to cite for underage drinking and public intoxication
Intervention Strategies: Tailgating/Underage Drinking/DUI

Response #4

• Create a “banned patron” policy – track ejections
Intervention Strategies: Tailgating/Underage Drinking/DUI

Response #5

- Increase signage (DUI/DWI, Guest Policies, Code of Conduct) & use a trained Security/Hospitality team to mingle in lots and reiterate policies
Intervention Strategies: Tailgating/Underage Drinking/DUI

Response #6

- Reinstate “Designated Driver” program and provide participation incentives

EXCUSES

<table>
<thead>
<tr>
<th>Altered Perception:</th>
<th>Reasonable</th>
<th>Disarming</th>
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<td>Focused</td>
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Intervention Strategies:
Tailgating/Underage Drinking/DUI

Response #7

• Install breathalyzer kiosks in lots or near exits

Altered Perception:

EXCUSES

Reasonable

Disarming

Focused

Consistent
Intervention Strategies: Tailgating/Underage Drinking/DUI

Response #8

• Partner with local cab company to provide no-cost ride service
Intervention Strategies:
Tailgating/Underage Drinking/DUI

Response #9

• Utilize Department of Transportation VMS boards to announce zero-tolerance and additional police checkpoints
Intervention Strategies: Security/Density

Response #10

- Raise lawn ticket prices, increase lawn chair rental prices
Intervention Strategies: Security/Density

Response #11

• Utilize pavilion-adjacent grass areas as an extended Family Zone (prohibits alcohol, dancing, standing)

Altered Perception:

PROVOCATIONS & EXCUSES

Reasonable

Disarming

Focused

Consistent
Intervention Strategies: Security/Density

Response #12

- Add additional video screens and speakers in remote areas

Altered Perception:

- REWARDS & PROVOCATIONS
- Reasonable
- Disarming
- Focused
- Consistent
Intervention Strategies: Security/Density

Response #13

- Create a Lawn Supervisor position to address guest requests, verify ejection necessity, and coordinate in-house security with contract security roam teams
Intervention Strategies: Security/Density

Response #14

• Designate specific roam team areas to increase accountability

Altered Perception:

RISKS

Reasonable

Disarming

Focused

Consistent
Bethel Woods Strategy

Provocations
- Response #10
- Response #11
- Response #13

Effort
- Response #1
- Response #3
- Response #4

Risk
- Response #2
- Response #3
- Response #9
- Response #13
- Response #14

Rewards
- Response #4
- Response #12

Excuses
- Response #5
- Response #6
- Response #7
- Response #8
- Response #9
- Response #11
- Response #12
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