

MANAGING MASS GATHERINGS

A TOOLKIT FOR LAW ENFORCEMENT



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MANAGING MASS GATHERINGS: A TOOLKIT FOR LAW ENFORCEMENT

Introduction

This toolkit is designed as a self-assessment tool to assist law enforcement officials in maintaining public order and preventing violence and property destruction during First Amendment-protect events (i.e., mass gatherings, demonstrations and peaceful assemblies). These are dynamic events during which law enforcement plays an important role in helping maintain public order and community safety. This toolkit can assist departments in their planning and preparation efforts, ensuring potential scenarios and options have been given thoughtful consideration in advance of an event. This toolkit is not intended to be all encompassing of the various considerations unique to each department's response. It is a planning tool for law enforcement to use as they consider the various practical issues that may arise during such an event.

The questions in the toolkit were developed using carefully vetted sources, including best practice guidebooks, publicly available after-action reviews, agency policies, and subject matter expertise. We drew on previously established guidance from the field, lessons learned from other cities in post-event reports, standard agency practice and protocol, and the input of experts in the field who helped guide our thinking.

The toolkit is comprised of eight critical capabilities:

1. Planning and coordination
2. Training
3. Equipment and technology
4. Communications
5. Command and control
6. Tactics
7. Officer safety and wellness
8. Debriefs/After-Action Reviews (AARs)

Within each capability are tasks critical to a department's ability to plan, prepare, mitigate, respond and recover from a mass demonstration, civil disturbance, or unrest event, lawful gatherings, or peaceful assemblies. Once all questions are answered and the toolkit is complete, the responses are scored to provide a total for each capability. Based on your individual scoring, resources are suggested and available as you work to improve the department's preparedness for effectively responding to both planned and spontaneous demonstrations while mitigating the potential for violence.

Instructions

Questions in the assessment were developed to identify your agency's current level of preparedness for peaceful assemblies. The results of the toolkit are for your own personal use; the responses are neither linked nor shared with anyone. As such, it is critical to answer questions truthfully and to the best of your knowledge. Questions are primarily task-based.

Each question has three response options: yes, no, and partial.

- A "yes" response indicates that your agency currently and *comprehensively* addresses the task in question.
- A "partial" response indicates that your agency may address some facet of the task or question, but the response is not robust.
- A "no" response indicates that your agency does not currently and *comprehensively* address the task or question.

Based on some of your responses, you may be asked follow-on questions to ensure that you are fully implementing more complex tasks.

You will receive a score of "on track" or "actions needed" for each section which will inform next steps for your agency.

PLANNING AND COORDINATION

#	Questions	Yes	No	Partial
1	Does your jurisdiction have an established multiagency response plan to manage large demonstrations with the potential for violence or property damage?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	A) Does your agency incorporate the concepts from the National Incident Management System (NIMS) into your Incident Command Plan and Demonstration Policy?			
	B) Does the response plan clearly identify command roles, individual agency responsibilities, communication protocols, logistical needs, and public information strategies and requirements, and establish training and exercise requirements to ensure understanding and compliance?			
	C) Does your jurisdiction have an Extraordinary Event Ordinance that can be enacted when your jurisdiction has a planned or unplanned event?			
2	Does your agency have active mutual aid agreements and/or memoranda of understanding with outside law enforcement agencies to provide support for demonstrations? <i>This includes how multiple agencies fit into the host agency's incident command structure.</i>	<input type="radio"/>		<input type="radio"/>

#	Questions	Yes	No	Partial
	A) Do your current agreements include and agreement by all law enforcement agencies to abide by federal, state, and local laws, and departmental policies of the jurisdiction where a crowd management event takes place?			
	B) Do you have established protocols and expectations with response partners and mutual aid agencies to facilitate a seamless integration to the Incident Command System (ICS)?			
3	Does your jurisdiction have a permitting process for large gatherings/organized events (e.g., demonstrations, parades)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Does your agency have protocols or procedures for responding to unpermitted events?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Do you actively seek and monitor for intelligence information related to peaceful assemblies occurring in the region?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	A) Do your standard operating procedures (SOPs) specify and define what is considered open source versus private source information and safeguards for handling each?			
	B) Does your department use appropriately formatted (i.e., "clean") computers that can not be tracked back to the department as the source?			



PLANNING AND COORDINATION

#	Questions	Yes	No	Partial	#	Questions	Yes	No	Partial
6	Do your agency SOPs require NIMS/ICS be implemented in routine operations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	12	Does your agency develop incident specific Incident Action Plans (IAPs) for both planned and spontaneous demonstrations and protests?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	Does your department deploy liaisons to communicate and engage groups and organizations to better communicate each other's expectations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		A) Are the IAPs reviewed by the commanders of each bureau or unit?			
8	Does your agency have personnel trained and assigned to perform the functions of an emergency liaison officer (ELO) during events where your local emergency operations center (EOC) is activated?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		B) Is final approval of the IAPs at the discretion of the Police Chief or their designee?			
9	Does your agency solicit input from the community on departmental policies and trainings?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		C) Do all IAPs include staffing contingencies that will allow for a scalable police response with the resources necessary to facilitate peaceful assemblies and voluntary compliance?			
10	Does your agency seek to build trust with the community via community policing practices, including regularly meeting with special interest groups (e.g., ACLU, Black Lives Matter, NAACP, anarchist, right wing groups, etc.) to develop relationships and contacts?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		D) Do you routinely include IAPs and resources to provide for adequate coverage of routine police activities not included in demonstrations?			
11	Prior to planned First Amendment- protected events, does your agency meet with willing event organizers to discuss the event objectives, set plans for route and timing, and identify strategies to prevent the escalation of disruptive behavior by individuals in the crowd?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		E) Do the IAPs address command assignments, assigned personnel, and communications protocols (both internal and external to the department)?			
						F) Do command assignments include their specific roles and responsibilities?			
						G) Does the IAP designate specific locations for logistical support, such as resource staging points, traffic control posts, and first aid stations?			
	A) Does your agency have a baseline deployment level for the start of a crowd event or demonstration (i.e., 'soft hat' officers only in normal uniform)?					H) Does the IAP clearly define specific 'trigger points' or thresholds for elevating the incident to a citywide response?			
					I) Do the IAPs ensure adequate coverage of routine police activities not included in the First Amendment-protected event?				



PLANNING AND COORDINATION

#	Questions	Yes	No	Partial	#	Questions	Yes	No	Partial
13	Does your command staff have contact information for relevant city agencies (e.g., Sanitation, Public Works) to coordinate services, including the removal of potential projectiles and debris?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	17	Do your local police and fire services have established mutual aid plans and a joint command center to provide joint response to mass gatherings such as demonstrations and protests?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14	Do city and police leaders conduct joint tabletop exercises and debriefings with all partners to further their understanding of roles and responsibilities during First Amendment-protected events?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	18	In planning for demonstrations, does your department include liaisons from the District Attorney's office provide advice and guidance on potential issues that may arise?		<input type="radio"/>	<input type="radio"/>
	A) Do you include private businesses and other entities that may be requested to provide resources during response operations to participate in emergency preparedness exercises and briefings?				19	Does your department routinely review policies, procedures, and training from other agencies to incorporate promising practices and lessons learned?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	When planning for demonstrations, does your department coordinate with critical infrastructure entities (water, gas, electric) to ensure they are included in response plans and to request the removal of loose materials or potential projectiles from their sites?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	20	Does your department ensure formal debriefings are conducted after unusual or tactically complex events to enable rapid knowledge transfer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16	When planning for demonstrations, does your department reach out to local/private businesses (such as banks, insurance company headquarters or companies) who may be targeted by demonstrators to ensure that they are adequately incorporated in response plans?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	21	Does your department routinely conduct post-event reviews for all mass gathering operations (e.g., internal team debriefs, 'hot washes,' or feedback sessions with event organizers)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



TRAINING

#	Questions	Yes	No	Partial	#	Questions	Yes	No	Partial
1	Does your agency require that all personnel are trained in NIMS/ICS?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	4	Does your agency provide training on de-escalation and use of force for all personnel?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Does your jurisdiction routinely train city officials (not just law enforcement) and key decision makers on the importance of NIMS, and their role in incident command structure?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	5	Do you brief and retrain all officers in de-escalation principles and practices before planned demonstrations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	A) Does your agency routinely participate in joint training for mutual aid?				6	Does your department provide training and set expectations, monitor, and respond to verbal conflicts between demonstrators and individual police officers before the situation escalates?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	B) Are the additional trainings on NIMS/ICS the function of the EOC, and the role of the ELO conducted with personnel?								
	C) Are routine exercises and trainings used to help ensure that ELOs assigned to the EOC have clear roles and authority?				7	Does training cover the importance of active listening, negotiation skills, being tolerant of minor infractions (with the goal of peacekeeping rather than strict enforcement of all laws), and keeping a low-profile using time, patience, and communication to facilitate lawful protest and obtain voluntary compliance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	D) Are routine exercises and trainings used to help ensure that Incident Commanders in the field understand how to best leverage the resource capabilities of city, state, and federal emergency management assets?								
3	Does the department have specific people who are excellent relationship builders and communicators who can be trained to serve as liaisons to media, legal observers, and the public?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	8	Are officers required to complete formal training and routine exercises with personal protective equipment to ensure functionality?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



TRAINING

#	Questions	Yes	No	Partial
9	Aside from administrative training, does your agency ensure that <i>operational</i> training for mass gatherings is grounded in the tactical lessons and strategic recommendations identified in previous After-Action Reviews?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	Does the agency require and document specific training for all specialty equipment deployed during mass gatherings (e.g., LRAD, shields, batons, or impact munitions) prior to their use?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	Are dispatchers and communications center personnel incorporated into mass gathering training or exercises to ensure they understand command structures and maintain situational awareness?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	Does the agency provide specific training or guidance to Public Information Officers (PIOs) regarding crisis communication strategies and messaging during civil unrest or mass gatherings?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>





EQUIPMENT AND TECHNOLOGY

#	Questions	Yes	No	Partial
1	Does your agency have a tracking system for all equipment as it is procured, assigned to officers, used in the field, and collected during demobilization (to include equipment and munitions)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Does your agency use protective gear that provides the appearance of a “soft” uniform for routine crowd management events?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Does your agency have a policy and take deliberate actions to soften police presence as a tool in managing the tenor of large gatherings and events (i.e., keeping tactical vehicles and equipment out of sight of the community can lessen fear)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Bicycles can be an effective form of crowd control and used as a barrier if placed in certain situations in conjunction with ground personnel. Does your department use bike response teams to steer, manage, and contain crowds?	<input type="radio"/>	<input type="radio"/>	

#	Questions	Yes	No	Partial
5	Does your agency prioritize earpiece mics over shoulder mics to ensure communication of tactical personnel?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Does your agency’s mass gathering policy explicitly reinforce the requirement that all personnel maintain visible identification (i.e., badges and nameplates) at all times, including when wearing protective equipment?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	Does the department purchase, issue, and familiarize its officers with personal protective gear? (To include Personal Protective Gear (PPG) and Personal Protective Equipment (PPE) i.e., helmets, gas masks, and Mobile Field Force (MFF))	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	A) Does your department require MFF training for all officers who are expected to be on the front line of a First Amendment-protected event, whether the officers are in normal/soft gear or have to resort to MFF protective gear?			
8	Are officers required to complete formal training and routine exercises with personal protective equipment to ensure functionality?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



EQUIPMENT AND TECHNOLOGY

#	Questions	Yes	No	Partial
9	For demonstrations, does your agency equip officers with BWCs and publicize policies relating to its use?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	A) Are all officers required to wear BWCs during demonstrations regardless of rank?			
	B) Did your agency test BWCs on hard gear?			
10	Does your agency routinely document demonstrations using photography and video, including BWC video?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	Does your agency have a plan to include the use of videographers who can capture the global perspective of a demonstration?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	Does your agency leverage technology, including Global Positioning System (GPS) equipped officers and equipment, to better monitor and utilize resources to provide situational awareness?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>





COMMUNICATIONS

#	Questions	Yes	No	Partial	#	Questions	Yes	No	Partial
1	Prior to major events involving multidisciplinary resources, does executive leadership from your agency meet with other executive leadership entities, including political leadership, to develop a coordinated plan?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	4	Does your agency utilize the local Emergency Management resources and command center to allow for improved communication between the police department, business/industry leaders, other department heads, and political leaders?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Does your agency have a formal information dissemination plan that clearly delineates communication protocols and procedures both internally and with response partners in advance of planned demonstrations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	5	In response to an incident alert, does the department notify and provide communications management until the Incident Command, EOC, and Emergency Management Agency (EMA) are activated?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Does your agency have established mechanisms for clear communications with officers in the field, and processes to ensure that they receive important updates?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	6	Does the department routinely test to ensure interoperable communications equipment, channels, and protocols are accessible among your public safety response partners? A) Does the department ensure "plain talk" radio and communication traffic?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



COMMUNICATIONS

#	Questions	Yes	No	Partial	#	Questions	Yes	No	Partial
7	Do your SOPs provide guidance to field elements to provide consistent updates to the command post on their status and location at regular intervals?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	11	Does your department have a policy for managing journalists, legal observers, and laypersons to observe and record officers' behavior during demonstrations that provides this to occur without hindering police activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	Does your department ensure that there is departmental representation from the Public Information Office (PIO) at any established unified command centers during multiagency response events?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	12	Does your agency brief the PIO as to the result of the event, such as to the number of arrests, the charges, list of injured people (officers & others), etc. so press inquiries can be adequately handled?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	Does your department document and store all logs of actions and messages sent and received during demonstrations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>					
10	For demonstrations, does your agency have a media team that focuses on partnering with local media outlets to provide the public with instructions on how to stay safe, as well as provide regular updates of the situation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>					



COMMAND AND CONTROL

#	Questions	Yes	No	Partial
1	Does your agency require establishing an ICS, such as NIMS, and designation of an Incident Commander?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	During complex responses, do commanders routinely develop incident action plans (with clear objectives for each operational period), continually re-evaluate the situation, assess available resources, and balance competing demands to achieve objectives?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Does your agency assign an operations commander who arranges for the appropriate staffing throughout the duration of the event?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Does your agency have a strategy for clearly and accurately deploying and tracking personnel?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	A) Does your agency have data systems in place to accurately track personnel deployments in real-time?			
5	Does your agency employ strong mechanisms for gathering and disseminating intelligence from the field in real-time?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#	Questions	Yes	No	Partial
6	Does your agency establish surveillance points that can identify individuals committing crimes, leaders or key players, and can document and report events as they happen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	A) Does your agency ensure all laws, rules, regulations, and procedures are strictly adhered to as it relates to privacy and free speech?			
7	After demonstrations, does your agency conduct a senior staff debrief of the operation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	Does agency leadership require that all officers, when involved in an enforcement action, provide comprehensive and timely documentation of the event?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	A) Are internal affairs personnel onsite to document use of force and citizen complaints?			
	B) Does your agency plan address specifically arresting only those who are committing criminal acts?			
9	Does your agency identify staffing to process incoming personnel and/or complaints?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	A) Does the staffing plan clearly provide the operational hours for each shift for the duration of the event?			



COMMAND AND CONTROL

#	Questions	Yes	No	Partial
	B) Does the staffing plan clearly identify who is responsible for making assignments, designate a location for staff to report to?			
	C) Does the staffing plan specifically delineate how responsibilities and duties are handled from one unit of officers to another?			
	D) Does the staffing plan identify who is responsible for logistics and financial tracking and documentation (e.g., capturing personnel labor hours, ensuring that responders and other jurisdictions are reimbursed?)			
	E) Does the staffing plan provide detailed procedures for transitioning specialty equipment from the off-going shift to the on-coming shift of officers or the unit?			
10	Does your department require that a liaison from the District Attorney's Office be included in the incident command structure during crowd management operations to provide advice and guidance on criminal cases and charges?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>





TACTICS

#	Questions	Yes	No	Partial	#	Questions	Yes	No	Partial
1	Does your agency routinely include clear rules of engagement for every operational plan?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	7	Does your agency have clear procedures for handling and processing multiple arrests?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Does your agency have a use of force policy?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		A) Do the procedures ensure that an arresting officer is documented for each arrestee?			
3	Does your department expressly affirm protection of the First Amendment and officers' sworn duty to protect the First Amendment, including the free speech and assembly rights of peaceful demonstrations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		B) Is there a city or department attorney on-site during multiple arrest events?			
4	Does your policy and procedure make it clear who has authority to use munitions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		C) Does the agency have a protocol for establishing an onsite processing center during mass gatherings to expedite prisoner transport and booking?			
5	Does your agency prioritize de-escalation and expressly affirm de-escalation as a core principle of crowd management polices?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		D) Do the procedures explicitly address the collection, secure storage, and return of personal belongings, including the potential use of other city departments (e.g., Public Works) to assist with bulk property management?			
6	Does your agency have a plan or policy in place for dispersing of crowds and unlawful assemblies that provides clear direction on how and when to provide dispersal orders in advance of deploying tactical actions and/or munitions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	8	When sufficient notice is available, does your agency effectively leverage federal, state, and local resources to help address crown management or, in other cases, give advance notice to agencies or departments that may be needed during or following the event?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



TACTICS

#	Questions	Yes	No	Partial	#	Questions	Yes	No	Partial
	A) Does your agency designate a specific staging area to facilitate the check-in, accountability, and assignment of all responding resources (both internal personnel and outside agency assistance)?					F) Does department policy mandate that the dispersal should generally not occur until control forces are in place to assist in managing the dispersed crowd?			
	B) Is there a city or department attorney on-site during multiple arrest events?				10	Are your department's crowd dispersal policies and strategies only used when immediate action is necessary to stop violence and/or property damage and/or sufficient resources are not present to ensure public safety?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	Does department policy specify the conditions in which a crowd may and may not be ordered to disperse?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	11	Does the agency have a specific policy governing the deployment of specialty units (specifically K9 and Mounted Units) during mass gatherings?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	A) Does the department identify who will make that decision?					A) Does this policy align with current best practices, such as prohibiting the use of canines for crowd management purposes?			
	B) Does department policy require that, when ordering a crowd to disperse, the order to disperse must be made audible to the entire crowd, and if possible, repeated?				12	Does the agency's operational planning explicitly address tactics for managing counter-protesters or rival groups?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	C) Does the policy specify the offenses that justify dispersal of the crowd?					A) Does the plan include strategies for separation, buffer zones, and safe egress for opposing factions?			
	D) Does the policy specify avenues by which the crowd is to disperse?								
	E) Does the policy specify providing opportunities to comply before force is used?								



OFFICER SAFETY AND WELLNESS

#	Questions	Yes	No	Partial	#	Questions	Yes	No	Partial
1	Does your agency employ training that emphasizes emotional control and diffusion of volatile situations to minimize use of force and increase officer safety and wellness?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		A) Are procedures in place to ensure personnel are relieved during these events and have sufficient time off to recuperate before redeployment?			
	A) Are all leadership personnel (from first-line supervisors to command staff) trained to recognize when an officer is experiencing emotional fatigue or difficulty handling verbal confrontations, and are they authorized to intervene?				5	Does your agency hold pre-incident briefings to include a health and safety briefing that addresses the requirement for rest and nourishment, and a reminder to officers to bring along any medications they may need to take during long shifts?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Does your agency provide support for wellness and safety in all police practices, including through changes in procedures, requirements, attitudes, and behaviors?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	6	Does your agency ensure the safety officer and employee assistance unit are deployed to monitor officer wellness during and after the event, along with peer support members when available?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Personnel well trained in resilience and stress management are better prepared to successfully navigate the highly dynamic stress associated with critical incident response, which not only ensures personnel safety and wellness, but also mitigates the risk of harm to public safety and wellness. Are all personnel trained in resilience and stress management?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	7	Does your department take proactive steps to support officer wellbeing and resilience following demonstrations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Are safety officers assigned to incident command to staff rest areas, monitor officer physical and mental wellbeing, ensure there is food and water, and monitor officer breaks and rest periods?				8	Are there provisions for anonymous mechanisms for certain counseling and mental wellness services for officers involved in demonstrations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
					9	For extended mass gathering operations, does the agency designate a specific Point of Contact (POC) or Family Liaison to facilitate communication with officers' families and provide them with status updates or resources?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



DEBRIEFS AND AARS

#	Questions	Yes	No	Partial
1	Does your agency routinely engage in debriefings to continue to strengthen collaboration and build on lessons learned from past event responses?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Does your agency have multi- agency debriefs prior to the event to discuss the mission of the operation, roles, and expectations? A) Do key stakeholders, including representatives from other city agencies, law enforcement, and community organizations, participate in debriefing and AAR development?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Do city and agency leaders conduct joint tabletop exercises and debriefings with all partners to further their understanding of roles and responsibilities after demonstrations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Does department leadership ensure officers involved in emergency or critical incidents are provided with an opportunity for an after-action review that includes wellness support when needed?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Does department leadership identify key stakeholders during the post-event review phase to help the organization identify the people in which the AAR findings should be communicated?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#	Questions	Yes	No	Partial
6	Does department leadership identify people who the organization will need to collaborate with to implement lessons learned and recommendations from AAR findings?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	Does your agency ensure they are incorporating lessons learned from ICS documentation and AARs back into relevant policies, SOPs, and trainings?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Clicking "Calculate" provides an "on track" or "actions needed" score for each of the 8 critical capabilities. Recommended resources are then provided in a new tab for each capability to enhance your department's preparedness for maintaining public safety during planned and spontaneous mass gatherings.

-  **PLANNING AND COORDINATION**
-  **TRAINING**
-  **EQUIPMENT AND TECHNOLOGY**
-  **COMMUNICATIONS**
-  **COMMAND AND CONTROL**
-  **TACTICS**
-  **OFFICER SAFETY AND WELLNESS**
-  **DEBRIEFS AND AARs**

CALCULATE SCORE

APPENDIX A: GLOSSARY OF TERMS

Term	Definition
After-Action Reviews (AAR)	A team-based process following a particular training exercise or an event that affords all participants the opportunity to reflect, provide their perceptions and observations, and identify promising practices and lessons learned that can be applied to enhance future responses to similar scenarios.
Body-Worn Cameras (BWC)	Relatively small devices that record interactions between community members (e.g., the public, suspects, and victims) and law enforcement officers. Emergency Liaison Officer (ELO) – A member of the ICS command staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations. Emergency Management Agency (EMA) – The lead agency responsible for coordinating all components of the emergency management programs and activities for the community.
Emergency Operations Center (EOC)	The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.
Global Positioning System (GPS)	A space-based radio-navigation system consisting of a constellation of satellites broadcasting navigation signals and a network of ground stations and satellite control stations used for monitoring and control.
Incident Action Plans (IAP)	An oral or written plan containing the objectives established by the incident commander or unified command and addressing tactics and support activities for the planned operational period, generally 12 to 24 hours.
Incident Command System (ICS)	A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents. It is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events.
Mutual Aid Agreements (MAA)	A written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate the rapid, short-term deployment of support prior to, during, an/or after an incident.
Mobile Field Force (MFF)	A well-trained, disciplined, organized demonstration of police force that emphasizes unity of command and can be rapidly deployed in civil disorder situations. Personal Protective Equipment/Gear (PPE and PPG) – Equipment (and gear) worn to minimize exposure to hazards that cause serious workplace injuries and illnesses.
National Incident Management System (NIMS)	A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to requiring a coordinated Federal response.
Public Information Officer (PIO)	A member of the ICS Command Staff responsible for interacting with the public and media and/or with other agencies with incident-related information needs.
Standard Operating Procedure (SOP)	A reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or several interrelated functions in a uniform manner.
Unified Command (UC)	An application of ICS used when there is more than one responding agency with responsibility for the incident or when incidents cross political jurisdictions.

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