

# Security and Crowd Management Techniques

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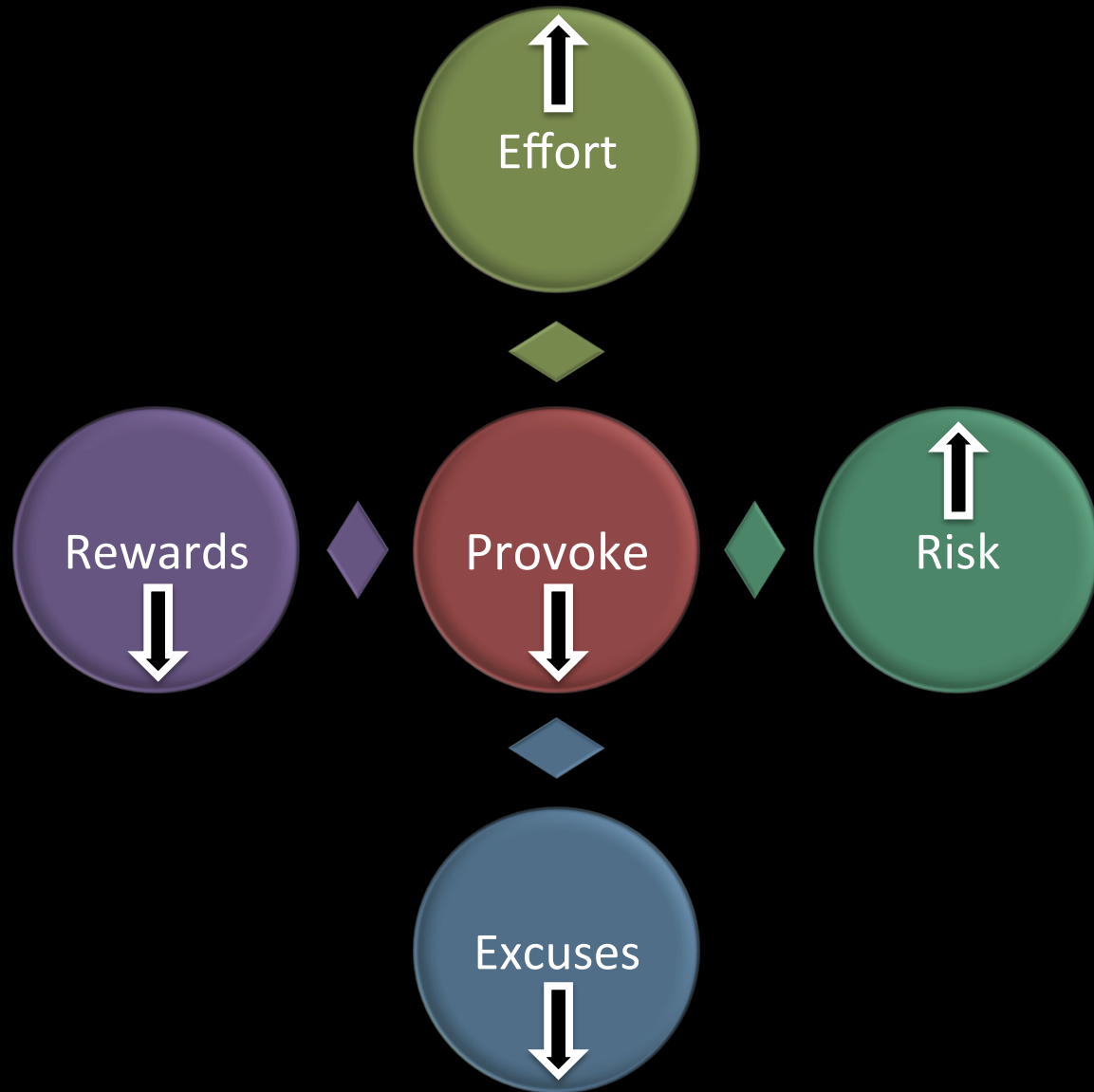
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# Understanding Crowd Dynamics

- 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

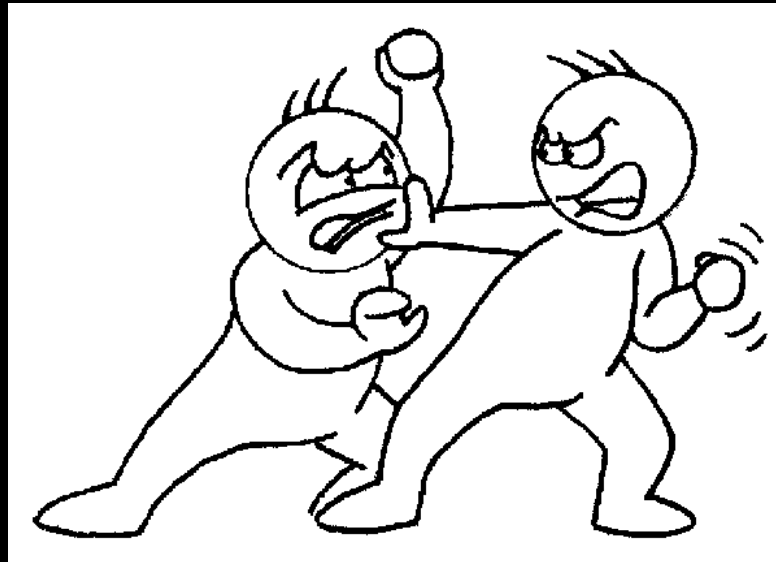


If we secure it, will they come?



# 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



# 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?*

## Disarming

Limit use of force,  
coercion, and  
intrusiveness

- **Continuous communication**
  - Facilitate dialog; Positive interactions
- **Appearance**
  - Body language (eye contact, arms crossed)
  - “Geared up” response teams – out of view

# 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

## **Focused**

Target only harmful behaviors and conditions

# Be Consistent

*How will you  
set and reinforce house rules?*

## Consistent

Set and reinforce  
behavioral  
expectations

- **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



# Intervention Strategies: Tailgating/Underage Drinking/DUI

## Response #1

- For large shows, reduce tailgating time from 3.5 to 2.5 hours

Altered Perception:

**EFFORT**

Reasonable

Disarming

Focused

Consistent



# Intervention Strategies: Tailgating/Underage Drinking/DUI

## Response #2

- Pre-wristband over 21 guests in lots

Altered Perception:  
**RISK**

Reasonable	Disarming
Focused	Consistent



# Intervention Strategies: Tailgating/Underage Drinking/DUI

## Response #3

- Police presence in lots to cite for underage drinking and public intoxication



Altered Perception:

**RISK & EFFORT**

Reasonable

Disarming

Focused

Consistent

# Intervention Strategies: Tailgating/Underage Drinking/DUI

## Response #4

- Create a “banned patron” policy – track ejections

Altered Perception:  
**EFFORT & REWARD**

Reasonable	Disarming
Focused	Consistent

**BANNED**

# 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

Altered Perception:  
**EXCUSES**



# Intervention Strategies: Tailgating/Underage Drinking/DUI

## Response #6

- Reinstatement “Designated Driver” program and provide participation incentives

Altered Perception:

**EXCUSES**

Reasonable

Disarming

Focused

Consistent



# Intervention Strategies: Tailgating/Underage Drinking/DUI

## Response #7

- Install breathalyzer kiosks in lots or near exits

Altered Perception:  
**EXCUSES**





# Intervention Strategies: Tailgating/Underage Drinking/DUI

## Response #8

- Partner with local cab company to provide no-cost ride service

Altered Perception:

**EXCUSES**

Reasonable

Disarming

Focused

Consistent



# Intervention Strategies: Tailgating/Underage Drinking/DUI

## Response #9

- Utilize Department of Transportation VMS boards to announce zero-tolerance and additional police checkpoints

Altered Perception:  
**EXCUSES & RISK**

Reasonable	Disarming
Focused	Consistent



# Intervention Strategies: Security/Density

## Response #10

- Raise lawn ticket prices,  
increase lawn chair rental  
prices

Altered Perception:

**PROVOCATIONS**

Reasonable

Disarming

Focused

Consistent



# 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

Altered Perception:  
**RISKS &  
PROVOCATIONS**

Reasonable	Disarming
Focused	Consistent



# Intervention Strategies: Security/Density

## Response #14

- Designate specific roam team areas to increase accountability

Altered Perception:

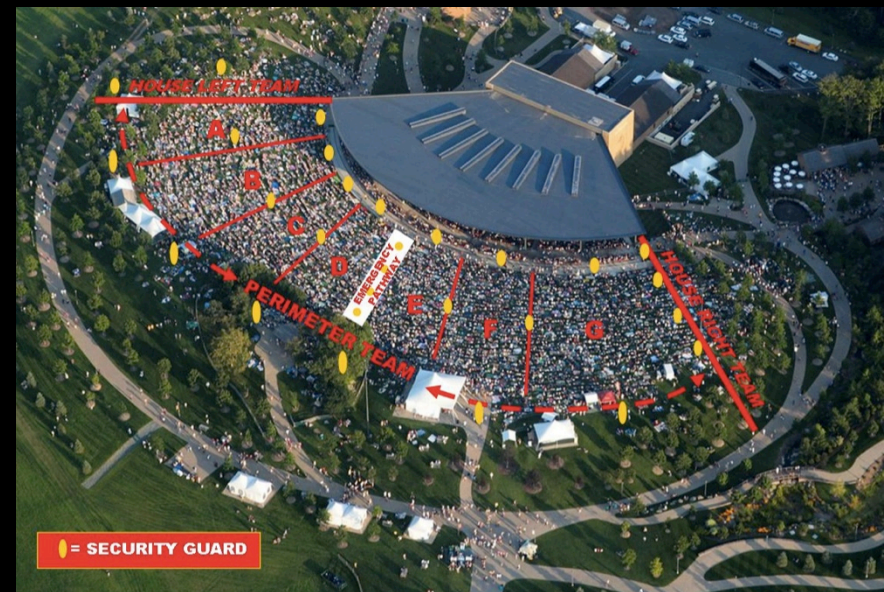
**RISKS**

Reasonable

Disarming

Focused

Consistent



# Bethel Woods Strategy

**Provocations**

**Effort**

**Risk**

**Rewards**

**Excuses**

Response #10

Response #1

Response #2

Response #4

Response #5

Response #11

Response #3

Response #3

Response #12

Response #6

Response #13

Response #4

Response #9

Response #7

Response #13

Response #8

Response #14

Response #9

Response #11

Response #12



# Contact Information

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