



USING THIS GUIDE

This Participant's Guide is intended to assist individual viewers of the video material outside of a facilitated group or classroom setting. The scenarios presented do not necessarily depict a correct or incorrect way to handle a situation. The goal is to prepare participants to later engage in discussion of the scenarios and topic and how it relates to them and to their agency policy and procedures. See the explanation for "Informational/Individual Viewing" on next page.

VIEW THE VIDEO

To access this video online, visit the [POST Learning Portal](#).

ABOUT THIS VIDEO

This training program is designed to enhance the ability of California law enforcement and public safety dispatchers to prepare for, manage, and successfully deal with crowd management incidents of varied proportions.

This program begins with the pre-event stages of information gathering and planning, discusses situations commonly found during events, and provides recommendations for better performance on both the agency and personal levels.

Program segments cover contemporary concepts of crowd and public protection, pre-planning's critical value and the considerations required in successful planning, concerns regarding first responder wellness, and ensuring officers' safety and neutrality in all aspects of crowd management incidents.

A special segment highlighting the Governor's policing and protest recommendations is also included.

GUIDE CONTENTS

Video Viewing Options and Features

Describes how the training video is formatted and organized on screen and provides navigation instructions for facilitators or individual viewers. The video may be viewed in a single training session or broken up into shorter segments.

Program Overview

Lists the main teaching points and provides general information that is examined in greater detail within each scenario.

Scenarios

Each scenario features a brief overview and *Key Learning Points* to assist with quick review of the material during the presentation.

Participant's Self-Assessment

A self-assessment is provided at the end of this guide and must be reviewed with the designated training manager or supervisor for the participant to receive training credit.



VIDEO VIEWING OPTIONS AND FEATURES

Two different viewing options are offered with this training video: FACILITATED GROUP COURSE or INFORMATIONAL/INDIVIDUAL VIEWING.

FACILITATED GROUP COURSE

The **Facilitated Group Course** option should be selected when the video is being used in a classroom or briefing setting. The material may be delivered in a single session or broken up over several days, such as delivery during briefing or roll call. The material is divided into tabbed sections that the facilitator may play in whatever order they feel best meets the training need (see Navigating the Video section below). Once the material has been covered in its entirety, the instructor, supervisor, or training manager (as designated by the department) may [submit a completed training roster](#) via POST EDI for CPT credit for participants.

INFORMATIONAL / INDIVIDUAL VIEWING

The **Informational/Individual Viewing** option should be selected when a participant is viewing the video alone or without an instructor or supervisor present to facilitate the delivery of the material. This option should not be used in a group training session. This option is intended for participants who work in a remote location, for a smaller agency that cannot readily access group training, or for an individual who is simply interested in viewing the video for informational purposes. The segment order is preset, and the viewer will be guided through the video without live facilitator interaction.

At the discretion of the department-designated training manager or supervisor, participants of the Informational/Individual Viewing mode may receive CPT credit for viewing this video. To receive credit, individual viewers must be provided with the Participant's Guide (pdf). The individual watches the video and reviews and completes the Participant's Guide assessment as they follow along. The training manager or supervisor then facilitates a discussion of the video and assesses the participant's responses using the Participant Assessment Answer Key provided at the end of this guide. If the facilitator is satisfied that the participant has demonstrated an understanding of the concepts of the video, they may [submit a completed POST Course Roster](#) via EDI for CPT credit.

Facilitators should contact POST's [Training Delivery and Compliance Bureau](#) at (916) 227-7748 or their POST [Regional Consultant](#) for questions about completing and submitting POST Course Rosters via POST EDI for training video completion.

**PROGRAM OVERVIEW**

- Law enforcement's role in crowd management
- Factors included in crowd management preparation
- Methods for obtaining more positive outcomes
- The infiltration of protests by third parties
- Crowd intervention and control defined
- Factors causing adjustment to tactics
- Effects of social media on crowd management and law enforcement's response
- Use of force standards and policy
- Unconventional weapons
- Applying principles of escalation and de-escalation
- Pre-planning considerations
- Importance of documentation
- Advantages for establishing lines of communication with event organizers
- The role of dispatch during events
- Utilizing plain-clothes officers
- Unmanned Aerial Systems (UAS) and aerial support during events
- Protecting and facilitating the rights of the press
- Benefits and considerations of recording and livestreaming events
- PC 830.1's identification requirement
- Sources, effects, and mitigation of stressors related to major events
- Agency culture's effects on personal wellness
- Dispatchers' inclusion in pre-planning and debriefings
- Proactive and reactive steps toward wellness
- Critical incident stress debriefings

**PROGRAM OVERVIEW** CONTINUED

- Supervisors' roles in assessing team preparedness
- Strategies for information gathering
- Management's responsibilities
- Balancing enforcement and officer safety
- Interagency response considerations
- Dispersal orders
- Governor's recommendations to improve police response to protests and demonstrations
- Important community considerations
- Dangers of an "us vs. them" mentality
- The First Amendment's effect on law enforcement planning and responses



SEGMENT 1 – CONCEPTS OF CROWD AND PUBLIC PROTECTION
Expert Commentary – The experiences and knowledge of those who have repeatedly dealt with various crowd management events provide the foundation for this program through their insight and commentary.

KEY LEARNING POINTS

Law enforcement ensures protection of Constitutional rights including those related to:

- Peaceful protest
- Speech
- Press

Safe, efficient, and proper crowd management involves many pre-, mid-, and post-event actions.

Tactics will be regularly adjusted due to each event's specific facts.

Social media can affect crowd management by providing or enabling:

- Means of rapid dissemination of information
- Ease of communication
- Biased views quickly
- Increased participant/public reactions

Several actions and approaches may be taken to encourage more positive outcomes:

- Comprehensive pre-event planning
- Advance communications
- Providing clear expectations
- Accommodating reasonable requests

Counter-demonstrations and surreptitious infiltrators are not unusual at protests and advance planning should anticipate encountering them.

Circumstances warranting the use of force during events should be conveyed in advance, used only within law and policy, and included within operational orders.

Officers can face, and be prepared for, various unconventional weapons during an event.



SEGMENT 2 – PRE-PLANNING, CAMERAS, AND SOCIAL MEDIA

Intelligence and Preparation – Two officers review and then determine necessary actions to be taken in preparation for a planned demonstration. Incident planning, documentation, logistics, and tactical considerations are revealed in this pre-meeting.

KEY LEARNING POINTS

Pre-planning considerations may include:

- Involvement of other law enforcement agencies/medical/fire
- Public Information Officer (PIO)
- Specialty units
- Dispatch
- Investigations
- Public works/roads/mass transit authority

Documentation may provide:

- Liability protection
- Resource for continuing communications
- Archive of contact information
- Basis for communication with event organizers

The role of dispatchers during events is significantly impacted by their role in event pre-planning.

The benefits of plain-clothes officers must be weighed with the inherent risks and challenges that accompany their use during large-scale events.

Often determined to be tactically useful, the use of Unmanned Aerial Systems (UAS) and aerial support during events must be within policy and based on the needs of specific incidents.

A major role of law enforcement is protecting and facilitating the rights of the press at and during protests.

The recording and livestreaming of events can provide:

- Records of events
- Liability protection
- Records of criminal activity and evidence
- Accountability
- Support for law enforcement actions

Various means of compliance with PC 830.1's identification requirement may offer some personal protection to officers and their families.



SEGMENT 3 – WELLNESS CONCERNS

A Bad Day – Joining officers and dispatchers gathered in breakroom gives a glimpse into many of the issues affecting first responders both during prolonged events, and those often carried into personal and professional lives if not properly addressed.

KEY LEARNING POINTS

The recognition of the many sources, effects, and mitigation methods of stressors related to major events is needed in all organizational levels.

An agency's culture has profound effects on employees' personal wellness.

Stress and the effects of fatigue can directly affect tactics and safety.

Proactive and reactive steps toward personal wellness can include:

- Maintaining consistency in routines
- Involving family members and loved ones
- Talking with peers or professionals
- Pre-planning responses through training or with family
- "Tapping out" before things become critical

Dispatchers' inclusion in debriefings greatly aid in their resiliency and performance beyond just single, significant events.

Critical incident stress debriefings provide significant means to reduce cumulative stress, develop employee cohesiveness, and positively develop an agency's wellness culture.

The supervisor's role in assessing teams' preparedness is a substantial factor in the overall effectiveness of the team's performance and its resiliency.



SEGMENT 4 – PREPARING FOR SAFETY AND NEUTRALITY

Pre-meeting and Final Preparations – This segment shows the agency's attempts at day-of-the-event communication, the benefits of initial intelligence, and final tactical and procedural instructions given to officers expressing concerns immediately prior to deployment.

KEY LEARNING POINTS

Many strategies for information gathering are available prior to a protest or any large-scale event.

Management's responsibilities include:

- Setting response guidelines/protocols
 - Aligning interagency response parameters
 - Recognizing and addressing human factors
 - Promoting safe outcomes
-

The benefits of pre-meetings with event organizers can include:

- Opening of dialogue
 - Identifying potential issues
 - Means of educating participants
 - Adjustments to law enforcement's response (for example, accommodating specific requests and plans)
 - Aiding in the development of response guidelines
 - Reduction in day-of-event issues
-

Advance planning may additionally include:

- Discussion with local prosecutors
 - Setting of response levels to specific crimes
 - Allied agency response
 - Involvement of allied public services
-



SEGMENT 5 – GOVERNOR'S POLICING AND PROTEST RECOMMENDATIONS

Special Segment - In October 2020, California Governor Newsom forwarded recommendations to improve police response to protests and demonstrations to all California police chiefs and sheriffs. The detailed report was additionally utilized by POST in the development of updated crowd management guidelines.

In this special segment, one of the co-authors of the recommendations, Lateefah Simon, provides additional context and information about the Governor's recommendations.



CONCLUSION

After completing this course, participants should better understand:

- The First Amendment's applicability to law enforcement's response to protests and crowd management events
- First responders' roles in crowd management events
- Pre-planning's positive effects on operational plans
- The value of communication with event organizers
- Sources of information that may be useful in planning
- Alternative de-escalation tactics useful in crowd management
- The necessity of proper documentation
- How to identify fatigue and other stressors
- Proactive and reactive stress mitigation methods
- Considerations prior to deployment
- The reasons area assessments are critical to public and officer safety
- Interagency response concerns
- The interconnected roles of organization members in one-another's wellbeing
- The usefulness and conditions for use of plain-clothes officers and aerial surveillance
- Management's role in event and stress management



ASSESS WHAT YOU LEARNED

The Participant's Guide Assessment is a separate document for individual viewers who wish to view the video outside a group or classroom setting and later work with the agency designated trainer or supervisor for POST CPT credit. This is not a formal testing tool. All answers should be evaluated by the trainer. The answers match the video content and are listed for general guidance.

NAME: _____ **DATE:** _____

As you watch the training video in the Informational/Individual Viewing mode, follow along and answer the questions below. You may pause the video and view a section again if needed. The goal is for you to complete this assessment and then discuss the material with your designated agency training manager or facilitator.

How does the program define "crowd control?" (circle one)

- A. Removing specific activity from a crowd to protect others' rights
- B. Declaring something unlawful, dispersing crowds, stopping violence, and making arrests
- C. The adjusting of tactics commensurate with the changing dynamics of the crowd
- D. Applying the objectively reasonable standard in proportion to the threat
- E. Infusing strategies for tactical deployment with respect of individual and constitutional rights

Which of the following does not represent typical law enforcement roles in crowd management events? (circle all that apply)

- A. Protecting and facilitating others' constitutional rights
- B. Involvement with groups' activities to gain their trust
- C. Utilizing appropriate intervention strategies
- D. Remaining neutral
- E. Protecting property

List typical components of a comprehensive approach to crowd management.

Continued



ASSESS WHAT YOU LEARNED
CONTINUED

Which of the follow are usually not considered healthy actions following significant or critical incidents? (circle all that apply)

- A. Participating in informal or formal debriefings
- B. Deflecting blame to management
- C. Minimizing potential trauma
- D. Encouraging downtime or time off
- E. Commendations for meritorious actions

Describe typical actions of personnel whose lives reflect a proactive approach to personal wellness.

Which of the following signs could indicate to a supervisor that an employee is approaching a critical time personally? (circle all that apply)

- A. Unusual irritability
- B. New reservedness or quietness
- C. Leaving work promptly at the end of shift
- D. Taking up new hobbies
- E. Showing signs of sleeplessness and weight loss

Which of the following are considered negative coping mechanisms? (circle all that apply)

- A. Seeking peer, supervisory, or professional support
- B. Blame shifting to co-workers
- C. Taking up new hobbies
- D. Substance abuse
- E. Minimizing or eliminating non-law enforcement associations

Continued



ASSESS WHAT YOU LEARNED
CONTINUED

Social media can both positively and negatively affect crowd management by providing or enabling which of the following:
(circle all that apply)

- A. Volunteering of outside resources
- B. Ease of communication
- C. Means of rapid dissemination of information
- D. Biased views quickly distributed
- E. Increased participant/public reactions

Support and use of wellness-related programs is primarily based on line staff support rather than supervisory and management support.
(circle one)

- A. True
- B. False

Which of the following actions or approaches generally promote more positive outcomes in crowd management events? (circle all that apply)

- A. Pre-event planning
- B. Establish communication channels early
- C. Limiting attempts at contact for non-responsive groups
- D. Accommodating reasonable requests
- E. Develop and provide clear expectations

Which of the following are not usually responsibilities of management?
(circle all that apply)

- A. Recognizing and addressing human factors
 - B. Developing incident action plan details
 - C. Setting response guidelines/protocols
 - D. Promoting safe outcomes
 - E. Aligning interagency response parameters
-

