Civil Unrest and Problem Solving

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MEDIA
If we (police) do not tell our story...

Others will write the narrative for us

~ Inspector Dave Springer
Major Critical Incident Commander
Ontario Provincial Police (Canada)
Recent activities in Downtown Portland

July 7, 2020

170,983 views • Jun 8, 2020
Narratives Drive...

Event Expectations (Pre-During-Post)

Legacy

- Professional Image
- Future Event Outcomes
- Interpretations of Agency Actions
Problem-Oriented Guides for Police
Response Guides Series
No. 5

Crime Prevention
Publicity Campaigns

popcenter.org
How Helpful Narratives are Written

- Skilled PIO
- Impactful Outlets
- Relationships
- Effective Messaging
POLICY & TACTICS
RDFC Interaction Model

Aligning operations with intended outcomes
RDFC Interaction Model

Assessment Tool for Problem-Solving

Reasonable: Restrict the fewest freedoms possible

Disarming: Limit use of force, coercion, and intrusiveness

Focused: Target only harmful behaviors and conditions

Consistent: Deploy dependable and unbiased tactics
RDFC Interaction Model

Police actions that build public support and trust

<table>
<thead>
<tr>
<th>DIMENSION</th>
<th>POLICE RESPONSE (FROM PUBLIC’S PERCEPTION)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reasonable</td>
<td>is lawful and necessary to prevent harm.</td>
</tr>
<tr>
<td>Disarming</td>
<td>does not use avoidable force, coercion, or intrusiveness.</td>
</tr>
<tr>
<td>Focused</td>
<td>targets only behaviors and conditions causing harm.</td>
</tr>
<tr>
<td>Consistent</td>
<td>is dependable, unbiased, and promotes positive behaviors.</td>
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</table>
Establishing Our Intent: Primary Goals

- Protect Freedoms (Reasonable)
- De-escalate Situations (Disarming)
- Policing Crowds
- Ensure Safety (Focused)
- Establish Confidence (Consistent)

RDFC Interaction Model
Tool for Action
When they feel they’re out of options

~ Lt. Peter Davidov
Montgomery Country Police
Crowd Psychology: The Myth of the Madding Crowd

Human behavior is influenced by “cues” present in the social and physical environment.
Elaborated Social Identity Model

• Aggressive tactics encourage aggressive crowd behavior

Reactance Theory

• The “you must/you won’t” approach promotes resistance

Coercion Theory

• Predictability reduces tension and encourages compliance
Science: Modeling Crowd Dynamics
"We miss stuff. We are inconsistent and unreliable because of the complexity of care."

~Atul Gawande
Surgeon, Harvard Medical School
Event Planning Matrix
### Event Timing
- Evening Event
- High Traffic Time
- High Probability of Inclement Weather/Natural Disaster

### Event Characteristics
- High Profile/Valuable Targets/Persons/Events
- Presence of Conflicting Groups/Crowds
- Fireworks

### Facilities/Environment
- Off-Campus Event(s)
- Multiple Venue Usage
- Street (Trafficway) as Venue
- Venue Used Outside Intended Purpose
- Outdoor Event
- Change of Venue
- Venue Emergency Warning Equipment Lacking
- Uncommon Potential for Infrastructure Failure
- Must Bypass Fire Alarm for Event
- Risk of Vehicle Intrusion
- New Additional Points of Ingress/Egress
- Inadequate Lighting
- Nearby Street Closures
- Nearby Construction

### Legal Requirements
- University Permits Required
- Space Usage Contract Required
- Security Payment Required
- Police Services Contract Required
- Venue/Vendor Criteria Exists
- State/City Permits Required

### Past Event Intel
- Participants/Performer History of Violence
- Negative Recent Event Outcomes
- History of Medical Issues
**Event Timing**
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**Past Event Intel**
- Participants/Performer History of Violence
- Negative Recent Event Outcomes
- History of Medical Issues
Based your description of the event the suggested actions are as follows:

<table>
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<th>Action</th>
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<tbody>
<tr>
<td>Conduct Attendee Screening  (bag check/wands/magatromitor)</td>
</tr>
<tr>
<td>Open EOC</td>
</tr>
<tr>
<td>Conduct Dog Sweeps</td>
</tr>
<tr>
<td>Conduct Traffic Management</td>
</tr>
<tr>
<td>Cancel/Deny Event</td>
</tr>
<tr>
<td>Coordinate with Hamilton County Emergency Management</td>
</tr>
<tr>
<td>Coordinate with OSHS</td>
</tr>
<tr>
<td>Establish Additional Perimeters</td>
</tr>
<tr>
<td>Modify Personnel Deployment</td>
</tr>
<tr>
<td>Safety Inspections of High Risk Activities</td>
</tr>
<tr>
<td>Deployment CDOP Van</td>
</tr>
<tr>
<td>Enforce Additional Behavioral/Item Restrictions</td>
</tr>
<tr>
<td>Modify Police/Security Staffing</td>
</tr>
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Form to explain why any specific recommendation was not followed

- Ensures decision-making consistency
- Provides legal documentation
- Establishes accountability
State of Ohio Guidelines

Law Enforcement Response to Mass Protests/Demonstrations

Legal Standards

Procedures-Declaring an Unlawful Assembly

Mutual Aid Agreements

Mass Arrest Standards
FOUR TYPES OF RISK MITIGATION

- ACCEPT
- AVOID
- TRANSFER
- REDUCE
“build around outcomes we want, not just behaviors we don’t want”

https://www.ocjs.ohio.gov/
Case Study in Creative Response

Sin on the Las Vegas Strip
5 opportunity dimensions that influence offender (human) decision-making

- Choice
- Effort
- Risk
- Provocations
- Reward
- Excuses
Crowds Create Dangerous Conditions

**Provoke**
- Swarming
- Crushing
- Rushing
- Pushing
- Shoving
- Falling
- Waiting

**Easier**
- Jump/breach barriers
  - Start a fire
  - Buy more/get alcohol

**Less Risky**
- Sense of anonymity
  - Escape into masses
  - “Gang-up” on others

**Rewarding**
- Many potential targets
- Provides excitement
  - Reaction of others

**Excusable**
- “I didn’t know”
- “I was drunk”
- “Everyone else did it”

**Provoke**
### Situational Measures

#### Prevention Methods

#### 25 Techniques of Situational Prevention

<table>
<thead>
<tr>
<th>Increase the Effort</th>
<th>Increase the Risks</th>
<th>Reduce the Rewards</th>
<th>Reduce Provocations</th>
<th>Remove Excuses</th>
</tr>
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<tr>
<td>Harden targets</td>
<td>Extend guardianship</td>
<td>Conceal targets</td>
<td>Reduce frustrations and stress</td>
<td>Set rules</td>
</tr>
<tr>
<td>Steaming column locks and immobilizers</td>
<td>Taker routine precautions</td>
<td>Off-street parking</td>
<td>Efficient queues and polite service</td>
<td>Rental agreements</td>
</tr>
<tr>
<td>Anti-drug abuse</td>
<td>◦ Taker routine precautions</td>
<td>Gender-neutral phone directories</td>
<td>Efficient queues and polite service</td>
<td>Harassment codes</td>
</tr>
<tr>
<td>Tamper-proof</td>
<td>◦ Taker routine precautions</td>
<td>Unattended bullshit trucks</td>
<td>Efficient queues and polite service</td>
<td>Hotel regulation</td>
</tr>
</tbody>
</table>
| Packaging          | taker routine precautions | Condoms neighborhood watch | Efficient queues and polite service | Eyeasia  
|                     | taker routine precautions | Extended seatings | Efficient queues and polite service | Railtrack  
<p>|                     | taker routine precautions | Seating mass transit lights | Efficient queues and polite service | ✔ Access to facilities |</p>
<table>
<thead>
<tr>
<th>Reduce the Rewards</th>
<th>Reduce Provocations</th>
<th>Remove Excuses</th>
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<td>• Expanded seating</td>
<td>• Harassment codes</td>
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<tr>
<td>• Unmarked bullion trucks</td>
<td>• Soothing music/muted lights</td>
<td>• Hotel registration</td>
</tr>
<tr>
<td><strong>Remove targets</strong></td>
<td><strong>Avoid disputes</strong></td>
<td><strong>Post instructions</strong></td>
</tr>
<tr>
<td>• Removable car radio</td>
<td>• Separate enclosures for rival soccer fans</td>
<td>• &quot;No Parking&quot;</td>
</tr>
<tr>
<td>• Women's refuges</td>
<td>• Reduce crowding in pubs</td>
<td>• &quot;Private Property&quot;</td>
</tr>
<tr>
<td>• Pre-paid cards for pay phones</td>
<td>• Fixed cab fares</td>
<td>• &quot;Extinguish camp fires&quot;</td>
</tr>
<tr>
<td>Perspectives</td>
<td>Useful Frameworks</td>
<td>Promising Problem-Solving Tools</td>
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<td>-------------------------------------------------------</td>
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<td>MEDIA</td>
<td>Considering Narrative</td>
<td>POP Guides / Non-Crisis Legacy Building</td>
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<td>POLICY &amp; TACTICS</td>
<td>Thinking Beyond Risk Mitigation</td>
<td>RDFC Interaction Model / Crowd Psychology</td>
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<td>PLANNING</td>
<td>Crowd Complexity and Risk Factors</td>
<td>Risk-Assessments &amp; Checklists</td>
</tr>
<tr>
<td>CREATIVE RESPONSE</td>
<td>Situational Crime Prevention</td>
<td>25 Opportunity Blocking (and redirecting) Techniques</td>
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**Key Take-Aways**
Implementation Considerations

Crowd Management Playbook

Storytelling Interviews
Contact Information

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Tourism Safety & Crowd Science
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