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SUBJECT: THE CHALLENGES OF MANTAINING PUBLIC ORDER RESPONSIBLY

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Executive Summary: Throughout these United States, we are experiencing tremendous, ever-escalating challenges, in volume and violence, in the fields of public order and crowd management, and in worse cases what the American public refers to as riot control. Cities and towns must live in fear that a single incident, racially, economically, or simply malevolently motivated, will produce public unrest and turmoil with crippling physical (in terms of citizens and property), financial, political, and reputational far-reaching repercussions. Chicago will always have its name tainted by the deadly 1968 riots caused by civil uproar over the assassination of Dr. Martin Luther King. These riots commenced in April, killing 11 people, and, following the shooting of Bobby Kennedy two months later, culminated in the July Democratic Convention riots, exploding in the violent clash of tens of thousands of protestors with 27,000 law enforcement officers and National Guardsmen, resulting in 119 police and 100 protestors injured, and 589 protestors arrested. But what most people forget is the 1966 Chicago West Side riots, which necessitated the deployment of 1200 National Guardsmen two years before (and, in effect, started this ball rolling), were not caused by anything so egregious as the assassination of a very public figure or a National Special Security Event (NSSE), but by something as innocuous as a black man being arrested for opening a fire hydrant. Add to that an increasing propensity for law enforcement, public forums, and media outlets to exaggerate the need for escalation to justify overreactions both in scope and in level of violence, and so any factors are at play here that law enforcement becomes understandably and justifiably unsure of their footing. Simply put, these often violent uprisings are not only potentially catastrophic in virtually every sense, but they are equally capricious. All of this makes for an incredibly difficult training dilemma.

The challenge therefore, is one of readiness in the face of unlimited impact and limited predictability. To be very frank, we believe that this will require a different and more visionary approach to policing, public order, and crowd management than has recently been taken by law enforcement agencies in the United States. Densus has been providing that different approach to foreign governments on behalf of the Department of State, to select units and organizations of the Department of Defense, and to domestic law enforcement agencies for the past decade. Our approach, methods, and tactics have proven to be effective and to deescalate whenever possible the entire range of protest interactions, across virtually all cultures and legal systems.

Assessing the Problem: Whether we look to Chicago, Ferguson, Sanford, Standing Rock, or Washington, DC, we are all witnesses to the escalation of protest violence and injury to citizens and protestors alike; to property damage insurance rates to cities and towns skyrocketing dramatically (Cleveland paid an undisclosed amount of money for \$50 million in insurance when they hosted the Republican National Convention); and to the cost to municipalities and protective agencies and organizations becoming astronomical (witness not only the tremendous amount of police and law enforcement assets flown in to augment local police forces in events like the RNC

(where there were police officers walking the streets brought in from literally all over the United States) or worse the local police making the situation worse and thereby increasing the crowd management costs exponentially. This does not even address the massive amount of investment dollars that have bled away from companies like Energy Transfer Partners in response to the protests directed at the Dakota Access Pipeline. Not only are these situations growing in danger to individuals, but they are impacting civic government, law enforcement agencies, and corporations as well. These problems can't be made to disappear, but they can be mitigated in terms of the deleterious impact of the police response.

Why the Current Problem Exists: Unfortunately, the availability of effective change agents to guide Portland down this path are few. The majority of the “expert” tactics and concomitant training comes out of FEMA, and because it is free and therefore the lowest common denominator, it understandably is the universal default solution. The problem is that you get what you pay for. FEMA’s tactics are beyond extremely antiquated (think Roman legion stomp and drag), the equipment used is far too often completely inappropriate for the nature of the situation (think bringing a tank to house-to house-fighting with civilians in the proximity), and their approach to addressing the crowd as a single entity paints them all with the same brush and causes tensions to manifold themselves spectacularly into a powder keg virtually every time.

This course of action will not enable Chief Marshman to meet Mayor Wheeler’s objectives in any way, shape, or form – not by a long shot. In fact, in cities like Belfast, Istanbul, Paris, and London, where they understand public order and crowd management, the repercussions to a police force that exacerbates the situation as the police did in Washington, DC did this past January would have been catastrophic. That level of unprofessionalism and poor police work is simply not tolerated in places where they have dealt with this threat for many decades at a volume and level of violence that exceeds anything we have seen in North America. For all these reasons, Portland, and every other organization seeking to discourage this exponentially increasingly volatile trajectory, will have its work cut out for them.

Our Solution: We at Densus advocate a different path. Our approach and terminology is that of crowd management, not riot control. We deliver a system of graduated response to protest activity that gives officers a set of tactics suitable for different levels of protestor behavior and violence. We also give them a practical understanding of how groups of people behave and how modern protestor tactics work. The combination of these two elements allows commanders and individual officers to apply the right tactic to the situation on the ground to the right specific environment, preventing the conditions for violence from occurring, deescalating the situation where possible, and dealing effectively with criminal elements when required. It has been our extensive experience that this degree of judgment and flexibility is absolutely essential in the modern world, where different protest groups can use very different tactics, encompassing very different levels of threat, in close proximity to each other.

Densus has been delivering the kind of change the Mayor advocates on behalf of the Department of State to foreign countries’ national police forces for the past decade. We have gained tremendous referenceability and corresponding momentum overseas, as well as a burgeoning growth here in North America, as more organizational leaders like Mayor Wheeler realize that there has to be something better than having his city be held hostage physically, financially, politically, legally, and morally, in the easily persuaded eyes of public opinion. The proven capabilities that we deliver are far more operationally effective and far more human rights compliant than the previously mentioned US methods. We are the leading providers of crowd management training to the Department of State’s Bureau of International Narcotics and Law Enforcement Affairs (INL). We recruit our instructors internationally and teach a combination of

tactics taken from the countries that are world leaders in this field. All of our crowd management instructors have many years of experience of using the tactics they teach while on operations in their own countries, as well as their considerable experience of teaching internationally. The lead trainers also have experience in protest events in the US and in providing training to US Police Officers and the US Military. All the training is based on the latest academic research in this field, combined with the practical experience of our staff.

Densus provides training in:

- Command and control
- Operational planning
- Unit and individual tactics
- Use of force and the appropriate use of less lethal weapons
- Protest preparation and preparedness

Everything we teach is proven operationally and supported by past performance, including evidence of our successful implementation in hostile environments both in the countries where our tactics and concepts were first devised, and in the countries where we have taught them for INL. We can provide extensive past performance and referenceability upon request. We are currently in the second year of an extremely successful five-year engagement in Crowd Management and Antiterrorism Training in North Africa for the Department of State, and have over 1700 individuals and counting trained to an extremely high standard. This is exactly what we do best.

Proposal: We would propose a 60-90 minute briefing in Portland to make our capabilities tangible and as vividly differentiable as possible. We wish you every success in your goals of setting the standard in public order and crowd management, and we look forward to helping you reach that goal. We thank you for your time, and await your response.

Yours Very Sincerely and Respectfully,



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