

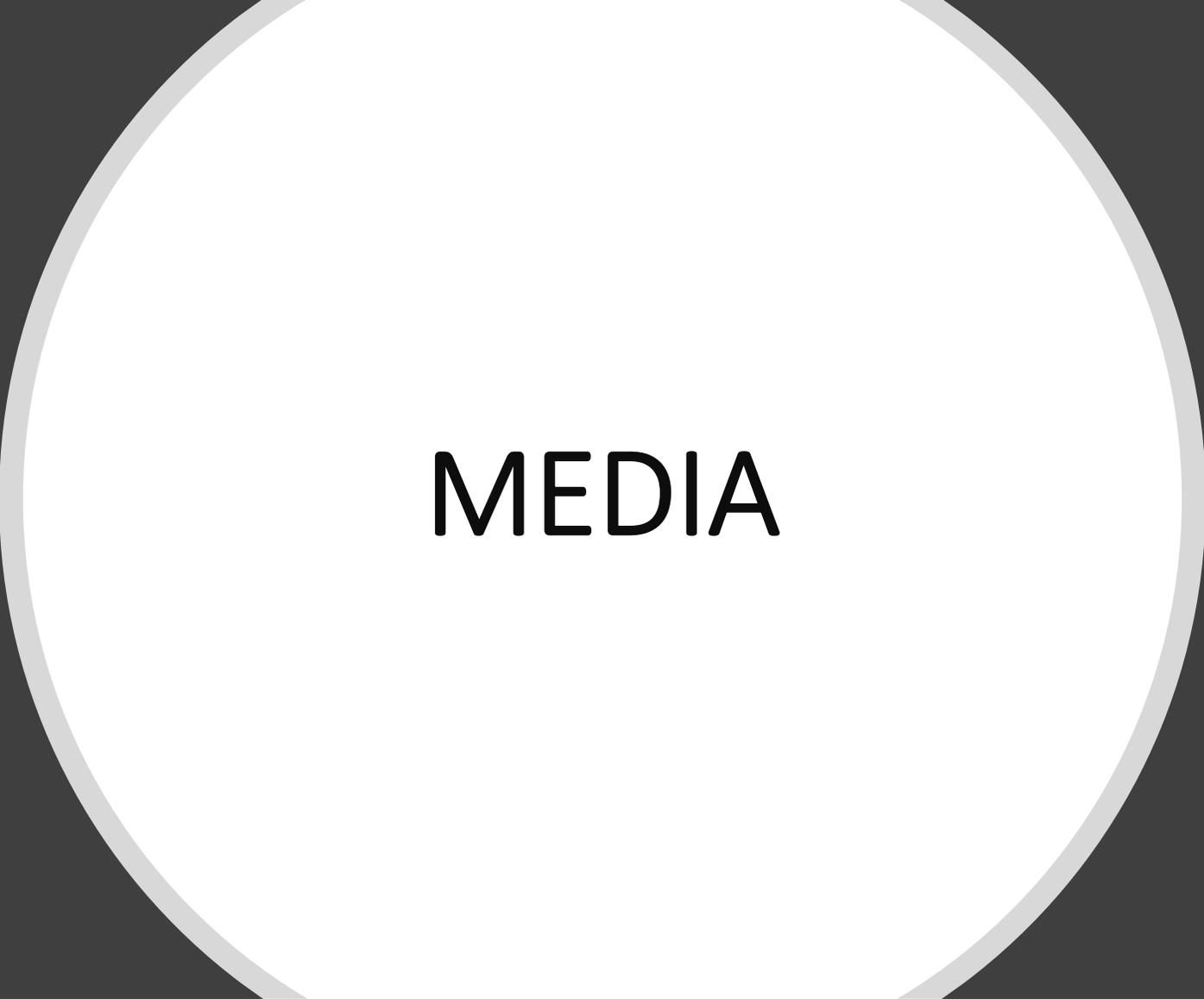
# 30<sup>th</sup> Annual Problem-Oriented Policing Conference



## Civil Unrest and Problem Solving

Tamara D. Herold, Ph.D.  
University of Nevada, Las Vegas

Ann Arbor, MI  
April 25, 2022



**MEDIA**

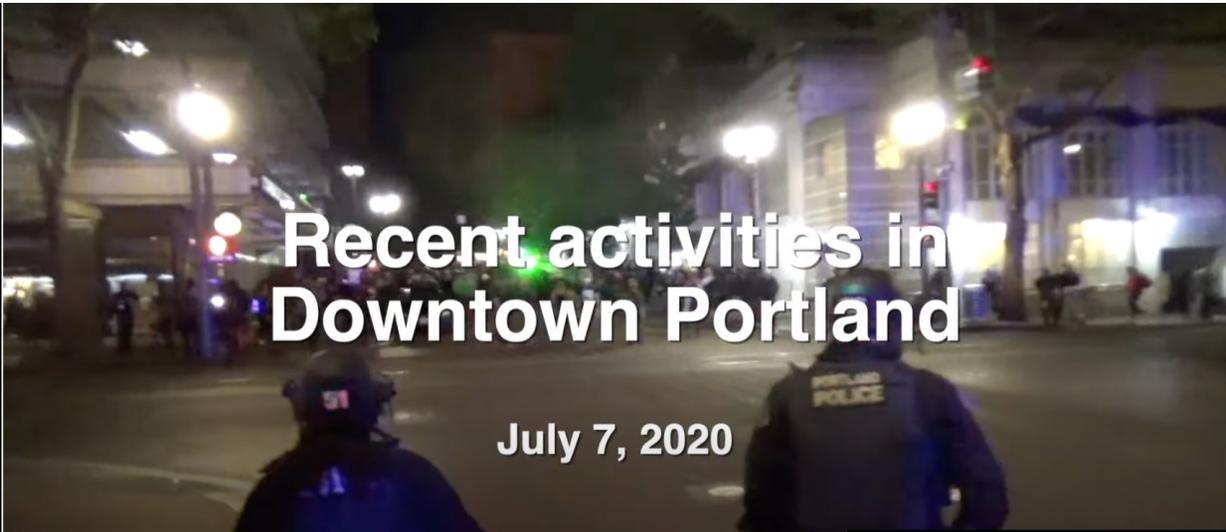


If we (police) do not tell our story...

**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

▶ ⏩ 🔊 0:01 / 2:28 🔊 ⏪

7,277 views • Jul 8, 2020

170,983 views • Jun 8, 2020

A video frame showing police officers in riot gear in Los Angeles, CA. The officers are wearing helmets with visors and dark uniforms. One officer in the foreground has '51' on their helmet. Another officer in the background has 'POLICE' on their back. The street is illuminated by streetlights, and there are buildings and trees in the background. A hand is visible in the foreground, reaching towards the officers. The video player interface includes a location pin for 'LOS ANGELES, CA', a 'NOW THIS' badge, a Twitter handle '@MatMcGorry', and a 'SUBSCRIBE' button. The video title is 'Hey!' and the duration is 0:01 / 3:05.

▶ ⏩ 🔊 0:01 / 3:05 🔊 ⏪ Hey! ⚙️ 📺 📱 🖱️

# Narratives Drive...



Event Expectations (Pre-During-Post)

## Legacy



Professional Image



Future Event Outcomes



Interpretations of Agency Actions

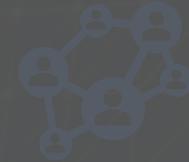
U.S. Department of Justice  
Office of Community Oriented Policing Services



Problem-Oriented Guides for Police  
Response Guides Series  
No. 5

# Crime Prevention Publicity Campaigns

[popcenter.org](http://popcenter.org)



EVENT

Relationships

How Helpful  
Narratives are  
Written

OUTCOMES



Impactful  
Outlets

Effective  
Messaging

How Helpful  
Narratives are  
Written



Skilled PIO



Relationships



Impactful  
Outlets



Effective  
Messaging



**POLICY  
& TACTICS**

# RDFC Interaction Model

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Aligning operations with intended outcomes

RDFC  
Interaction  
Model

Assessment Tool for  
Problem-Solving



# RDFC Interaction Model

Police actions  
that build public  
support and trust

DIMENSION	POLICE RESPONSE (FROM PUBLIC'S PERCEPTION)...
<u>R</u> easonable	is lawful and necessary to prevent harm.
<u>D</u> isarming	does not use avoidable force, coercion, or intrusiveness.
<u>F</u> ocused	targets only behaviors and conditions causing harm.
<u>C</u> onsistent	is dependable, unbiased, and promotes positive behaviors.

# Establishing Our Intent: Primary Goals



RDFC Interaction Model  
Tool for Action



*Officers make bad decisions...*

*When they feel they're out of options*

~ Lt. Peter Davidov  
Montgomery County Police

AP Photo/Patrick Semansky

# Crowd Psychology: The Myth of the Madding Crowd

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



# Case Studies: Tools to Increase Options

## Elaborated Social Identity Model

- Aggressive tactics encourage aggressive crowd behavior



## Reactance Theory

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



## Coercion Theory

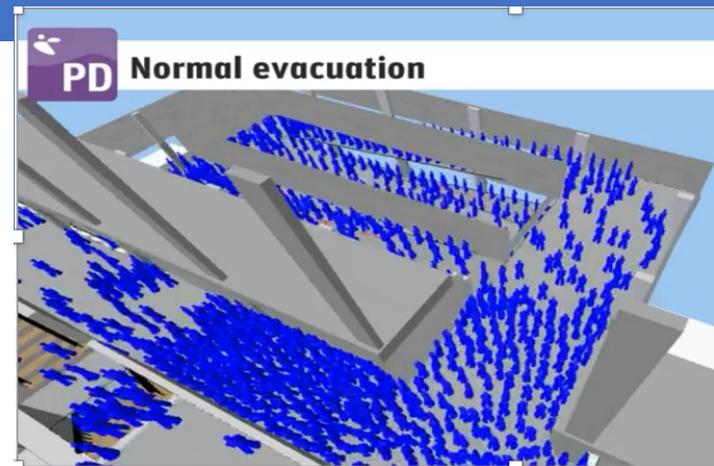
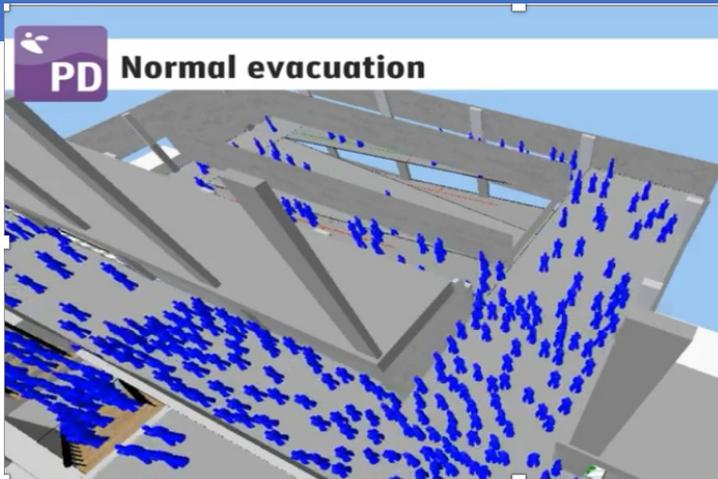
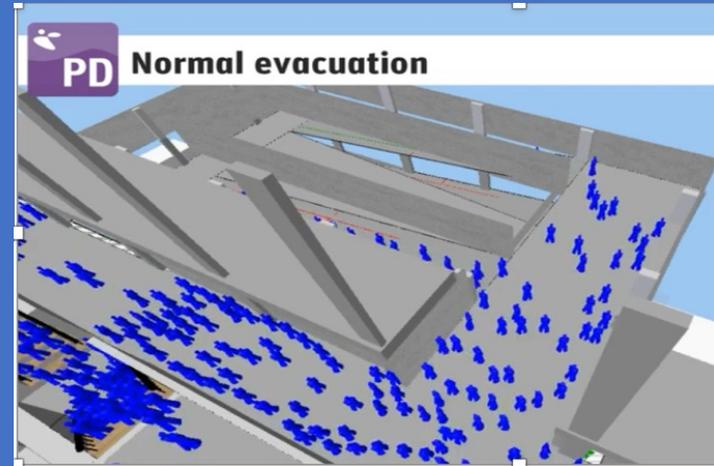
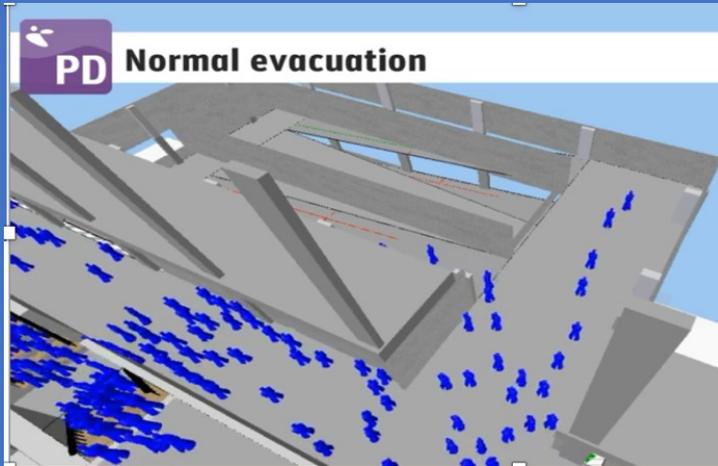
- Predictability reduces tension and encourages compliance





**PLANNING**

# 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

---

## Legal Requirements

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

---

## 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

---

## Past Event Intel

- Participants/Performer History of Violence
  - Negative Recent Event Outcomes
  - History of Medical Issues
- 



# Event Planning Matrix - - - Checklist Tool

---

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# Event Planning Matrix - - - Checklist Tool

Based your description of the event the suggested actions are as follows:

Conduct Attendee Screening (bag check/wands/magatromitor)
Open EOC
Conduct Dog Sweeps
Conduct Traffic Management
Cancel/Deny Event
Coordinate with Hamilton County Emergency Management
Coordinate with OSHS
Establish Additional Perimeters
Modify Personnel Deployment
Safety Inspections of High Risk Activities
Deployment CDOP Van
Enforce Additional Behavioral/Item Restrictions
Modify Police/Security Staffing

Form to explain why any specific recommendation was not followed

- Ensures decision-making consistency
- Provides legal documentation
- Establishes accountability



**CREATIVE  
RESPONSE**

# State of Ohio Guidelines

Law Enforcement Response to  
Mass Protests/Demonstrations



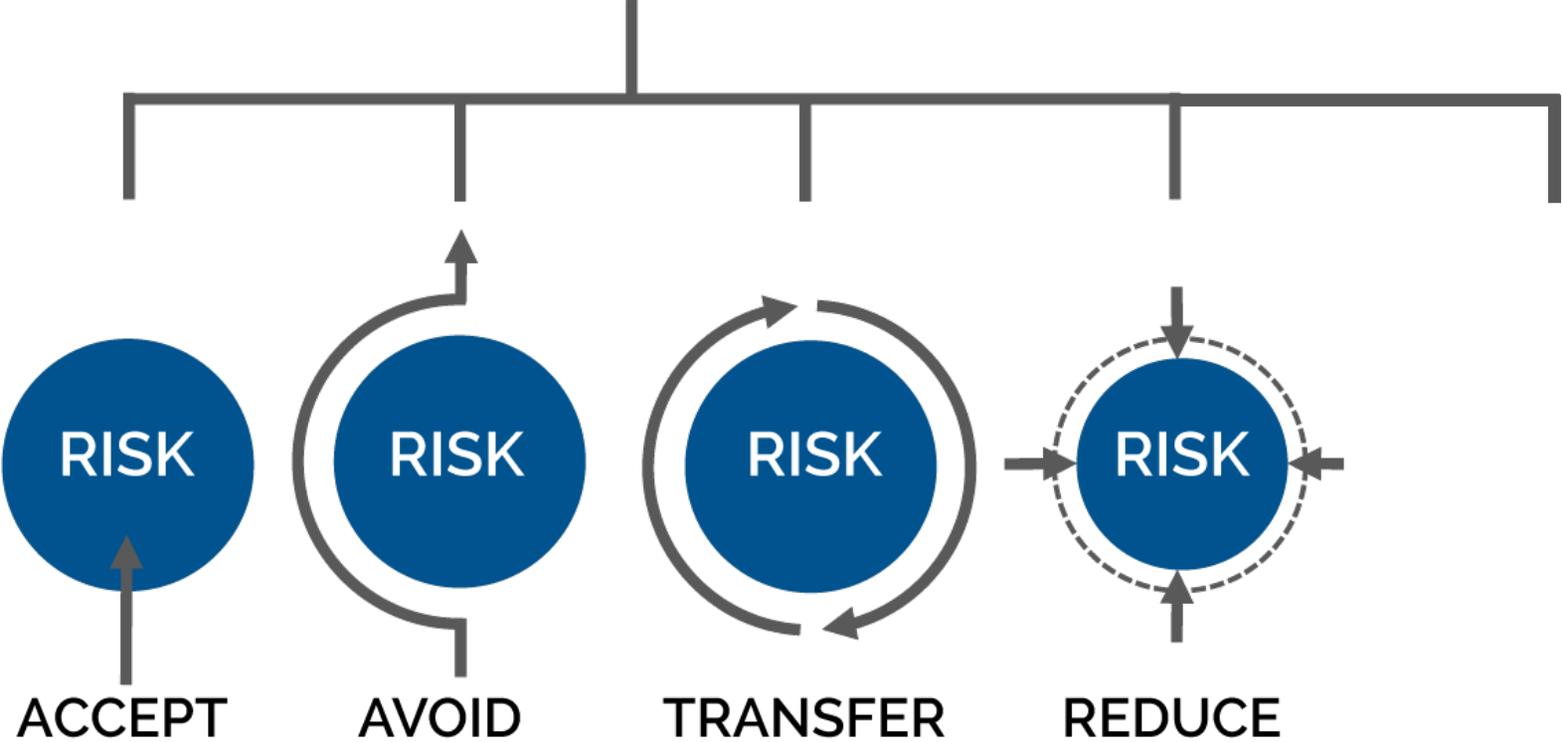
Legal Standards

Procedures-Declaring an  
Unlawful Assembly

Mutual Aid Agreements

Mass Arrest Standards

# FOUR TYPES OF RISK MITIGATION



*“build around outcomes  
we want, not just  
behaviors we don’t want”*

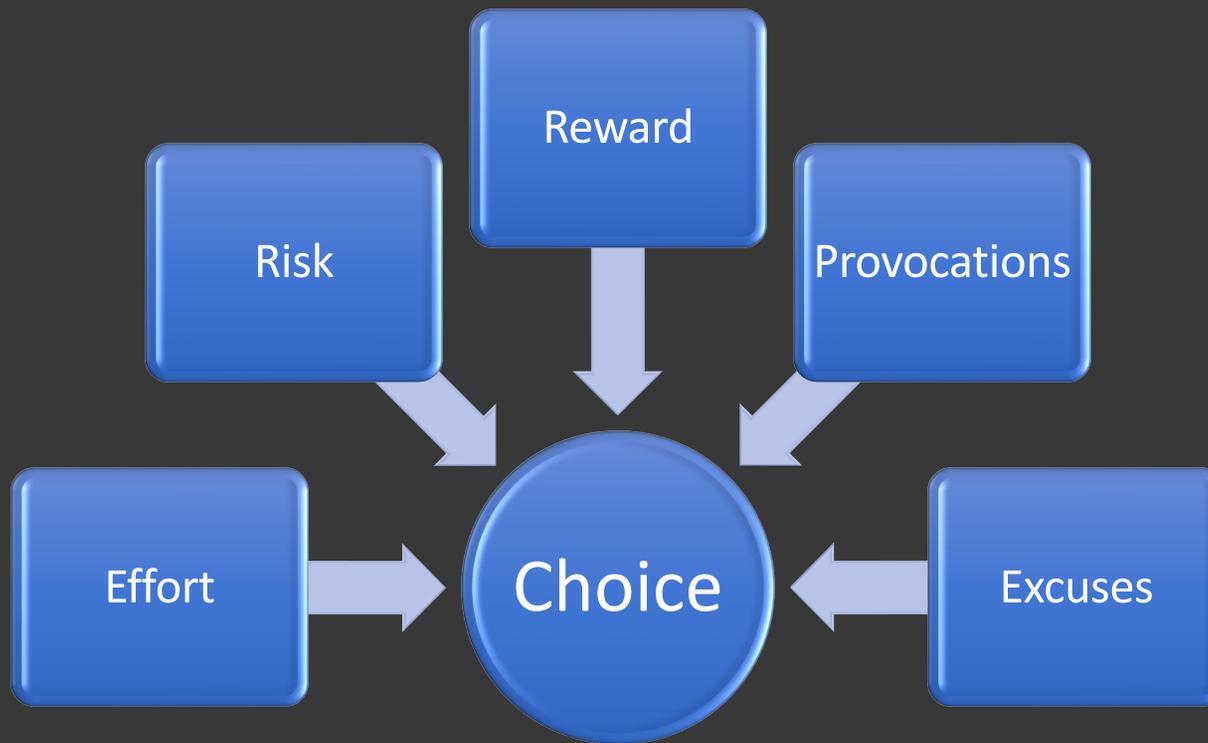
<https://www.ocjs.ohio.gov/>

# Case Study in Creative Response

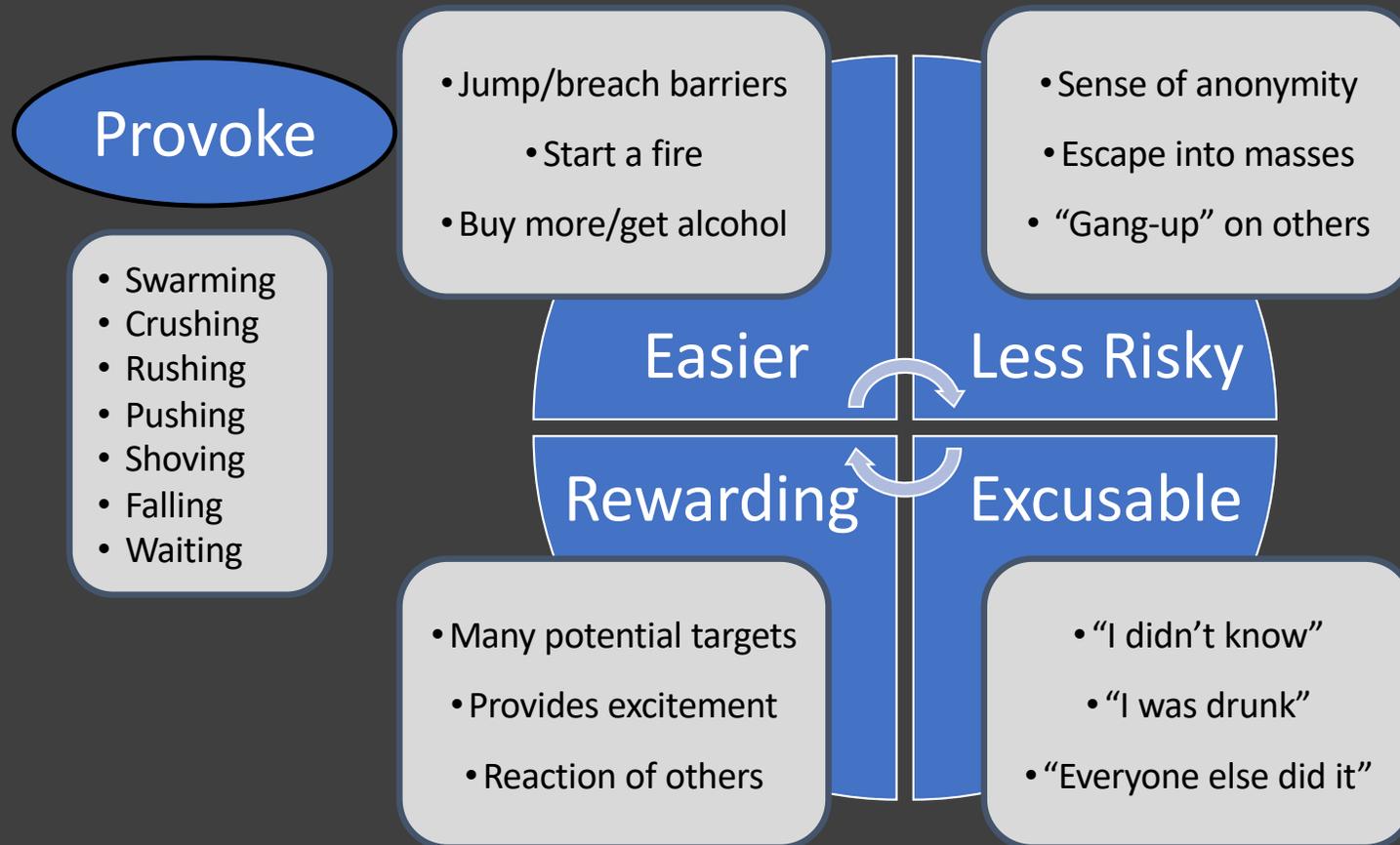
Sin  
on the  
Las Vegas  
Strip



# 5 opportunity dimensions that influence offender (human) decision-making



# Crowds Create Dangerous Conditions



Increase the Effort	Increase the Risks	Reduce the Rewards	Reduce Provocations	Remove Excuses
<b>Harden targets</b> <ul style="list-style-type: none"> <li>Steering column locks and immobilisers</li> <li>Anti-robbery screens</li> <li>Tamper-proof packaging</li> </ul>	<b>Extend guardianship</b> <ul style="list-style-type: none"> <li>Take routine precautions: go out in group at night, leave signs of occupancy, carry phone</li> <li>"Cocoon" neighborhood watch</li> </ul>	<b>Conceal targets</b> <ul style="list-style-type: none"> <li>Off-street parking</li> <li>Gender-neutral phone directories</li> <li>Unmarked bullion trucks</li> </ul>	<b>Reduce frustrations and stress</b> <ul style="list-style-type: none"> <li>Efficient queues and polite service</li> <li>Expanded seating</li> <li>Soothing music/muted lights</li> </ul>	<b>Set rules</b> <ul style="list-style-type: none"> <li>Rental agreements</li> <li>Harassment codes</li> <li>Hotel registration</li> </ul>
<b>Control access to facilities</b> <ul style="list-style-type: none"> <li>Entry phones</li> <li>Electronic card access</li> <li>Baggage screening</li> </ul>	<b>Assist natural surveillance</b> <ul style="list-style-type: none"> <li>Improved street lighting</li> <li>Defensible space design</li> <li>Support whistleblowers</li> </ul>	<b>Remove targets</b> <ul style="list-style-type: none"> <li>Removable car radio</li> <li>Women's refuges</li> <li>Pre-paid cards for pay phones</li> </ul>	<b>Avoid disputes</b> <ul style="list-style-type: none"> <li>Separate enclosures for rival soccer fans</li> <li>Reduce crowding in pubs</li> <li>Fixed cab fares</li> </ul>	<b>Post instructions</b> <ul style="list-style-type: none"> <li>"No Parking"</li> <li>"Private Property"</li> <li>"Extinguish camp fires"</li> </ul>
<b>Screen exits</b> <ul style="list-style-type: none"> <li>Ticket needed for exit</li> <li>Export documents</li> <li>Electronic merchandise tags</li> </ul>	<b>Reduce anonymity</b> <ul style="list-style-type: none"> <li>Taxi driver IDs</li> <li>"How's my driving?" decals</li> <li>School uniforms</li> </ul>	<b>Identify property</b> <ul style="list-style-type: none"> <li>Property marking</li> <li>Vehicle licensing and parts marking</li> <li>Cattle branding</li> </ul>	<b>Reduce emotional arousal</b> <ul style="list-style-type: none"> <li>Controls on violent pornography</li> <li>Enforce good behavior on soccer field</li> <li>Prohibit racial slurs</li> </ul>	<b>Alert conscience</b> <ul style="list-style-type: none"> <li>Roadside speed display boards</li> <li>Signatures for customs declarations</li> <li>"Shoplifting is stealing"</li> </ul>
<b>Deflect offenders</b> <ul style="list-style-type: none"> <li>Street closures</li> <li>Separate bathrooms for women</li> <li>Disperse pubs</li> </ul>	<b>Utilize place managers</b> <ul style="list-style-type: none"> <li>CCTV for double-deck buses</li> <li>Two clerks for convenience stores</li> <li>Reward vigilance</li> </ul>	<b>Disrupt markets</b> <ul style="list-style-type: none"> <li>Monitor pawn shops</li> <li>Controls on classified ads.</li> <li>License street vendors</li> </ul>	<b>Neutralize peer pressure</b> <ul style="list-style-type: none"> <li>"Idiots drink and drive"</li> <li>"It's OK to say No"</li> <li>Disperse troublemakers at school</li> </ul>	<b>Assist compliance</b> <ul style="list-style-type: none"> <li>Easy library checkout</li> <li>Public lavatories</li> <li>Litter bins</li> </ul>
<b>Control tools/weapons</b> <ul style="list-style-type: none"> <li>"Smart" guns</li> <li>Disabling stolen cell phones</li> <li>Restrict spray paint sales to juveniles</li> </ul>	<b>Strengthen formal surveillance</b> <ul style="list-style-type: none"> <li>Red light cameras</li> <li>Burglar alarms</li> <li>Security guards</li> </ul>	<b>Deny benefits</b> <ul style="list-style-type: none"> <li>Ink merchandise tags</li> <li>Graffiti cleaning</li> <li>Speed humps</li> </ul>	<b>Discourage imitation</b> <ul style="list-style-type: none"> <li>Rapid repair of vandalism</li> <li>V-chips in TVs</li> <li>Censor details of modus operandi</li> </ul>	<b>Control drugs and alcohol</b> <ul style="list-style-type: none"> <li>Breathalyzers in pubs</li> <li>Server intervention</li> <li>Alcohol-free events</li> </ul>

Prevention Methods

# Situational Measures

25 Techniques of Situational Prevention

<b>Reduce the Rewards</b>	<b>Reduce Provocations</b>	<b>Remove Excuses</b>
<p><b>Conceal targets</b></p> <ul style="list-style-type: none"> <li>• Off-street parking</li> <li>• Gender-neutral phone directories</li> <li>• Unmarked bullion trucks</li> </ul>	<p><b>Reduce frustrations and stress</b></p> <ul style="list-style-type: none"> <li>• Efficient queues and polite service</li> <li>• Expanded seating</li> <li>• Soothing music/muted lights</li> </ul>	<p><b>Set rules</b></p> <ul style="list-style-type: none"> <li>• Rental agreements</li> <li>• Harassment codes</li> <li>• Hotel registration</li> </ul>
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[www.popcenter.org/25techniques](http://www.popcenter.org/25techniques)

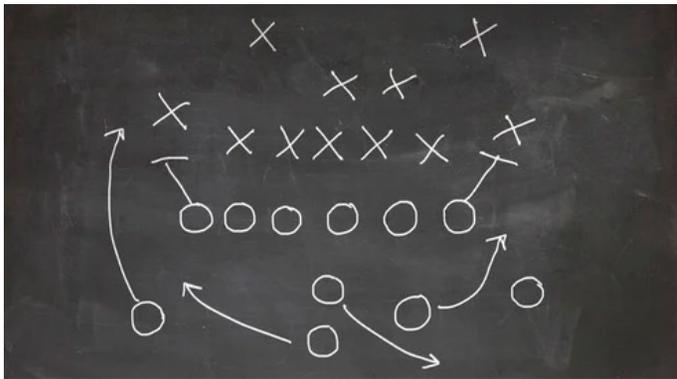
<b>Perspectives</b>	<b>Useful Frameworks</b>	<b>Promising Problem-Solving Tools</b>
MEDIA	Considering Narrative	POP Guides / Non-Crisis Legacy Building
POLICY & TACTICS	Thinking Beyond Risk Mitigation	RDFC Interaction Model / Crowd Psychology
PLANNING	Crowd Complexity and Risk Factors	Risk-Assessments & Checklists
CREATIVE RESPONSE	Situational Crime Prevention	25 Opportunity Blocking (and redirecting) Techniques

## Key Take-Aways

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# Implementation Considerations

Crowd Management  
Playbook



Storytelling  
Interviews



# Contact Information

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Tourism Safety & Crowd Science

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