Preparing for the New Era of Civil Unrest:
A Guide to Safety & Security

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Human

BEHAVIORAL SCIENCE APPLICATIONS

The Human Element in
Homeland Security
Business Continuity
Emergency Management

PROGRAM OVERVIEW

ABOUT THE PRESENTER

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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

FEMA-Center for Domestic Preparedness Field Force Operations.
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Certified Homeland
Protection Professional,
National Sheriff's Association

Member, National Tactical
Officers Association

CLARIFICATION

- This presentation is not intended to question the First Amendment rights of individuals and groups for peaceful assembly or freedom of speech.

- It is not intended to question the legitimacy of various protest groups and their positions or views.

- It is specifically an exploration of the behavior of groups and crowds as they relate to operations and safety in our work.

CURRENT THREAT LANDSCAPE [1]

- Protests and civil unrest activity related to various concurrent and overlapping political, economic, health, and environmental issues are currently taking place in multiple cities across the country.

- Since late May 2020, widespread demonstrations have been planned and sustained by intersecting calls to action over racial and social injustice, police brutality, COVID-19 response, the incumbency of President Trump, and natural disasters/climate events, and other matters.

- **In total, at least 51 fatalities have been confirmed, with hundreds of others injured or arrested.**

Situation Update: *Security Risks Surrounding the U.S. Presidential Election.* G4S Corporate Risk Services. September 28, 2020.

Armed Conflict Location & Event Data Project (ACLED) (Sept 27 2020) 'Data, United States of America, 24 May – 19 September 2020'. Armed Conflict Location & Event Data Project [online] Available: https://acleddata.com/special-projects/us-crisis-monitor/, retrieved Sept 27 2020.

CURRENT THREAT LANDSCAPE [2]

In its recently released report, *"Security Risks Surrounding the U.S. Presidential Election"* the corporate risk services firm G4S states that the **immediate security risk in the days surrounding the 2020 Presidential Election will be large protests** in multiple cities and towns across the U.S. in the days leading up to the election and the period after are assessed as:

1. Restricted safe access to sites or routes near protests;

2. Property damage to buildings, offices, and/or commercial spaces that are located near protests;

3. Risks to personnel commuting to and from facilities in areas near protest locations or due to road closures.

CURRENT THREAT LANDSCAPE [3]

- The main security risks to individuals during protests are likely to be traffic delays due to **road closures** and **road blocks, acts of vandalism against personal property.**

- Protest hotspots can be identified on state and local levels. Generally, protesters continue to **gather in and near major downtown metropolitan areas and public spaces.** These particularly include areas around government buildings, police department headquarters, and parks.

- While most protests remain peaceful, the risk of violence has increased. This risk is higher after dark.

- Some individuals will likely take advantage of mass protests to commit crimes, including vandalism, arson, and looting.

- There is a risk of property damage to private/business property, and public transportation.

- Local emergency services may be delayed.

CURRENT THREAT LANDSCAPE [4]

- It is unlikely that a single group, or coalition of groups, will be able to effectively organize national civil unrest.

- It is more likely these events will unfold in succession between November and January, in a rather uncoordinated manner but with similar goals, spanning across multiple social and political groups.

SECTION ONE

Introduction

OUR GOAL

Improve participants' ability to effectively anticipate dangerousness in times of civil unrest, and respond to the complex behavioral challenges related to potential group, crowd, and mob situations.

INTENDED OUTCOMES

- Develop accurate behavioral assumptions about groups, crowds and mobs.

- Increase awareness of threats and vulnerabilities.

- **Better protect life and property.**

WHY DOES IT MATTER?

Photo: Sarah Bloom

- Emergency 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

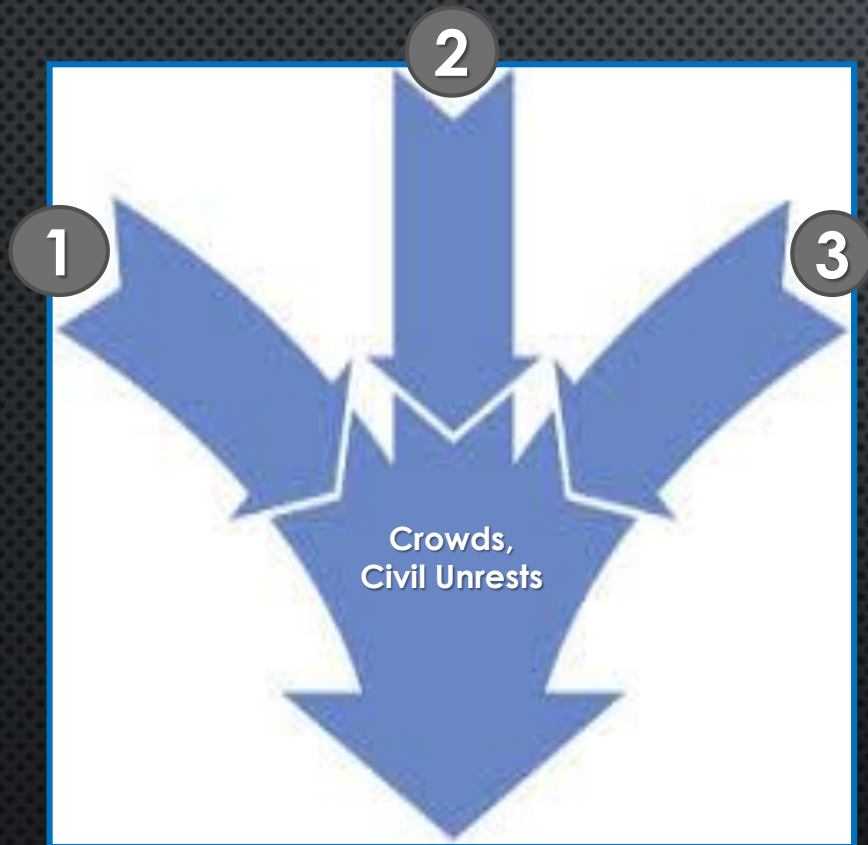# UNDERSTANDING HUMAN BEHAVIOR

Lewin's Equation

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

Behavior is a **F**unction
of **P**erson and **E**nvironment

EVIDENCE-INFORMED ASSUMPTIONS

1. All communities and organizations may suddenly have the need to manage the impact of collective actions and aggression.

2. It is unlikely that most leaders have had instruction related to group, crowd, or mob behavior.
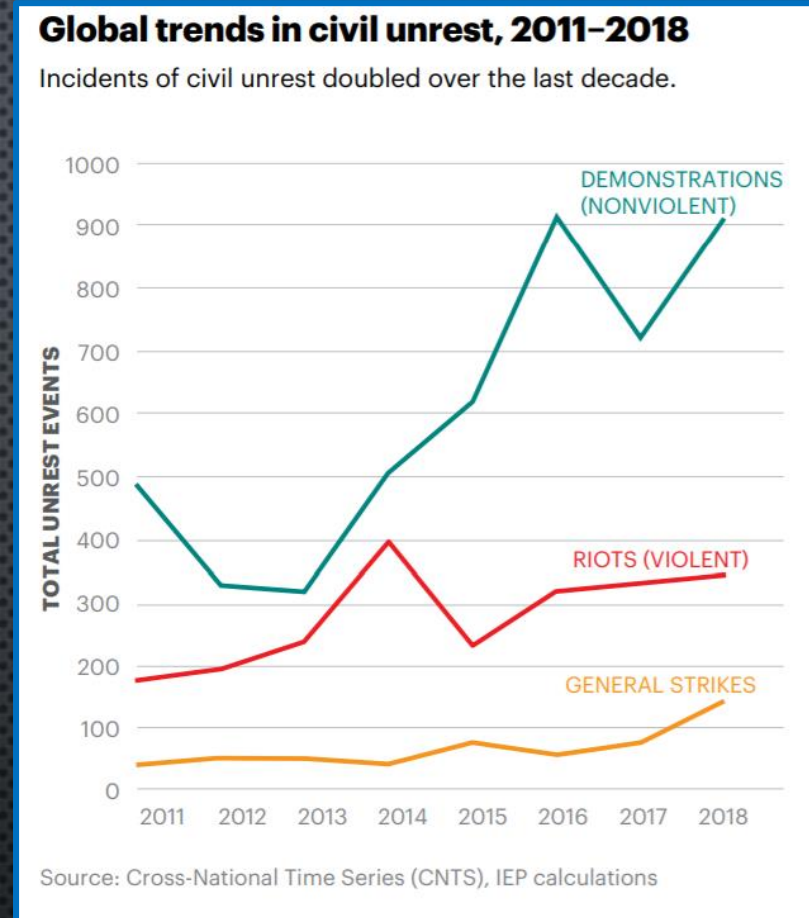
REALITIES OF MODERN LIFE

Crowds,
Civil Unrests

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.

Global trends in civil unrest, 2011–2018
Incidents of civil unrest doubled over the last decade.

Source: Cross-National Time Series (CNTS), IEP calculations

- **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.**

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.

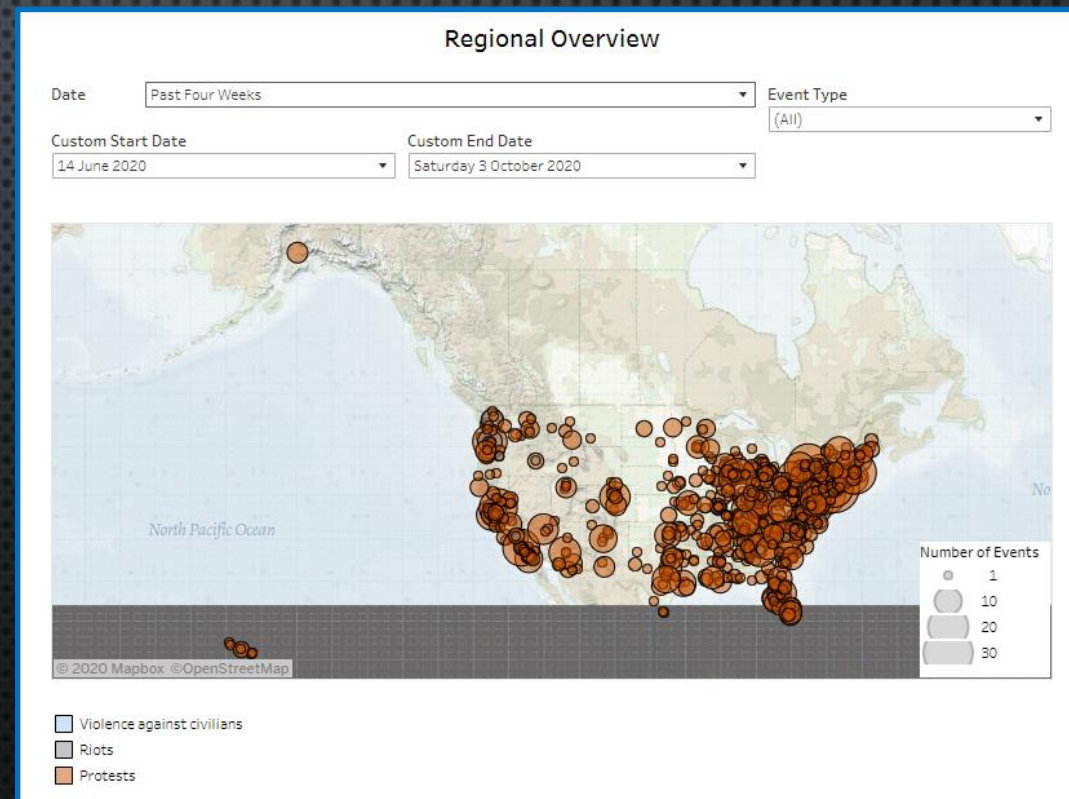TX360 Curated Feed: Demonstration Alerts by Location

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).

TRACKING CIVIL UNREST [1]

- **ACLED:** The Armed Conflict Location & Event Data Project is a disaggregated data collection, analysis, and crisis mapping project. ACLED collects the dates, actors, locations, fatalities, and types of all reported political violence and protest events.

- The ACLED provides an interactive U.S. Crisis Map and weekly U.S. Crisis Monitor weekly overviews in conjunction with the *Bridging Divides Initiative* at Princeton University.

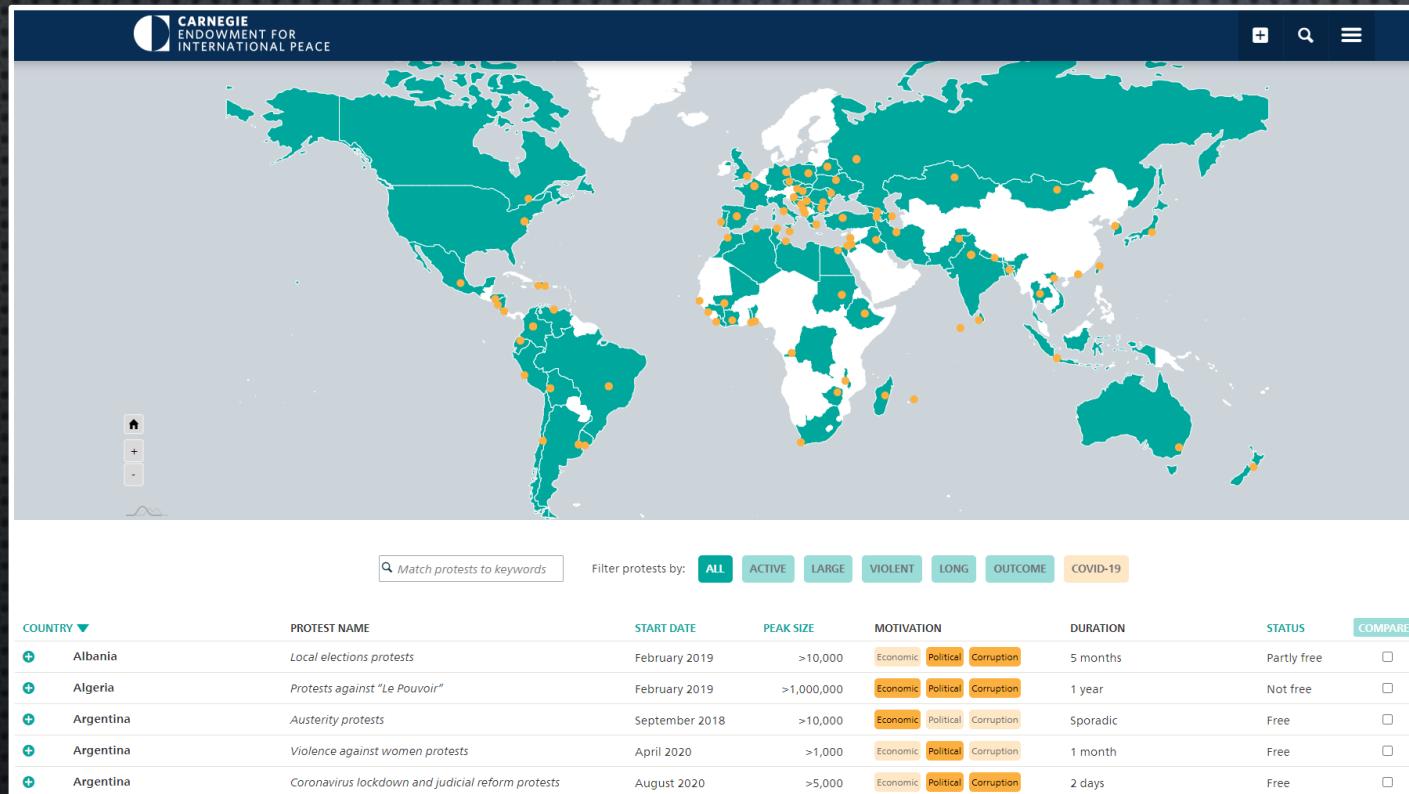- https://acleddata.com/2020/10/08/regional-overview-united-states27-september-3-october-2020/

TRACKING CIVIL UNREST [2]

- *"**These data reveal that the United States is in crisis,**" the report's authors wrote. "It faces a multitude of concurrent, overlapping risks -- from police abuse and racial injustice, to pandemic-related unrest and beyond -- all exacerbated by increasing polarization."*

- **The ACLED recorded more than 10,600 demonstrations across the US between May 24 and August 22, most of which were peaceful.**

TRACKING CIVIL UNREST [3]

- **Carnegie Endowment for International Peace**: A good one-stop source for following crucial trends in the most significant antigovernment protests worldwide.

- https://carnegieendowment.org/publications/interactive/protest-tracker
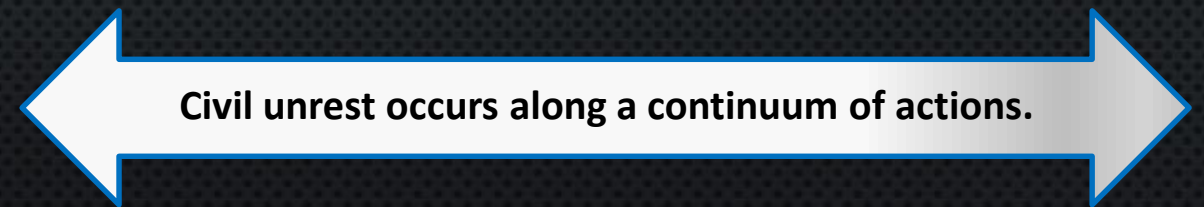

- These tools, in addition to general OSINT searches in Twitter and various Reddit forums and boards, are useful sources of information about trends, patterns, and on-the-ground reporting from protest groups.

- Most activity is on the Surface and Deep Web to facilitate recruitment.

CIVIL UNREST

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

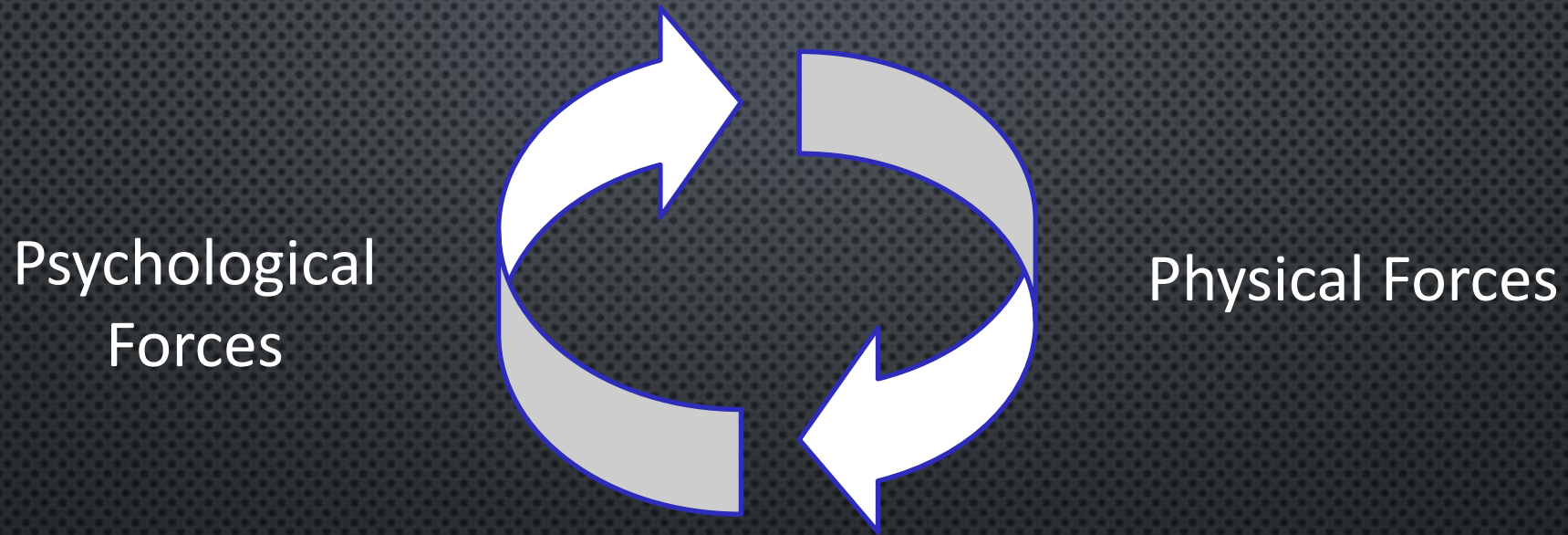**Civil unrest occurs along a continuum of actions.**

THREE KEY CONCEPTS

- 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.

CROWDS AS TARGETS OF TERRORISM

- Large public events can have a highly symbolic value, intense media coverage, and provide access to a target rich environment, therefore they can attracts terrorists, either lone actors or groups.

Boston Marathon: 15 April 2013

- Terrorists may view such events as an opportunity to make a statement, either by assassination of a public figured, explosion, or the release of a toxic substance.

PROTESTS AS A TARGET FOR VIOLENCE [1]

- Right-wing extremists are turning cars into weapons, with reports of **at least 50 vehicle-ramming attacks (VRAs)** since protests against police violence erupted nationwide in late May.

- At least 18 have been categorized as deliberate attacks; another two dozen are unclear as to motivation or are still under investigation.

4 July 2020-Seattle, WA: Two women were seriously hurt early Saturday morning when a vehicle drove into a group of protesters.

SECTION 2

Defining Groups, Crowds & Mobs

DEFINING GROUPS

A **group** is a small number of persons temporarily congregated. Groups may be families, friends, neighbors, but usually have pre-existing bonds and a standing loyalty, commitment and reason to protect each other.

Key Features:

Pre-existing bond;
Strong loyalty.

DEFINING CROWDS [1]

A **crowd** is a large number of persons temporarily congregated. Generally, the members of a crowd think and act as individuals and are without organization.

Key Features:

Maintain individuality;
No leadership.

TYPES OF CROWDS [1]

Crowds may be classified as:

- **Casual crowds:** No purpose or unity, no leader (i.e., shoppers, onlookers, etc.)

- **Cohesive Crowds:** Usually assemble for a common purpose, without leadership (i.e., sporting events, parades, etc.)

Key Features:

Lack leadership;
May be emotional (+).

TYPES OF CROWDS [2]

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 (-).

TYPES OF CROWDS [3]

Aggressive Crowds: Usually assemble for a purpose. Have leadership, determined to achieve a specific end, move toward their objective, high emotional tension, can easily become a mob.

Key Features:

Have a specific objective;
Leadership;
High emotional tension (-).

FLASHPOINT FACTORS

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

Source: Waddington et al.

MOBS

A crowd develops into a **mob** when all or most of its members have been instilled with a purpose and intent to carry out that purpose <u>regardless of the consequences.</u>
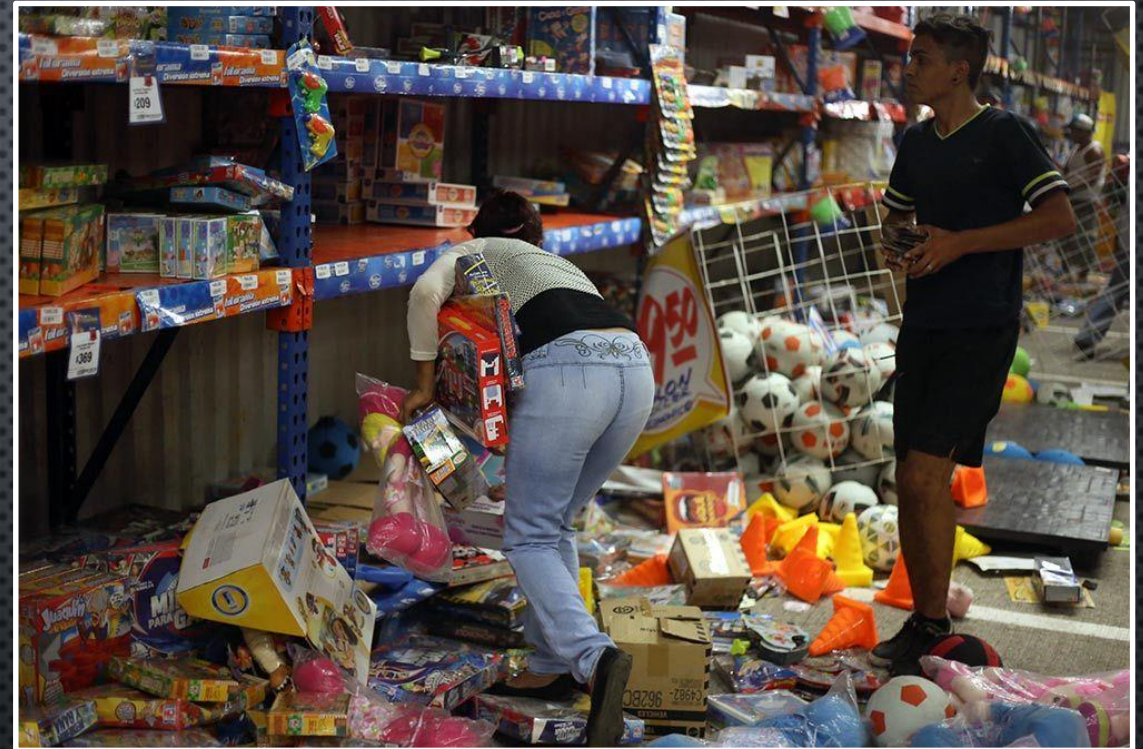
<u>Key Features</u>:

A strong sense of purpose; Willing to risk arrest, injury, death and destruction.

TYPES OF MOBS

Mobs may be classified as:

- **Aggressive Mobs:** An aggressive mob riots and terrorizes, as in the case of race riots, political riots, or prison riots.

- **Escape Mob:** A mob in a state of panic. In their attempt to secure safety by flight, members of an escape mob may lose their power of reasoning.

- **Acquisitive Mob:** A mob motivated by a desire to acquire something (i.e., food, water, shelter, etc.

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 or emergency scenarios.

PERCEPTION OF LIMITED OPPORTUNITY FOR ESCAPE

August 31, 2005- Baghdad:

953 Iraqis were crushed to death or drowned in a stampede on the Al-Aaimmah bridge as vast crowds of Shiite pilgrims were sent into panic by rumors of suicide bombers in their midst.

Disasters can create crowds   Crowds can create disasters

MOBS & RIOTS

- A *"mob"* is composed of the people causing the disturbance (the *"actors"*).

- A *"riot"* is the *"action";* that is the *"violent disturbance."*

- If there is a disturbance of the peace then they may be a **mob**, and if there is violence (usually wide-spread) then it is a **riot**.

TYPES OF RIOTS [1]

Spontaneous Riots due to a Controversial Event

- **Spontaneous Riots due to a Controversial Event (SRCE)** occur most frequently in heavily populated areas where masses of people can either quickly pour out of homes or quickly congregate by driving or using public transit.

- SRCE in the U.S. have been common after police shootings in urban areas.

Source | Joel McNelly

FOUR TYPES OF RIOTS [2]

Organized Riots in Continuation of a Spontaneous Riot

- The failure to effectively quell a SRCE can lead to **Organized Riots in Continuation of a Spontaneous Riot (ORCSR).**

- ORCSR can occur with with amazing speed, fueled by opportunistic organizers who are ready and willing to turn nearly any controversy into a prolonged event.

- Many of today's protest organizers have years of experience attending events such as G8 Summits, political conventions, and inaugurations.

- They are networked with like minded leaders and are adept at organizing people through direct action training.

- While these leaders may not riot themselves, they will be working in the background to fuel a movement, capitalizing on the anger to encourage further actions.

- Many of these leaders are paid by subversive groups to sow the seeds of chaos and to spread misinformation.

Source | Joel McNelly

The Role of Social Media in Civil Unrest

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.

LONDON RIOTS: *THE SHADOW NETWORK*

- 37% of UK youth between 16-24 year-olds used Blackberries as their primary cell phones.

- Via the secure, private Blackberry Messenger network, messages could be broadcast to an entire address book with a single command.

- Messages shared photos of the riots and coordinated locations to stay ahead of police.

"Everyone in edmonton enfield everywhere in north, link up at enfield town station at 4 o'clock sharp!!! [Bring cars, vans and also hammers]. Link up and cause havic, just rob everything. Police can't stop it."

TODAY'S SHADOW NETWORK: *ENCRYPTED APPS*

- Anonymous posting tools.

- Share or read other people's image-rich posts anonymously.

- Share location and find others nearby or within certain groups.

- Some erase messages after a set period of time. Messages are stored until first viewed and then deleted.

THE ROLE OF SOCIAL MEDIA [3]

In addition to providing information about the protests, social media can affect people's *__motivation__* to participate.

This could be done in many ways and can include:

- Triggering feelings of group identity.

- Triggering feelings of injustice.

- Triggering emotions such as anger.

```
Tonight's the night!

Let's show them all

what a government of

the people really means!

Tonight there will be

justice. Let's burn this

town to the ground!
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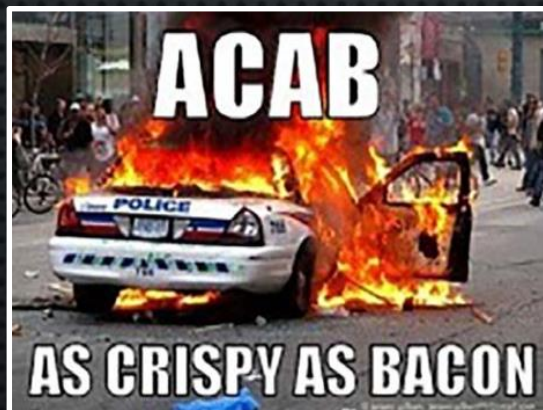
ONLINE FORUMS AND MEMES [1]

- Using memes as propaganda, employing sophisticated communication networks for both planning and recruiting, making use of both fringe and private online forums and organizing militias to inspire lone wolf actors for violent action have proven to become tried-and-true tactics by extremist online communities seeking to expand their influence in recent years.

- High quality meme-images appear on Instagram and Pinterest and depict explicitly violent incitement against law enforcement and other groups, along with code words/memes.
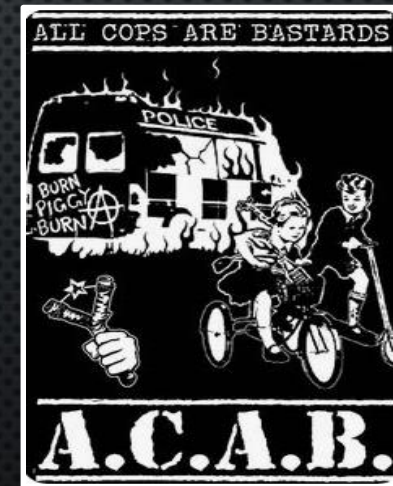
ONLINE FORUMS AND MEMES [2]

- Extremists on the Far Right and Far Left are employing online forums which are growing in subscribers to recruit support and followers like other extremist/terrorism groups have done (i.e. ISIS, Al Qaeda, etc.).

- A qualitative investigation on Reddit revealed evidence of a network of interconnected subcultural forums, several with attached, private chat groups, which broadcast socialist, anarchist, and/or communist leanings, and evince themes like demonization and dehumanization of police and political opponents as well as violent insurgency.

- High quality meme-images appear on Instagram and Pinterest and depict explicitly violent incitement against law enforcement and other groups, along with memes are often calls for violence disguised with humor or through using coded language.

ONLINE FORUMS AND MEMES [3]

- Characteristic of Jihadi extremists—themes such as violent revolution, martyrdom, and having a utopian narrative, and actions such as terror attacks—are also found in extremist groups espousing anti-fascism and anarcho-socialism, as well as Boogaloo in messaging.

- The appearance of posts with anti-police outrage and/or memes and coded language increased over 1,000% on Twitter and 300% on Reddit in recent months during social justice protests.

Crowd Violence Potential

THE POSSIBILITY OF 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

APPLYING THE JACA MODEL

- **Justification:** Does the group/crowd feel justified in the use of violence (e.g., response to perceived excessive use of force)?

- **Alternatives:** Does the group/crowd believe that there are alternative ways to achieve their goals?

- **Consequences:** Is the group/crowd afraid of arrest, injury, death, etc. (or might those be badges of honor)?

- **Ability:** Does the group or mob actually have the ability to employ violence to advance its cause or achieve its goals?

De Becker, G. (1997). *The gift of fear: survival signals that protect us from violence.* Boston: Little, Brown.

ON THE LEFT:
UNDERSTANDING ANARCHISM

- 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.
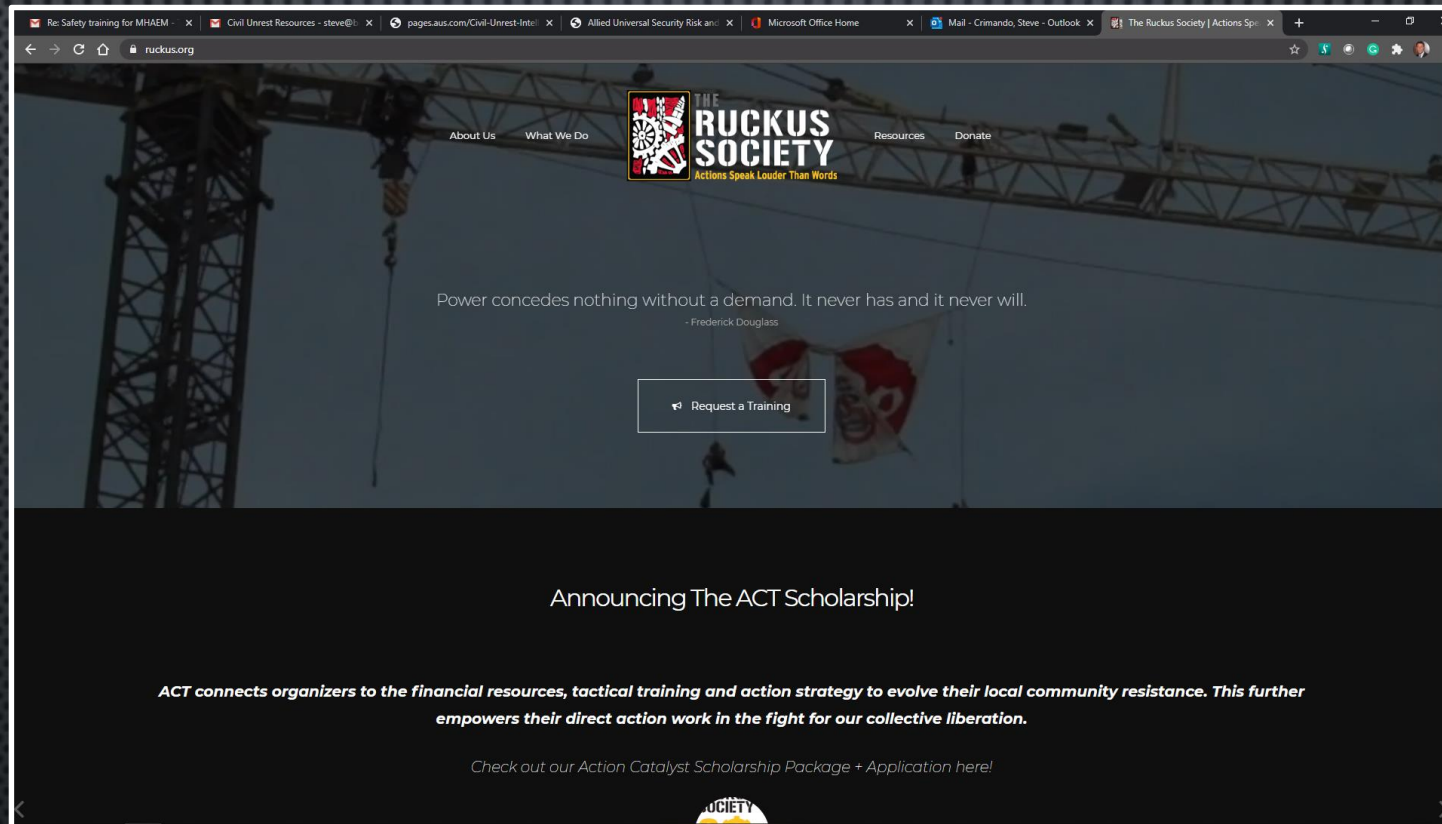

In anarchist philosophy there is the idea that <u>no social change is possible without violence</u>.

UNDERSTANDING ANTIFA

- Anti-fascist groups, or *"Antifa,"* are a subset of the anarchist movement and focus on issues involving racism, sexism, and anti-Semitism, as well as other perceived injustices.

- Self-described Antifa groups have been established across the United States and in several major cities, including New York and Philadelphia.

TRAINING ACTIVISTS

- The Ruckus Society's mission is to provide training in classic nonviolent direct action and civil disobedience tactics in the context of community-driven campaigns, including creative resistance, urban rappelling, media & communications, and blockades with and without gear.

INDIVIDUAL ROLES WITH PROTESTS

- Police liaison
- Media liaison
- Tactical advisory
- Scout/Intel specialist
- Medical teams (inc. MDs & RNs)
- Legal teams
- Spokesperson (PIO)
- Short-term supporter
- Long-term supporter
- Jail support
- Messenger

An Activist's Guide to Basic First Aid

version 1.2

BLACK CROSS
FIRST AID
HEALTH CARE COLLECTIVE

Black Cross
P.O. Box 11303
Portland, OR 97211

www.blackcrosscollective.org

NON-VIOLENT TACTICS

- Sit-ins/Die-ins
- **Tripods**
- Barrel rolling
- Jersey barriers
- Human chains
- Critical mass bike jams
- Laddering
- Sleeping Dragons   (locking devices)
- **Kryptonite® bike locks**

SLEEPING DRAGONS

AUTONOMOUS ZONES

CAPITOL HILL "AUTONOMOUS ZONE" IN SEATTLE
SEATTLE, WA
POLICE PRECINCT
Google

- 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
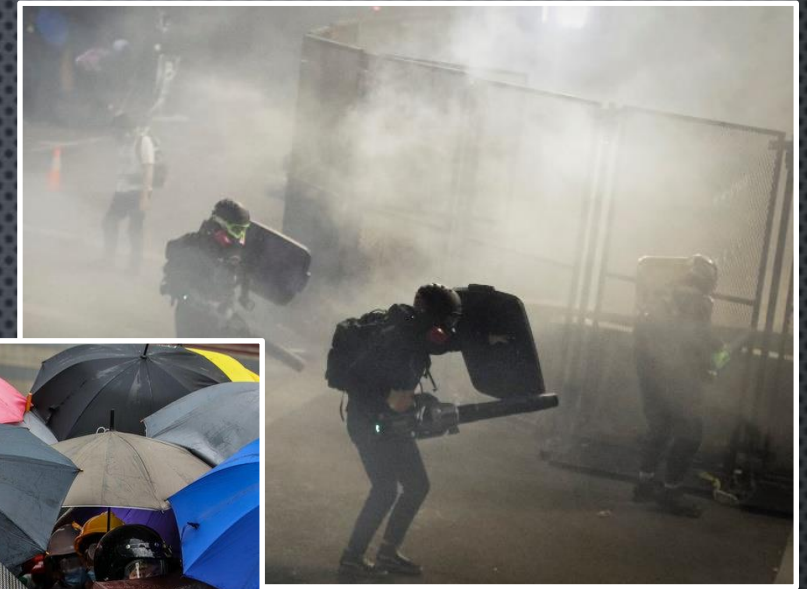 - Urine
  - Ammonia
  - Paint
  - Blood

IMPROVISED INCENDIARY DEVICES

- Molotov cocktails or Tiki torches disguised as protest sign poles are common.

- Thickeners have been added to the flammable liquid in an attempt to cause more serious injury.

- Even while wearing flame-resistant riot suits the initially undetected trapping of burning liquid under the suit has been reported.

- Liquid can get to the back or chest after entering around the collar of the suit.

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

ON THE RIGHT [1]

- 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.

ON THE RIGHT [2]

- 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

ON THE RIGHT [3]

- 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.

Items worn and displayed by individuals affiliated with the Boogaloo movement

Source: NJ OHSP

SECTION 5

The Psychology of Crowds

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.
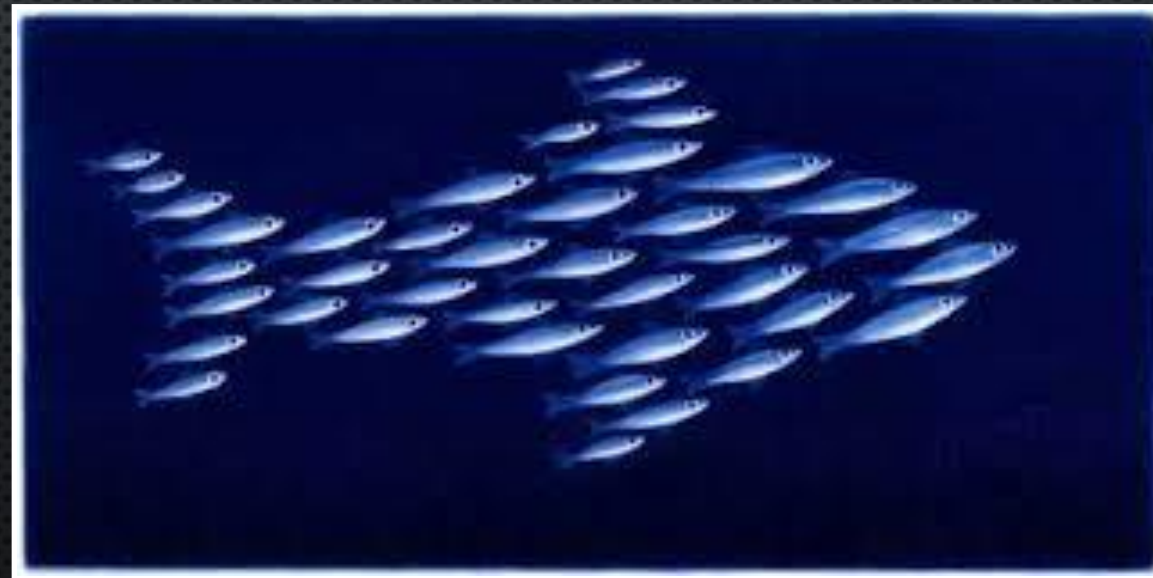
BEHAVIORAL FACTORS IN CROWDS [2]

- **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 [3]

- **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.
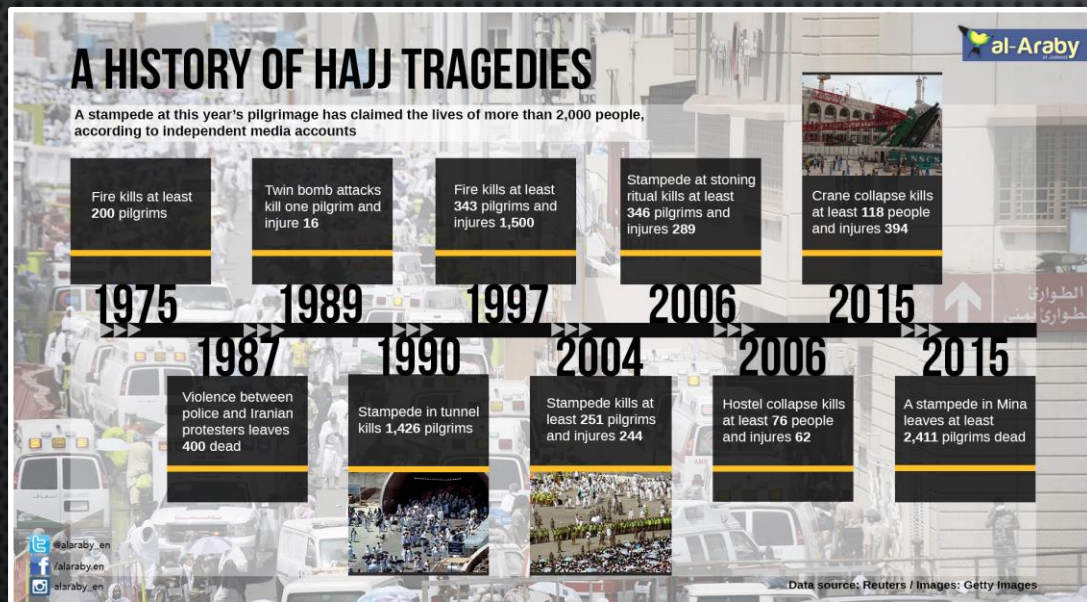
SECTION 6

Hajj. Mecca, Saudi Arabia.
2010 Attendance: Approx. 3.4 million pilgrims

The Physics of Crowds

CASE STUDY: *HAJJ 2015*

September 2015: 2,411 people were killed and 863 more injured in a stampede on the outskirts of Mecca, the deadliest tragedy to strike the annual Hajj pilgrimage in more than two decades.
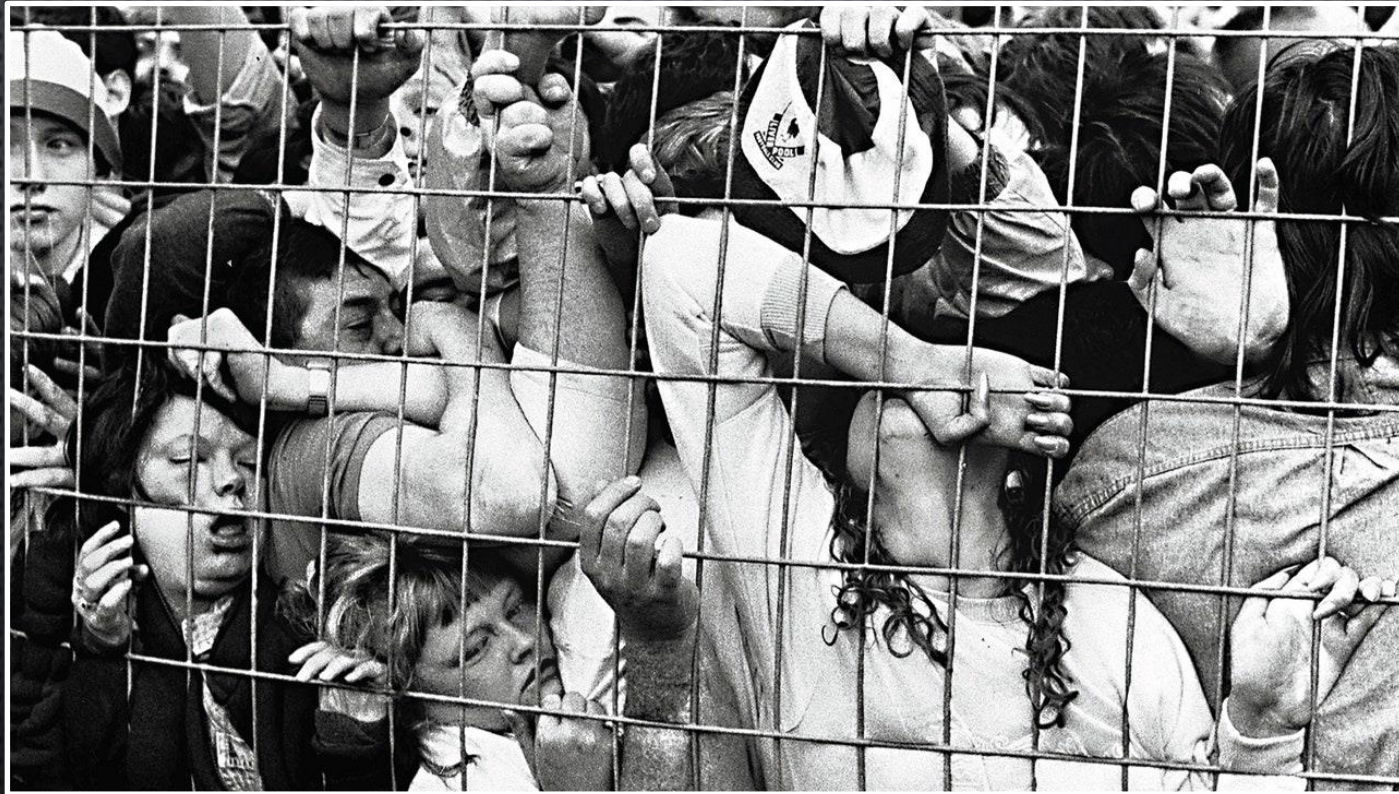
CROWD CRUSH

- Most people who die in crowds die from asphyxiation while standing upright, not from trampling.

- Most die without ever falling down.

- People need at least 1 square yard of space each to control their movements.

- As crowds become more dense, the compression increases exponentially.

- The compounded force of 5 people crushing in can kill a person.

- Humans lose consciousness after being compressed for just 30 seconds, they can be brain dead within 6 minutes.

CROWD DYNAMICS

Crowding, stampeding, trampling, and suffocating with no avenue of escape is the _number one cause_ of multiple injuries and death by human hands in group settings.

THE F.I.S.T. MODEL*

(Originally presented at the First International Conference on Engineering for Crowd Safety, London, England, March 1993. Revised exclusively for crowdsafe.com, January 2002.)

- A model for understanding the causes of crowd disasters, means of prevention, and possible mitigation of an ongoing crowd incident.

- The elements of the model form the acronym "FIST", which is a useful reminder that any crowd situation can quickly become threatening and potentially lethal.

***F**orce, **I**nformation, **S**pace, **T**ime*

THE PHYSICS OF CROWDS: *FORCE*

- One study showed that under a simulated panic, 5 people were capable of developing a vertical pressure of 766 lbs.

- In one soccer stadium incident, people ended up piled on top of each other 10 feet deep, creating a horizontal pressure of 800-900 lbs.

- Even the small movements of so many people aggregate into a powerful force.

Horizontal Loading on Handrails. NBTC Tech. Rec 514, Nat.Tech. Centre, New South Wales.

**Organizational Strategies
for Planning & Preparedness**

2020: THE COST OF CIVIL UNREST

THE COST OF CIVIL UNREST [1]

- 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

Insurance Information Institute, June 2020

THE COST OF CIVIL UNREST [2]

- One study of the 1992 Los Angeles riots concluded that not only did the destruction cause $1 billion in initial property damage, over time it led to an economic decline of $3.8 billion in sales activity and at least $125 million in tax revenue.

- New reporting shows that the George Floyd riots were more destructive than the riots studied, we can reasonably expect that the long-term economic consequences will be more severe as well.

- *…and, the current round of protests and riots is not nearly over.*

RECOMMENDATIONS FOR ORGANIZATIONS [1]

1. Include strategies to predict, prevent and respond to collective violence into overall violence prevention efforts.

2. Coordinate with local Law Enforcement and Emergency Management agencies in planning and exercising around collective actions.

3. Share intelligence between Law Enforcement and Private Sector partners about collective actions.

4. Provide information/training to workforce about personal safety and security during times of perceived risk, with timely updates about possible protests or other collective events.

RECOMMENDATIONS FOR ORGANIZATIONS [2]

5. Prepare the workforce to recognize and respond to collective violence as you would to other forms of workplace violence. (Ex: Run>Hide>Fight)

6. Coordinate with Communications Departments about monitoring and sharing information with various stakeholders about actions and organization's response.

7. Address issues of sympathizing employees sharing the organization's information with protestors, including social media policies and practices.

8. Share information and best practices with trade and industry groups.

EXECUTIVE CONSIDERATIONS

- The organization's Emergency Preparedness & Response Plan (EPR) is in place and updated.

- Emergency notification to workforce and other key stakeholders is possible if the EPR is activated. (Consider possible cell tower overload).

- Senior leaders are aware of location of the offsite emergency operations center if main offices are inaccessible.

- Essential business functions can be sustained throughout a period of disruption that may prevent access to offices.

- Supply chain disruptions can be managed.

- Insurances will cover losses from vandalism or looting.

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.

Photo | Sarah Bloom

BUSINESS CONTINUITY, SECURITY & OTHERS [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.

BUSINESS CONTINUITY, SECURITY & OTHERS [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.

BUSINESS CONTINUITY, SECURITY & OTHERS [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.

BUSINESS CONTINUITY, SECURITY & OTHERS [3]

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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 trough 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.

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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).

AN IMPORTANT DISTINCTION

Crowd Management is the disciplined and practical use of acquired skills intelligently to be able to control and direct crowds with a threat of harmful planned or spontaneous behaviors.

- **Crowd Control:** Tactical; reactive.

- **Crowd Management:** Strategic; proactive.

SUGGESTIONS FOR SECURITY LEADERS

1. Have a practiced plan
2. Possess shared skills across disciplines
3. Coordinate actions
4. Act decisively, but with restraint
5. Don't intervene until you are ready
6. Don't act out of emotion

TRAINING

Those expected to work in potential group or crowd environments require pre-deployment training and situation updates:

- ICS/Supervisory structure for support
- **Crowd safety concepts and survival techniques**
- Site maps/routes of escape
- Escalation ladder and POC for problem resolution
- Communications tools and protocols

COMMUNICATIONS CHALLENGES

- The noise levels in large crowds can be a barrier to effective communications and safety.

- In protest scenarios groups often blast loud music and other noise to add to the chaos.

- Responders may have difficulty even using shoulder-mounted microphones.

- All responders should have redundant communications plans and skills, such as hand signals.

Safety & Security in Crowds

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.

- 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.

- 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.

- 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 mass gatherings are peaceful.

- What you learned in this program 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.

THANK YOU!

- Thank you for your interest in this program.

- If you are interested in learning more, please feel free to download our program, How to Survive a Riot

- Please contact us for any additional information about this or our other programs addressing human behavior in public safety, emergency management or security.

FOR MORE INFORMATION

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ABOUT BEHAVIORAL SCIENCE APPLICATIONS LLC

- Behavioral Science Applications LLC (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.