

Wednesday, December 9, 2020

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Human

BEHAVIORAL SCIENCE APPLICATIONS

The Human Element in
Homeland Security
Business Continuity
Emergency Management

ANTICIPATING THE BEHAVIORAL CHALLENGES OF COVID-19 & CIVIL UNREST

with

Steve Crimando, MA, CTM
Behavioral Science Applications LLC

The Human Element in Emergency Management™



About the Presenter

Steve Crimando, MA, CHPP, CTM

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
- Multinational Corporations



Certified Threat Manager
Member, Association of
Threat Assessment Professionals



Certified Homeland
Protection Professional,
National Sheriff's Association



Member, National Tactical Officers
Association



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

Our Approach:

Operational Psychology

The use of clinical, cognitive and social psychological concepts for their tactical [operational] value.

“In order to react successfully to a disaster, you must understand human behavior better than anyone else in your community.”

(McEntire, D., 2006)



Clarification

- This presentation is not intended to question peoples' views or their First Amendment rights for peaceful assembly and freedom of speech.
- It is not intended to question the legitimacy of individual or group beliefs, positions or attitudes.
- It is specifically an exploration of the emergency management-related behavior of individuals, groups and crowds in the complex operating environment of 2020.



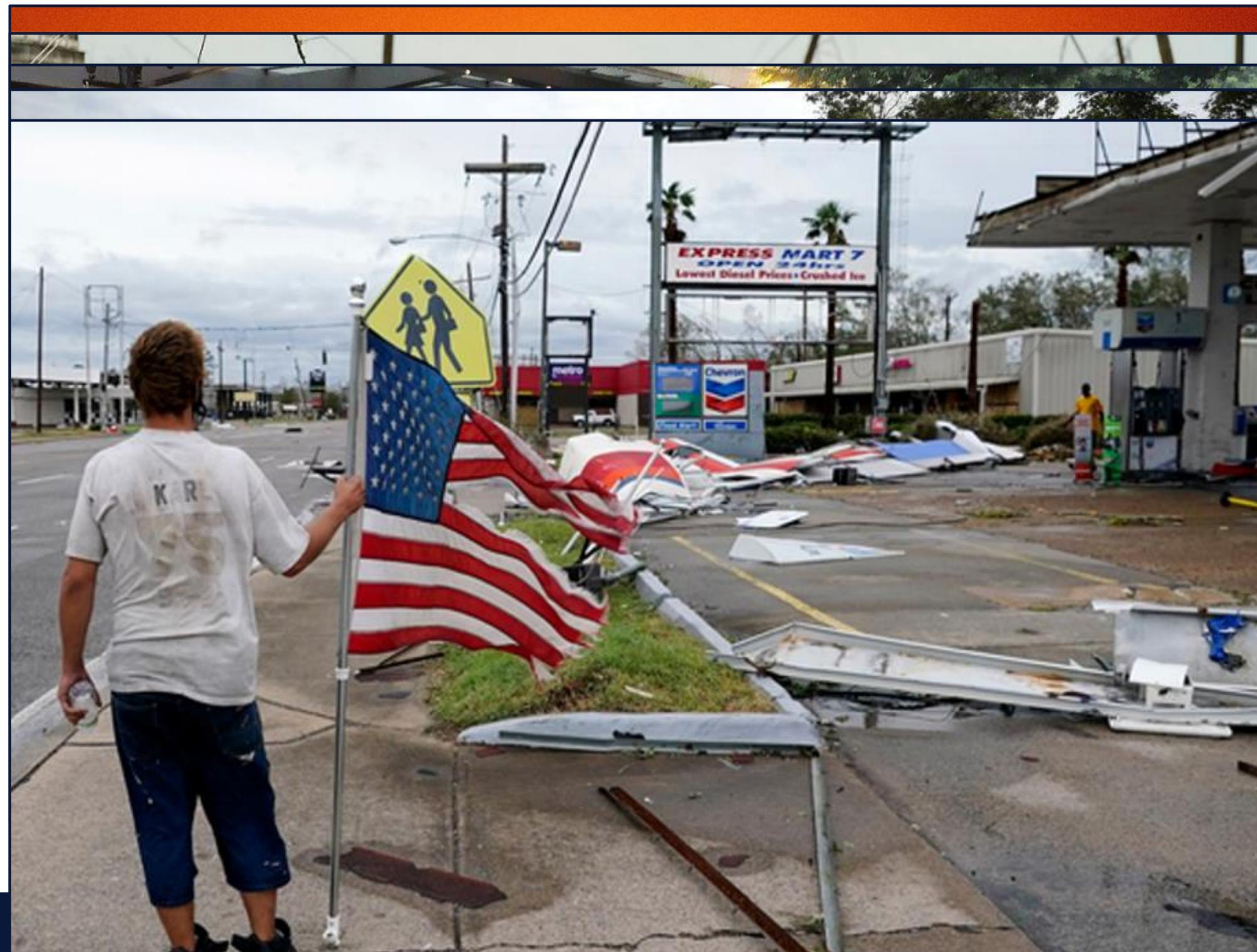
Anticipating Behavioral Reactions

Lewin's Equation

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

Behavior is a Function
of Person and Environment





2020

Intended Outcomes

- Develop accurate behavioral assumptions about individuals, groups, crowds and mobs in emergencies.
- Increase awareness of threats and vulnerabilities.
- Better protect life and property.



Why Does it Matter?



Photo | Sarah Bloom

- 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

About Pandemics

- *Pandemics are predictably unpredictable.*
- Unlike other emergencies, pandemics are threats that affect the human assets of an organization rather than physical or technological assets.
- **These types of emergencies are very sensitive to human behavior, communication and perception of risk.**
- The disease and governments' response to it, have far-reaching affects on individuals and families, as well as communities and organizations.
- The concepts shared in this program are applicable to the current crisis, but can help emergency managers anticipate and mitigate the impact of a range of potential future disasters, as well.

Pandemics are... slow moving,



Refrigerator trucks as makeshift morgues

mass fatality incidents



Mass graves for unclaimed bodies

Anticipating the Psycho-Social Consequences of COVID--19

- Security professionals must acknowledge that anxiety, stress, and trauma related to the coronavirus will occur and take proactive steps to address it.
- In a survey of Hong Kong residents about SARS, **nearly two-thirds of respondents expressed helplessness, with nearly half saying their mental health had severely or moderately deteriorated because of the epidemic.**
- Sixteen percent demonstrated posttraumatic stress symptoms. Similar or greater mental health implications should be anticipated related to COVID-19.



The Behavioral Health Implications of Covid-19

- A growing number of U.S. adults are struggling with mental health issues linked to worry and stress over the novel coronavirus increasing from 32 percent in March to 53 percent in July.
- Those experiencing symptoms of anxiety or depression, for example, reached 40 percent this summer, up from 11 percent a year ago.
- In addition, a similar assessment from the Centers for Disease Control and Prevention found that 13 percent of adults had started or increased alcohol consumption or drug use to help cope with pandemic-related woes.
- 11 percent had seriously considered suicide in the past month — a number that reached 25 percent among those ages 18 to 24.

Source | Kaiser Family Foundation, Sept. 2020

Pandemic-related Stressors [1]

We must be cognizant of and prepared to address that multiple stressors hitting in the short period of time that may be weighing on an employee's coping mechanisms.

The current unprecedented situation may compound and magnify emotional reactions with fear, frustration, and even anger.



Pandemic-specific Stressors [2]

- Isolation
- Increased financial stressors
- Close quarters with roommates, spouses/partners, children (all who may be working/schooling from home)
- Fear of illness/death from pandemic
- Recent illness/losses due to illness
- Uncertainty
- Anger
- Exacerbation of existing mental health/substance abuse problems

Social Isolation

“The imposition of ‘*social isolation*’ invoked individual and group safety as its *raison d’être*. Social isolation may be just a phrase but, under the present circumstances, it is certainly a public policy order, a commandment, with intimations of punishment if and when not duly followed. ***It is precisely the type of disposition that can lead to a unique mood state, a multifaceted cognitive/emotional experience, mental feature—loneliness—that in some cases may generate demoralization and well-defined clinical conditions.***”

Alarcon, R. D. "Mental Health in a Pandemic State: The route from social isolation to loneliness." 25 March 2020. www.psychiatrictimes.com.
31 May 2020. www.psychiatrictimes.com/coronavirus/mental-health-pandemic-state-route-social-isolation-loneliness

Psychological Contagion is Greater than Physical Contagion

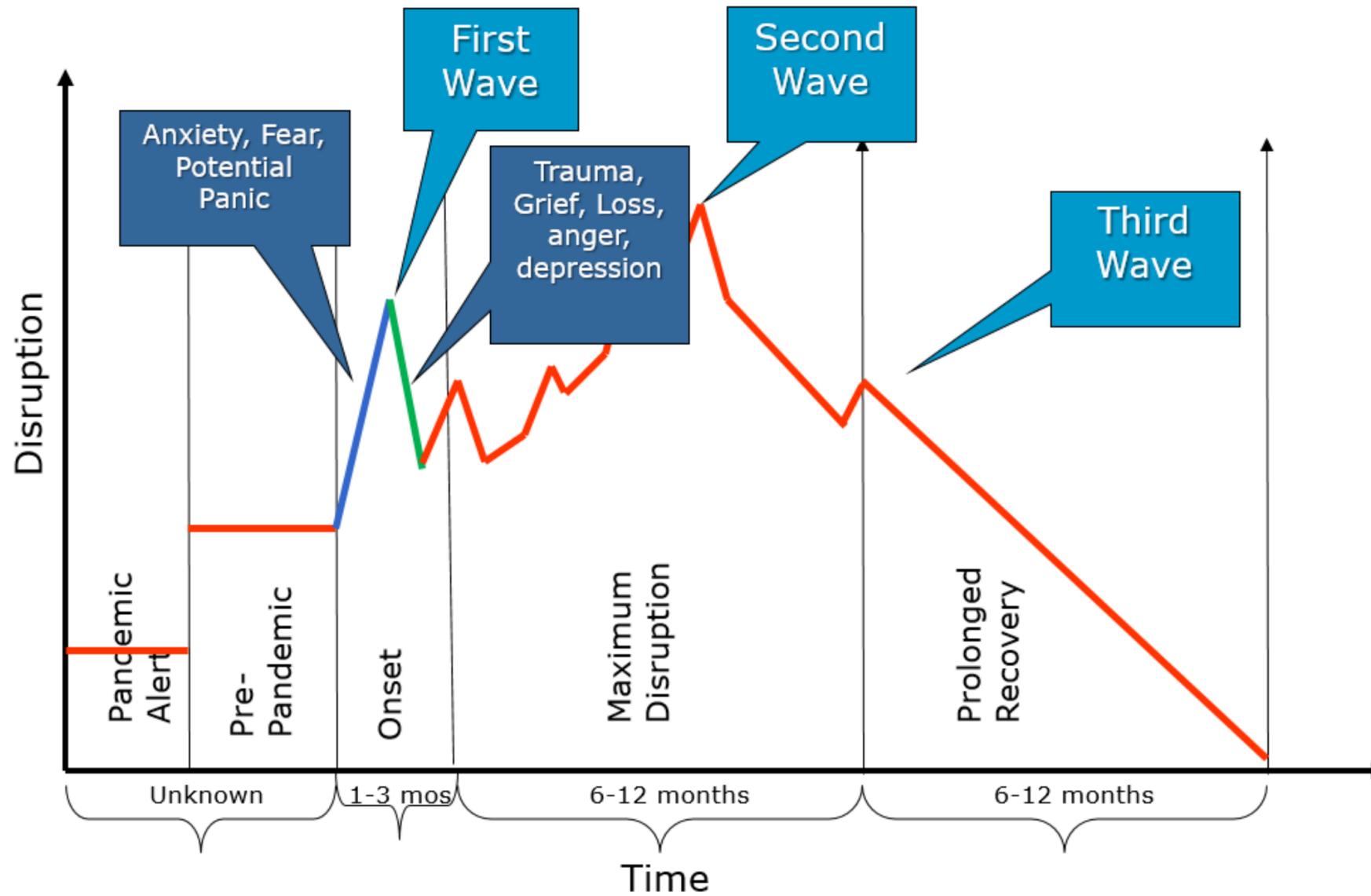


Everly, G.S. Psychology of Viral Pandemic: What We Need to Know and Do: Contagious fear may be more dangerous for more people than the viral contagion. Psychology Today March 1, 2020. Last accessed on March 25, 2020 at <https://www.psychologytoday.com/us/blog/when-disaster-strikes-inside-disaster-psychology/202003/psychology-viral-pandemic-what-we-need>

Zhong Nanshan, Director of the Guangzhou Respiratory Research Centre, said regarding the Severe Acute Respiratory Syndrome (SARS-CoV) outbreak, "***The psychological fear [of a disease] is more fearful than the disease itself.*** The psychological contagion effect is always more far-reaching than the physical contagion."

Pandemic Planning Framework

Adapted from Connell, P., "Banks and Avian Flu: Planning for a Possible Pandemic, 2006.



Major Influences on Traumatic Stress

- Intensity of the Event
- Duration of the Event



Pandemics are very intense, very long emergencies

General Behavioral Response Types

Type I

Neighbor-helps-neighbor

Type II

Neighbor-fears-neighbor

Type III

Neighbor-competes-with-neighbor



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 scenarios, but more likely in health emergencies.



Critical Concepts ^[3]

The Dread Factor

- + Uncontrollability
- + Unfamiliarity
- + Unimaginability
- + Suffering
- + Scale of loss
- + Unfairness

Dread



Ripley, A. 2008. "Unthinkable: Who Survives Disaster When Disaster Strikes and Why"

Critical Concepts ^[4]

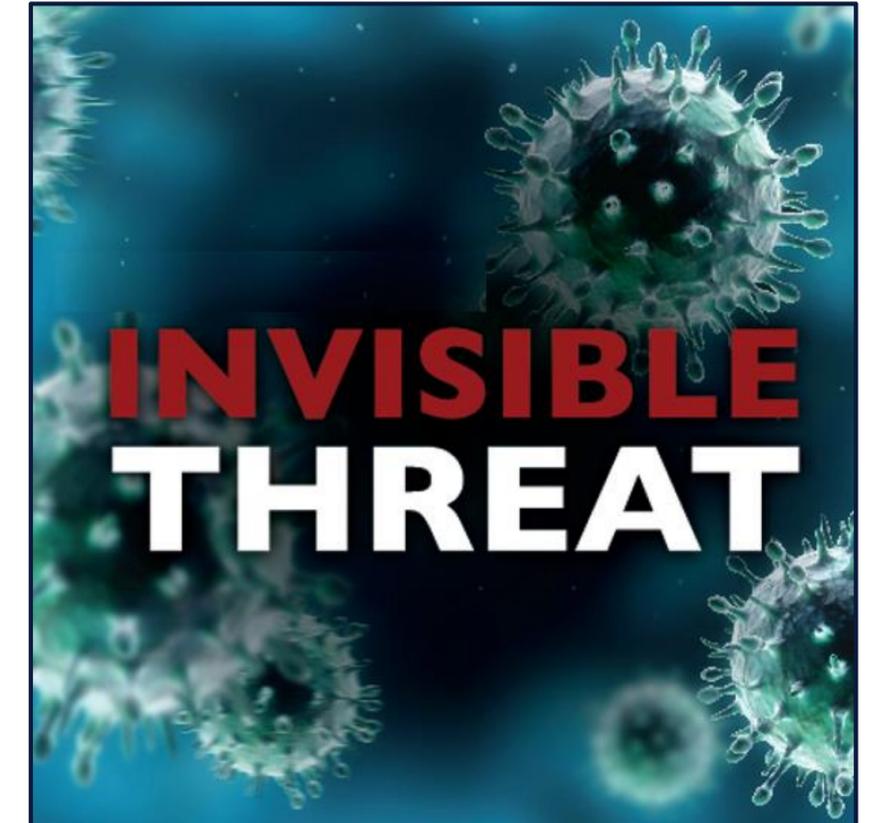
The “Bookends” Effect

Events which have clear “*bookends*” (i.e.-it is clear when they begin and end; who is in the affected area, who is not) tend to produce acute stress reactions and PTSD-like symptoms.

- Most natural disasters
- Many technological disasters
- Conventional terrorism: Bombing, shooting and kidnapping incidents

Events which lack “*bookends*” and have the element of invisibility (cannot see, smell, hear or taste threatening substances, etc.) result in chronic stress reactions and long-term behavioral consequences.

- Unconventional terrorism: CBRN/WMD
- Disease outbreaks



So, Let's Consider COVID-19 & Civil Unrest

Likely Protest Themes:

1. Health, Not Wealth, Should Determine Access to a Covid-19 Vaccine
2. Anti-Vax/Anti-Government Mandates

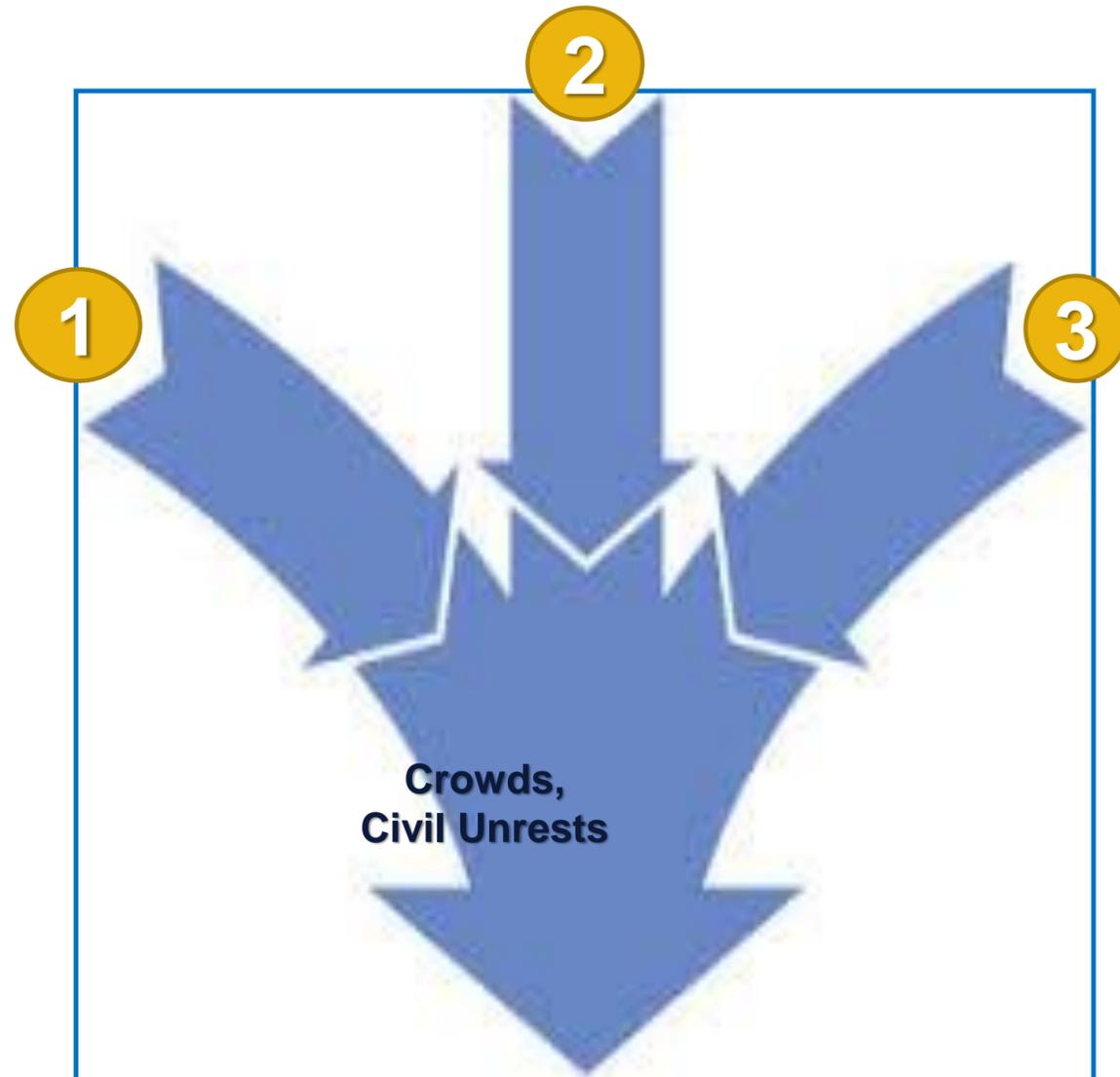


Flashpoint Factors

1. Denial of access
2. Perceived breach of rules
3. Perceived abridgement of rights
4. Lack of organization
5. Excessive or inappropriate use of force
6. Unwillingness to obey rules



Realities of Modern Life

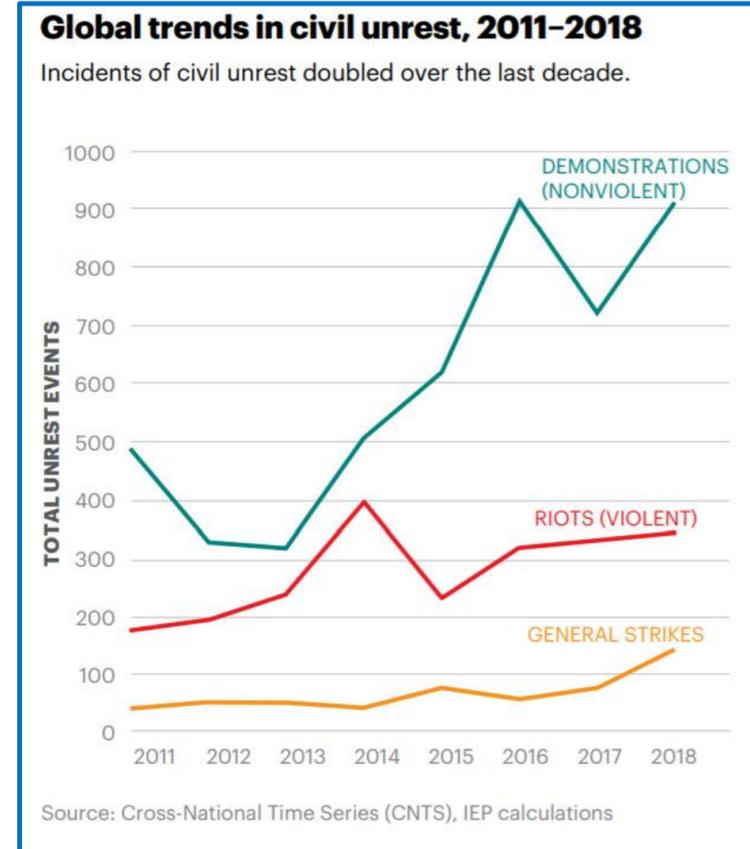


Three Converging Trends

1. **Population**: 7.8 billion today; More people; 9 billion by 2045.
2. **Communications**: More mobile communications; Currently 5 billion mobile phone users.
3. **Social Justice**: Worldwide, greater perceived socio-economic disparity and social injustice.

The Big Picture

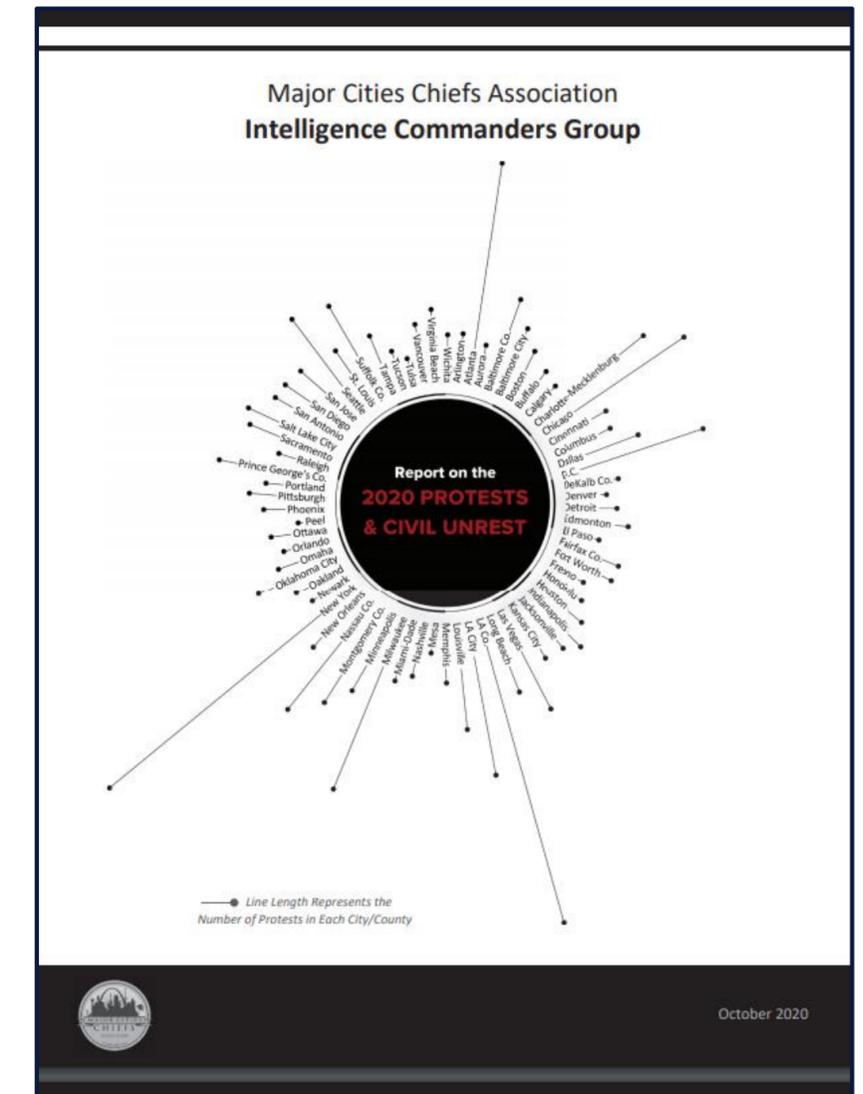
- **Worldwide, incidents of civil unrest doubled over the last decade.**
- Every region of the world has experienced hundreds of civil unrest events over the last ten years.
- The two regions with the largest increases in civil unrest were sub-Saharan Africa and Europe, although the vast majority of incidences in Europe were non-violent.
- It's likely that the economic impact of COVID-19 will magnify tensions by increasing unemployment, widening inequality and worsening labor conditions – creating alienation from the political system and increasing civil unrest.



The Year in Civil Unrest

- Following the in-custody death of George Floyd in Minneapolis, there were **8,700 protests** that took place in most major cities between May 25th and July 31st, 2020.
- While the vast majority of these protests were peaceful, a large portion did include non-violent acts of civil disobedience such as the takeover of a roadway or disruption of commerce.
- Additionally, there were **574 protests that involved acts of violence**, some of which were severe. This violence was limited to **only 7% of all protests** and in most cases, the acts were perpetrated by individuals or small groups that infiltrated the larger protests.
- The sheer volume of protests, combined with the level of civil disobedience and existence of some ultra-violent events, created an extraordinarily challenging environment for law enforcement agencies.

The Major Cities Chiefs Association-Intelligence Commanders Group.
Report on 2020 Protests and Civil Unrest.
October 2020.



Prominent Locations for Protests

- The most prominent locations include governmental buildings, including administrative buildings, courthouses, police departments, and headquarters. Parks and well-known civic locations are also common.
- The most active cities in 2020 included Washington, D.C., New York City, Chicago, Los Angeles, Minneapolis, Seattle, and Portland. Minneapolis and Chicago being a recent addition to the list.

TX360 Curated Feed: Demonstration Alerts by Location

Figure 1. Demonstrations by Location
Jun-Sep 2020 (Allied Universal/Swan
Island Networks)

State or Province	Number of Demos
NY	273
CA	218
IL	116
DC	106
PA	76
WA	65
OR	63
TX	60
FL	52
WI	47
KY	39
GA	37
OH	26
NC	25
MA	22

City	Number of Demos
Washington	106
Manhattan	105
Chicago	103
Los Angeles	84
Brooklyn	64
New York City	59
Seattle	52
Portland	51
Philadelphia	34
Atlanta	31
Louisville	30
San Francisco	28
Kenosha	27
Dallas	26
Pittsburgh	19

Top US Cities for Demonstration Alerts →

← Top States/Provinces for Demonstration Alerts

The states with the highest number of incidents of political and social violence and/or demonstrations in 2020 were California (1,404), New York (786), Florida (652), Texas (568), and Pennsylvania (558).

Civil Unrest Defined

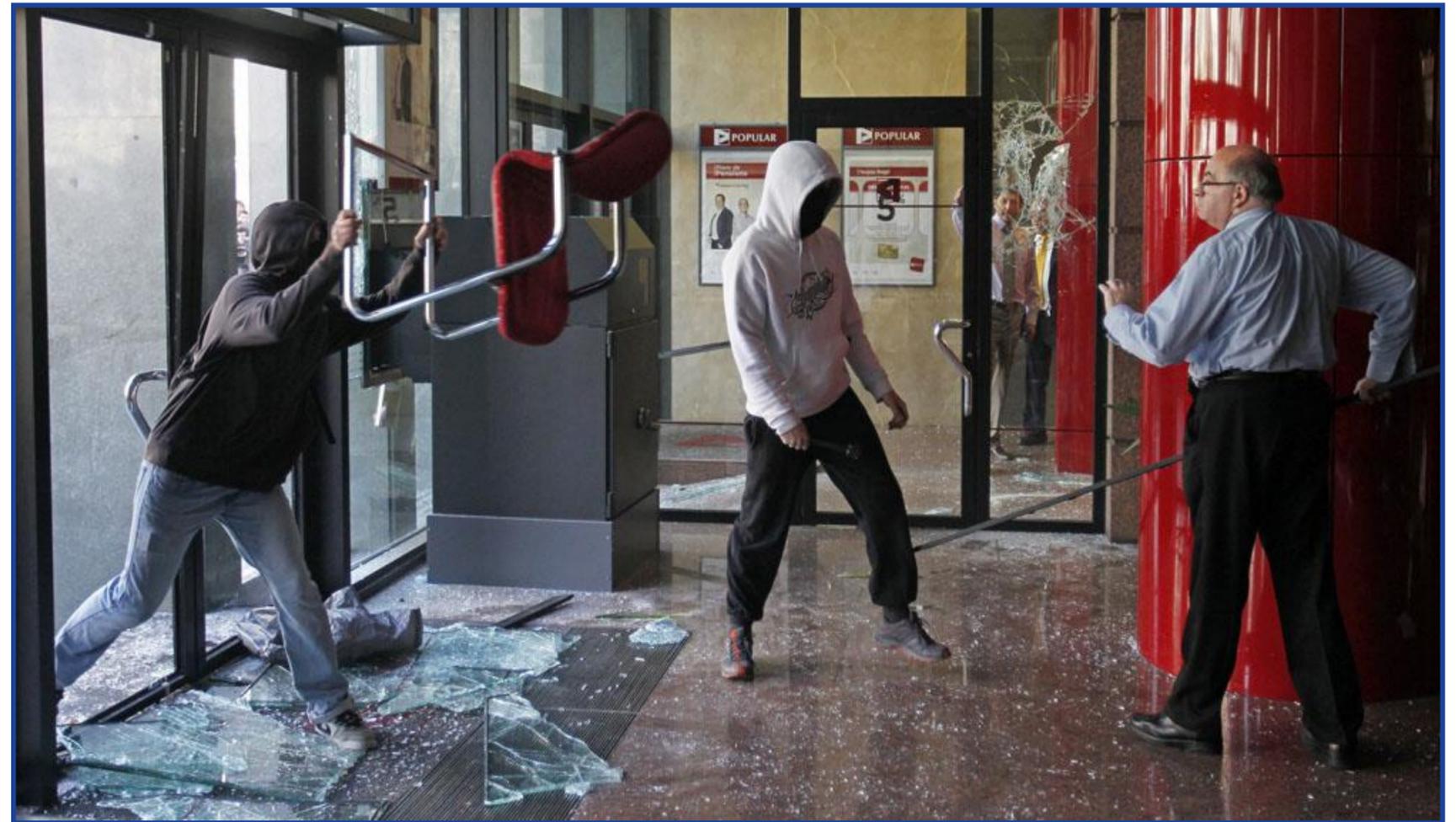
Civil unrest involves a disruption of the typical social order; it can involve a strike or protest, and it can be peaceful or involve violence. Civil unrest often occurs when a group strives to gain attention for something they feel is unjust. Acts of civil unrest can include:

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



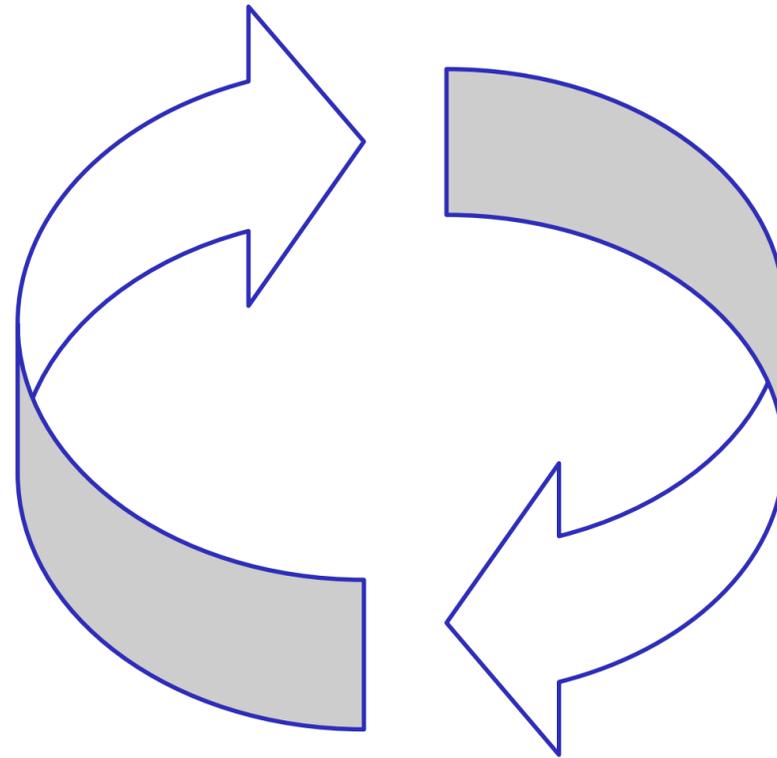
Three Key Concepts for Emergency Managers

- 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

October 2019, Hong Kong – 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.



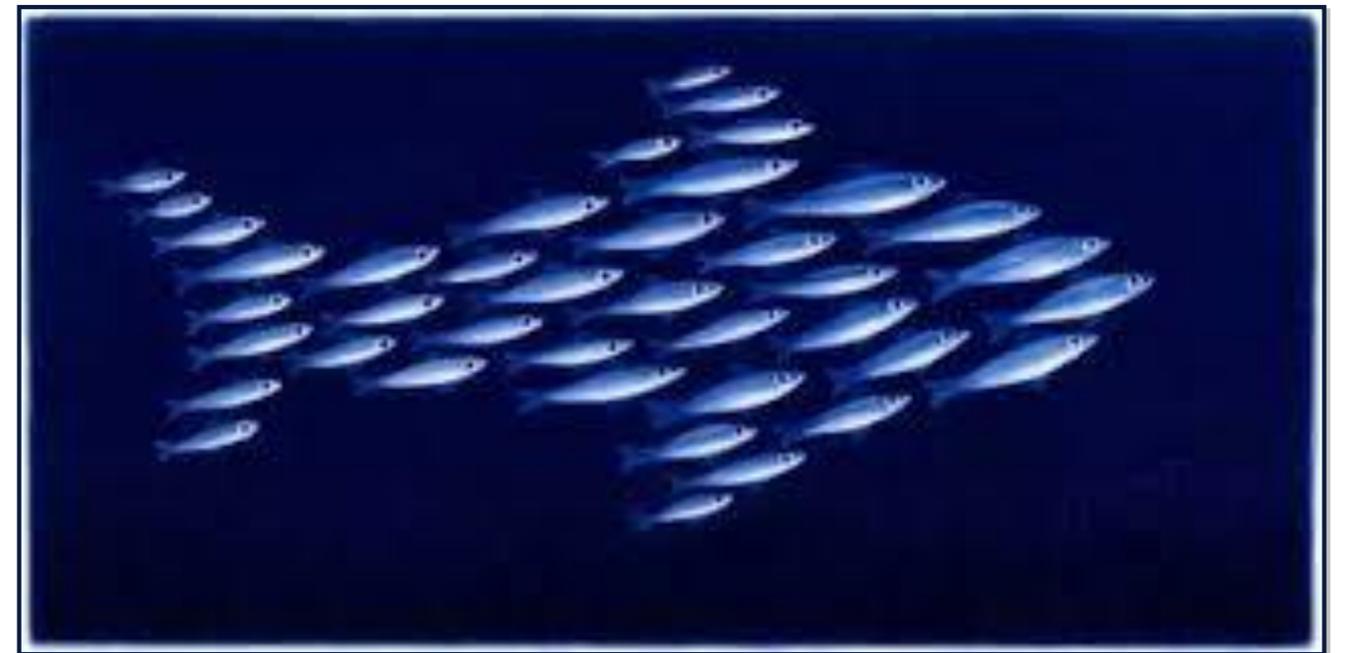
Behavioral Factors in Crowds ^[1]

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.
- **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.



Types of Crowds [1]



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 (-).

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.
- **These are not your parent's protests.** 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.



The Potential for Violence

- Violence during civil unrest can be directed at people or property by protestors, counter-protestors, police/security forces, and others.
- These are not pure types; violence from several sources can occur simultaneously.
- There has been an increase in counter-protests, which has increased the risk for violence at protests. **7 times more counter-protests were recorded across twice as many stated in 2020 vs. 2019.**

ACLED, 2020



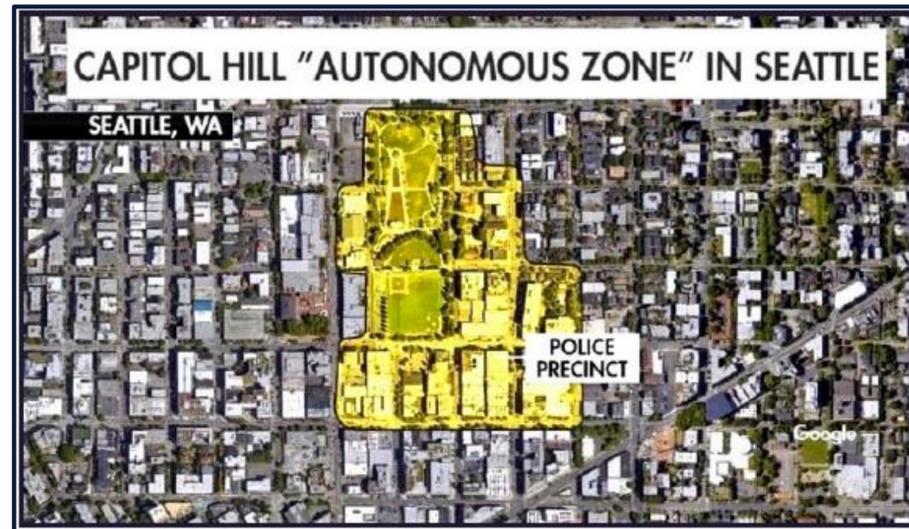
Understanding Anarcho-Socialists

- Anarcho-socialist extremism is a 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 anarchist philosophy there is the idea that no social change is possible without violence.

Autonomous Zones



- 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..."*

Not 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: 2020 ^[1]

- Leaf blowers
- Umbrellas
- Shields
- Balloons & bubbles



Evolving Tactics: 2020 ^[2]

- Paint bombs
- Urine and feces balloons
- Lasers
- Fireworks



© Mathieu Lewis-Rolland



Understanding Anarcho-Libertarians

- 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. It can be described as a libertarian-anarchist movement.
- As early as January, individuals wearing and displaying Boogaloo-related paraphernalia have attended rallies and protests, focusing on a wide array of issues such as gun rights, COVID-19 government shutdowns, and law enforcement brutality.
- 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.

Boogaloo Groups ^[1]

- 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

Boogaloo Groups ^[2]

- 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.

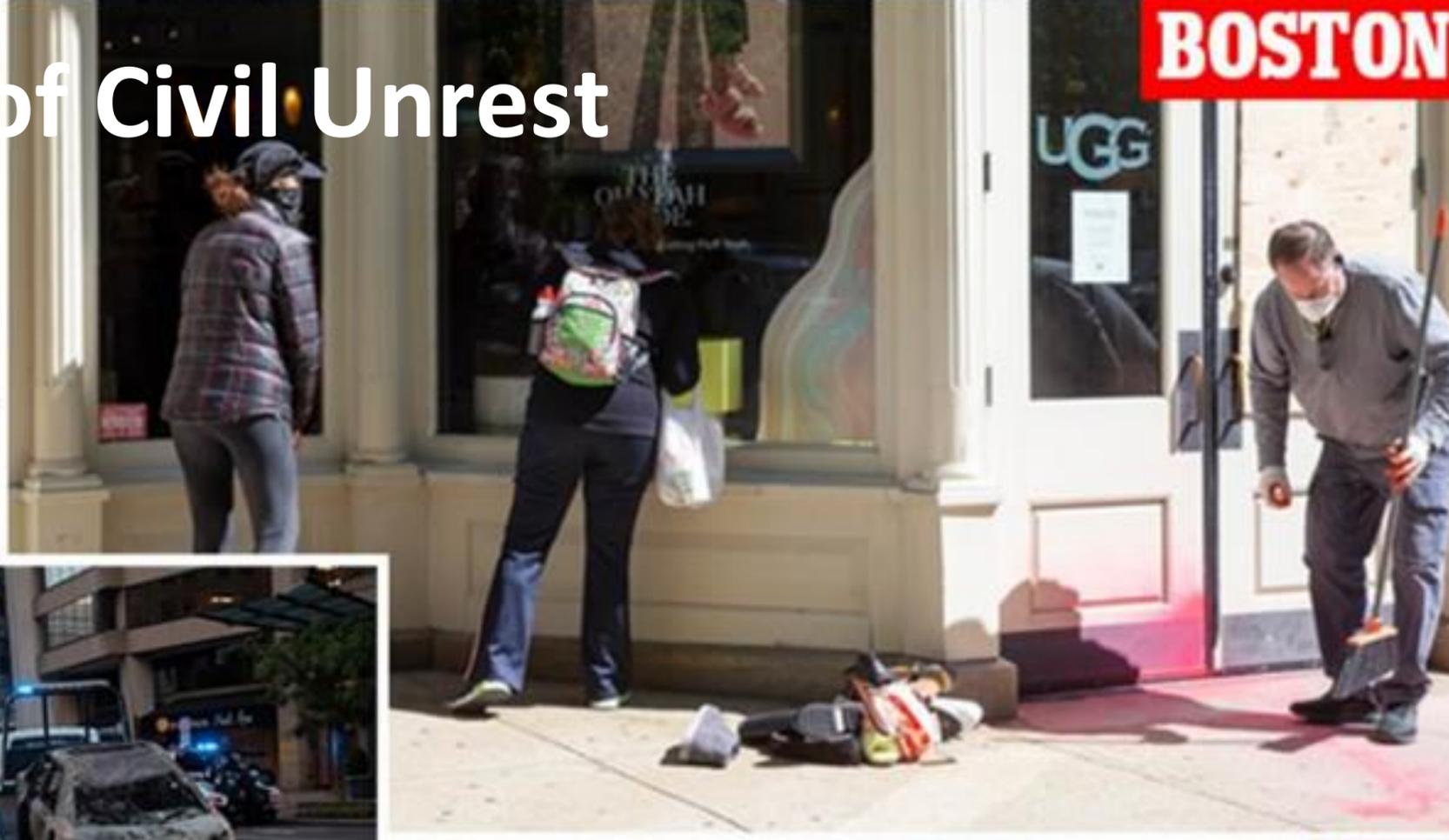


Source | NJ OHSP

PHILADELPHIA

2020: The Cost of Civil Unrest

BOSTON



CHICAGO



The Cost of Civil Unrest

- The vandalism and looting following the death of George Floyd at the hands of the Minneapolis police will cost the insurance industry more than any other violent demonstrations in recent history.
- The protests that took place in 140 U.S. cities this spring were mostly peaceful, but the arson, vandalism and looting that did occur will result in at least \$1 billion to \$2 billion of paid insurance claims — eclipsing the record set in Los Angeles in 1992 after the acquittal of the police officers who brutalized Rodney King.

Costliest U.S. civil disorders

Includes riots and civil disorders causing insured losses to the insurance industry

Dates	Location	Dollars	2020 dollars
May 26-June 8, 2020	20 states across U.S.	\$1-2b	\$1-2b
Apr. 29-May 4, 1992	Los Angeles, CA	775m	1.42b
Aug. 11-17, 1965	Los Angeles, CA	44m	357m
Jul. 23, 1967	Detroit, MI	42m	322m
May 17-19, 1980	Miami, FL	65m	204m
Apr. 4-9, 1968	Washington, DC	24m	179m
Jul. 13-14, 1977	New York, NY	28m	118m
Jul. 12, 1967	Newark, NJ	15m	115m
Apr. 6-9, 1968	Baltimore, MD	14m	104m
Apr. 4-11, 1968	Chicago, IL	13m	97m

Source | Insurance Information Institute, June 2020

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.



Emergency Management, Security & Business Continuity ^[1]

- Potential disruptions to your operations (e.g. denial of access to building, staff are unable to get to work, etc.) have been evaluated.
- Conduct tabletop and operational exercises and training for security and GSOC Operators to ensure they are fully prepared for potential threats and emergency situations.
- 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.

Emergency Management, Security & Business Continuity ^[2]

- All unsecure motor vehicles should be moved. If facilities do not have secure parking (underground garage or fenced in) any vehicles left in open parking lots or on the street should be moved, if it is safe to do so.
- Businesses should remove any unattended merchandise or other valuables that are not well secured and either stow them in a non-visible, non-accessible location, or move them off-site if possible and if it is safe to do so.
- Companies should assess the outside of their critical infrastructure to see if there are any unsecure objects that could be used by individuals for blockades or projectiles. These items should be removed and secured. If renting, work with the landlord to secure items or mitigate access to them.
- Organizations should ensure that all smoke detectors are functioning, fire extinguishers are available, and exit doors are clear and working.

Emergency Management, Security

Business Continuity ^[3]

Monitoring OSINT/Social Media can provide advanced warning and the time needed to mitigate the threats and risk to employees, facilities, assets, operations, and reputation.

- Public sentiment
- Brand, company, facility, locations, and personnel mentions
- Known and evolving influencer hashtags
- Protest announcements and/or updates
- Trending election, social and/or racial injustice mentions and hashtags
- Local news coverage should also be monitored to stay up to date on protests and any breaking events

Guidance for Employees & Others ^[1]

- Employees should continually monitor local news coverage to stay up to date on protests and any breaking events. The default should be to act with extreme caution and leave sooner rather than later.
- No employees should be at facilities after dark when there are ongoing protests in the area until the situation appears to be calming down.
- Employees should be aware of the risk associated with political stickers on personal cars parked near busy streets or other highly transited areas that could become easy targets for property damage and vandalism.

Guidance for Employees & Others [2]

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 through 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 ^[3]

- 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).

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



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 protests are peaceful.
- What you learned in this section is that even peaceful gatherings can represent threats to operational security, the safety of personnel and the protecting of assets.
- 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 organizations and communities, as well as to keep personnel safe.



For More Information

119 Hu Human	BEHAVIORAL SCIENCE APPLICATIONS The Human Element in <ul style="list-style-type: none">▪ Security▪ Business Continuity▪ Emergency Management
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About Our Firm:

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.