

FSEG: Modelling safety and security

- FSEG was Founded in 1986 by Prof Galea in response to the Manchester Airport B737 fire.
- Today it consists of 30 researchers including:
 - fire engineers, CFD specialists, psychologists, mathematicians and software engineers.
- Research interests include the mathematical modelling and experimental analysis of:
 - evacuation dynamics in complex spaces,
 - pedestrian dynamics in complex spaces,
 - combustion and fire/smoke spread,
 - fire suppression,
 - security
- Application areas include:
 - aerospace, built environment, marine and rail.





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Safety and Security in Crowded Places
Crowded places such as airport terminals, rail stations, shopping malls, entertainment venues, and sports stadia pose a challenge to designers and operators to ensure the safety and security of the population.

- The **safe, efficient** and **comfortable** movement of people is an **IMPORTANT** design consideration for the efficient day to day operation of crowded places.
- **ESSENTIAL** design feature for emergencies.
 - Structural design and management procedures must take into consideration not only threats caused by accidental hazards such as fire but must also be sufficiently flexible to cope with terrorist situations.
- Failing to imbed an understanding of human behaviour into the design of buildings and emergency procedures can lead to disaster.

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Disasters in Crowded Places







Dusseldorf Airport fire (Germany) 11/04/96 – 17 fatalities



Station Disco fire, Rhode Island (USA) 20/02/03 – 100 fatalities



Love Parade (Duisburg Germany) 24/07/10 – 21 fatalities



Hajj, Mecca (Saudi Arabia) 87: 402; 90: 1,426; 94: 270; 97: 500; 98: 180; 01: 35; 04: 251; 06: 360; 15: 2,000? fatalities



Grenfell London (UK) 14/06/17 – 72 fatalities

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New EXODUS Application Areas

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New Application Areas

- Discuss three new application areas for agent based evacuation simulation:
 - Evacuation from high-rise construction sites.
 - Establish evidence base describing human performance on construction sites.
 - Expand modelling capability to include unique features.
 - Augmented and Virtual training Environments.
 - Develop capability for external users to take control of their avatar
 - Develop series of new behavioural capabilities
 - Integrate with gaming environment
 - Urban-scale evacuation simulation
 - Include capability to interact with Open Street Maps
 - Real-Time analysis
 - Integrate with traffic models allowing pedestrians to be 'aware' of vehicles and 'vehicles' to be aware of pedestrians



Part 1: Evacuation From High-Rise Construction Sites

Who can hope to be safe? who sufficiently cautious? Guard himself as he may, every moment's an ambush. Horace

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Construction Site Evacuation

- Around the world construction is considered one of the most dangerous industries.
- 2015-2016, 43 fatal accidents in the UK
 - 3rd highest rate of fatal injuries in the work place
- Catastrophic events will require the full evacuation of the site





Construction Site Evacuation - Issues Does not have fire engineered evacuation solution

- Not governed by evacuation regulations.
- Physical layout constantly changing making wayfinding difficult and requiring that evacuation rotes are constantly updated
- Floor surfaces can be physically challenging hindering rapid movement.
- Some activities must be made safe prior to evacuation.
- Working at height.





- 2 High-rise Construction sites
 - 4 Evacuation Trials

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Introduction To The Trials Two construction sites were identified for use in the evacuation trials.

- - 100 Bishopsgate (100 BG) and 22 Bishopsgate (22 BG).
- 100 BG 37 storey office building (expected completion in 2018)
- 22 BG 62 storey office block (expected completion in 2019).
 - Largest core in Europe, tallest structure in the City of London, 2nd tallest in UK. *Images of completed buildings taken from Wikipedia







- Trial data collection using strategically placed video cameras and surveys.
- 30 GoPro cameras used for the project







Response Time Analysis



Core and partially completed floors



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- Trial 1: 100 BG Feb 17
 - Slipform at floor 19
 - 12 floors almost completed
 - 80 RTs excluding slipform
 - **RT** excludes Slipform
 - Trial 3 100 BG Oct 17
 - Building at floor 38 (max height)
 - 33 floors almost completed
 - 53 RTs excluding slipform
 - RT excludes Slipform
 - Trial 4 22 BG Nov 17
 - Jumpform at floor 34
 - 31 floors almost completed
 - 44 RTs excluding jumpform

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RT distribution excludes Jumpform

Comparing RT Distributions excluding Jump/Slip Form Data

- Comparing the RT distributions for three trials excluding the jump/slip data (highest populated floors) involving 178 data points:
 - Independent two Tail T Test, 99% confidence level
- Trial-1 Feb (100 BSG 15 floors) vs Trial-3 Oct (100 BSG 38 floors),
 - T Test suggests distributions are identical (P = 0.64 at 99% confidence level).
- Trial-1 Feb (100 BSG 15 floors) vs Trial-4 Nov (22 BSG 19 floors),
 - T Test suggests distributions are identical (P = 0.38 at 99% confidence level).
- Trial-3 Oct (100 BSG 38 floors) vs Trial-4 Nov (22 BSG 19 floors),
 - T Test suggests distributions are identical (P = 0.3 at 99% confidence level).
- Results suggest:
 - Data from all three distributions are from similar distributions.
 - Can merge RT data from these three trials.
 - Distribution is Log-Normal in appearance.





Exceptionally Long Response Times



 Glaziers cannot begin evacuation process until glazing made safe.



 Isolated workers prolong response unless staff intervention



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- RT distribution is:
 - NORMAL rather than LOG-NORMAL.
 - DIFFERENT compared to the rest of building
 - Require two separate RT distributions, one for slip/jump, one for the rest of the building.

Is RT Dependent on Height of Construction?



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Comparing RT Distributions excluding Jump/Slip Form Data

- Comparing the RT distributions for the three trials excluding the jump/slip data:
 - Independent two Tail T Test, 99% confidence level
- Trial-1 Feb (100 BSG 15 floors) vs Trial-3 Oct (100 BSG 38 floors),
 - T Test suggests distributions are identical (P = 0.64 at 99% confidence level).
- Trial-3 Oct (100 BSG 38 floors) vs Trial-4 Nov (22 BSG 19 floors),
 - T Test suggests distributions are identical (P = 0.3 at 99% confidence level).
- Results suggest:
 - Data from all three distributions are from similar distributions.
 - Height does not appear to influence RT within the core of the building.





Building height does not appear to impact RT distribution (17 and 34 floors)

Vertical Speeds – Ladders and Scaffold Stairs



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Ladder Travel Speeds

- Collected data for 59 workers using ladders.
 - Speed up ladder:

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- Average 0.42 m/s
- Range: 0.39 0.44 m/s
- Speed descending ladder:
 - Average: 0.45 m/s
 - Range: 0.29 0.61 m/s
- Descent ladder speed is 45% of stair speed.
- Ascent ladder speed is 63% of stair speed.





Scaffold Stairs

- Two types of scaffold stairs were used on the construction sites.
- Dog-Leg stairs: each flight is off-set by a landing
- Layered stairs: each flight is arranged on top of each other resulting in limited head clearance per flight impacts travel speed.
- Results for Layered stairs presented here.



Dog-leg stair down



Layered stair down



Ladders vs Layered Stairs vs Building Stairs

• Ladders are clearly a bottleneck in any evacuation route and their use should be limited

	Descending	Descending Layered	Descending Standard Stairs
	Ladder	Stairs	Average (Fruin)
Max	0.61 m/s	0.93 m/s	Male 17-29 1.01 m/s
Average	0.45 m/s	0.66 m/s	Male 30-50 0.70 m/s
Min	0.29 m/s	0.36 m/s	Male 51-80 0.53 m/s
	Ascending Ladder	Ascending Layered Stairs	Ascending Standard Stairs Average (Fruin)
Max	Ascending Ladder 0.45 m/s	Ascending Layered Stairs 0.74 m/s	Ascending Standard Stairs Average (Fruin) Male 17-29 0.67 m/s
Max Average	Ascending Ladder 0.45 m/s 0.42 m/s	Ascending Layered Stairs 0.74 m/s 0.52 m/s	Ascending Standard Stairs Average (Fruin) Male 17-29 0.67 m/s Male 30-50 0.63 m/s



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Walking Speeds – The Impact of Floor Surface



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Walking Speed Trials – 144 data pts per category





Person 1 walking in both directions across metal decking



Person 1 walking across rebar



Person 20 walking across concrete



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Part 2: MIXED REALITY TRAINING ENVIRONMENT

"Being virtually killed by a virtual laser in a virtual space is just as effective as the real thing, because you are as dead as you think you are." Douglas Adams.

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Marauding Armed Terrorists and Agent Based Modelling

- Recent marauding armed terrorist attacks highlight the need for clear guidance on how best to *defend, respond and react* to such events.
 - 2008 Mumbai, 2011 Norway, 2013 Westgate Shopping Mall Nairobi, 2014 Kunming Railway Station, 2015 Bataclan Paris, 2015 Amsterdam-Paris train, 2015 Sousse Tunisia, 2017 London Bridge UK, 2018 Melbourne Australia.
- Terror groups have shifted focus onto 'soft' targets crowded places e.g. shopping malls, public buildings, transportation infrastructure, etc.
 - Mumbai demonstrates how several individuals with small explosive devices and automatic weapons could cause significant loss of life attacking crowded places.
- Due to the dynamic nature of such attacks, it is difficult to prepare security forces, including first responders, to deal with these situations.



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AUGGMED – Automated Serious Game Scenario

- Generator for Mixed Reality Training Aim was to develop a serious game platform to enable single and teambased training of security staff, police, counter-terrorism officers, etc responding to terrorist scenarios in crowded places
- AUGGMED platform will generate non-linear scenarios designed to improve skills such as: problem solving, analytical thinking, quick reactions,

Scenarios include advanced simulations of crowds (EXODUS) and hazardous environments including fire (SMARTFIRE) and explosions.


Modifications to EXODUS and SMARTFIRE

- Embed EXODUS into the UNITY 3D environment allowing two directional communication between the tools and UNITY environment.
- Increase SMARTFIRE smoke output from 2-Layer to multilayer to allow better visualisation within UNITY 3D (and vrEXODUS)
- Enable external user to take control of an avatar and interact within the simulation environment with the other avatars.
- Introduce a range of voice and jester features allowing avatars to react to voice and hand gestures.
- Introduce a shooting capability into EXODUS.
- Introduce gun shot and explosion injury capability into EXODUS
 - Introduce concept of awareness and threat zones

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Capabilities

- As part of the AUGGMED training environment, three capability levels were developed:
 - Level 1: trainee uses mouse + keyboard, views game play on computer screen. No mobility, no tactile feedback. Trainees can join locally or remotely.
 - Level 2: trainee using immersed VR head mounted display and hand controllers. Limited mobility and tactile feedback. Trainees can join locally or remotely.
 - Level 3: AR environment, training on site, full mobility and advanced tactile feedback. Trainees can join locally or remotely.



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Forum8 Design Conference Tokyo 16 Nov 2018 **EXODUS linked to UNITY3D game environment** buildingEXODUS general circulation simulation within an Airport Terminal:



Fire predictions (i.e. smoke, heat and toxic gas environment) calculated prior to runtime using SMARTFIRE.

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Hand Gestures and Vocal Commands

- Hand Gestures: Semi-circular influence area radius set as max arbitrary visibility distance of 20m
 - % compliance parameter: function of distance to person giving order and mimicking behaviour of surrounding population.
- Vocal Command: Compliments hand gesture
 - Circular influence area smaller radius compared to hand gesture, also need to specify % compliance
- Hand gesture and vocal commands: More influential, compliance increases but influence of hand gesture > influence of vocal command
- Blue team and red team able to communicate to both individuals and groups
- Total of 8 different voice commands including:
 - Stop, Go, Get Down, Get Up, Start Evacuating, Get out of the Way.

Additional EXODUS Behaviours Hand Gestures and Vocal Commands: "Stop" Command

Additional EXODUS Behaviours Hand Gestures and Vocal Commands: "Get Down" Command

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Level 1 : External user control of EXODUS agent

- God's view on main screen, used by 'trainer'
- External user's view on insert, user is controlling the flagged agent

Level 1 : External user control of EXODUS agent

- Red has set off a bomb starting a fire
- Blue team sent in to track down Red during fire and people trying to evacuate.

AUGGMED

Simulating a Terrorist Incident within an Airport

Scenario:

- A Red Team Member (i.e. Terrorist) has started a fire within an airport and fled the scene.
- Blue Team members (i.e. Armed Police) respond to the incident and engage the crowd telling them to start evacuating before searching for, and then neutralising, the terrorist.

Red Team Member = Terrorist

Blue Team member = Armed Police Response

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Level 2 : Immersive VR Environment

- Head set: HTC Vive set-up.
- Headset provides the user with an immersive experience.
- Actual physical movement of the user, while wearing the headset, is tracked via 2 beacons (about 5m apart).
- As the user moves, there movement is recorded and sent to UNITY to enable the users avatar to be moved accordingly within the virtual space.
- The controllers are used for:
 - Moving within the virtual environment (i.e. walking or running),
 - Issuing voice or gesture commands to avatars within the simulation
 - Tagging injured avatars during triage scenarios,
 - Selecting, Aiming, Firing and Reloading weapons (i.e. pistols, automatic weapons, knives and explosives)

Level 2 : Immersive VR Environment Left screen shows the trainees view through his head set

- Right screen shows trainers view. Trainer can switch to see any of view of any of the trainees.

- Trainee views the fire.
- Fire is determined by SMARTFIRE including smoke, heat and toxic gases
- FED is being calculated, so trainee may be overcome by toxic products or heat.

- Trainee assists with the evacuation of the terminal.
 - Instructing airport staff to evacuate.

Level 2 : Immersive VR Environment – triage scenario

- Bomb blast in Muntaner Metro station, with killed, seriously injured and minor injuries
- Trainee is meant to triage the seriously injured.

- Trainee is on central platform where the most seriously injured are located.

- Trainee realises the other platform has more seriously injured and so has to get around to the other platform.

Level 2 : Immersive VR Environment – triage scenario •Actual training session with real paramedics familiar with the station

•2 paramedics and trainer involved in the scenario.

•Large screen flicks between trainers view and trainees view.

•Both paramedics stay together to assist each other.

Laptops show the paramedic view.
Working as a team, communicating with the victims to assess their condition.

•Trainer views and interjects.

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EXODUS Threat Zone Behaviour – Fleeing Behaviour

- Agents within the **Threat Zone** attempt to flee the terrorist as quickly as possible. They are not thinking about the nearest exit, simply attempting to get away from the perceived threat as quickly as possible.
- Flee direction determined by summing unit vector between terrorist and Agent and unit vector in the direction of agent travel as if there is a repulsive force between terrorist and agent.
- The direction of travel for a threatened agent takes into account multiple threats

Awareness Behaviour – Evacuation Behaviour

- Agents within the Awareness zone will attempt to determine which (if any) exit represents the best means of escape.
- Agent considers the **shortest route** to each available exit point.
- Routes which pass through the **Threat Zone** of a known threat are excluded.
- Routes considered viable are scanned along their entire route to determine the shortest distance to a known threat i.e. the last known location of the terrorist within the target agents memory.
- The exit route that has the **greatest shortest distance** from known threats is deemed the **safest**, and so is selected as the escape route.
- If two or more exits are equally safe, the nearest exit is selected.
- Exit 1 selected even though it is further away.

 If agent cannot reach an available exit without passing through the threat zone of a known threat, then the target agent will alternatively consider targeting safe zones.

Threat and Awareness Zones

- The Threat and Awareness radii are based on **line of sight** or **distance** from the terrorist, depending on the action of the terrorist.
- When the terrorist fires their Threat and Awareness radii are based on distance, so agents with no direct line of sight of the MAT can become threatened or aware of the threat.
- When the terrorist reloads, their Threat and Awareness radii are based on line of sight i.e. only agents who can see the shooter become threatened or aware of the threat.

Flee Behaviour

- Agents within a given **Threat zone** will attempt to move **directly away** from the threat.
- As a result, agents may find themselves effectively forced into **dead ends**, up against **walls**, **barriers** etc., from where they are **unable to retreat** any further.
- Agents who are effectively trapped will immediately crouch in an attempt to become less visible, pose a smaller target and appear less threatening to the shooter.
- **Trapped agents** may **make a dash for safety** if a given threat enters the agents **Flee Radius**.
 - Flee radius: critical distance between terrorist and agent defining how close the threat has to be before agents will consider making a dash for safety,
 - Flee Probability: likelihood that trapped agents will consider a dash for safety when terrorist enters the Flee radius.

Level 2 : Immersive VR Environment

- Demonstration of RED team shooting at population
- Threat and Awareness zones shown around RED team member.
- This changes as the RED fires and reloads.

Level 2 : Immersive VR Environment

Photographs of the Pilot 2 location in Piraeus Port, Greece.

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- Greek military special forces (BLUE team) performing a sweep of the Piraeus Port looking for terrorists (RED Team) following attack

Level 3 : Augmented Reality Environment

- AR uses HTC Vive set-up as with the Level 2 arrangement.
- Hololens was considered but not used due to severe limitations with the current hardware:
 - Unrealistic very narrow viewing window provided by the headset requires unnatural head movements to capture full field of view,
 - Images of avatars appear semi-transparent.
- HTC headset modified with addition of centrally mounted HD camera.
- Camera streams real-time HD video into L+R displays within the headset.
- Simulated avatars are rendered on top of streamed video images to each eye.
- In this way it appears that the avatars are actually present and moving around within the real structure.
- Due to the slight delay associated with the time taken to capture and stream the real video, some disconnect between the avatars and the real world is observed – particularly with rapid head movements.
- Due to inconsistencies between the virtual geometry and the real world e.g. location of taped barriers, agents may appear to walk through barriers/obstacles

etc.

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- View on screen is view through headset. Passive observer during simulation.
 - Gunman dressed as port official (Red Jacket) opens fire in Piraeus port. Gunman controlled remotely via Level 1 interface – but visualised using AR.

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Level 3 : Augmented Reality Environment

- Team member in the role of a Policeman commands agents and they comply.
- Policeman then opens fire on crowd and they attempt to evacuate, some try to crouch down to become a smaller target.

Part 3: Urban Scale Evacuation and Crowd Dynamics

·....while the individual man is an insoluble puzzle, in the aggregate he becomes a mathematical certainty." –

Sherlock Holmes, The Sign of Four

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Large Scale Disaster Planning and Management

- As part of EU FP7 project IDIRA EXODUS was expanded to applications involving large scale urban disasters.
 - floods, Tsunami, earthquakes, forest fires, terrorist situations, etc.
- urbanEXODUS is used to assist in planning large-scale movement of people AND webEXODUS is used during an incident.
- As part of this development EXODUS has been configured to read street geometries from open source resources such as:
 - Googlemaps
 - Open Street Maps (OSM)
- EXODUS can interpret the geography and identify roads, open spaces and buildings.
- Work is being expanded in two a EU Horizon 2020 projects:
 - GEO-SAFE <u>http://fseg.gre.ac.uk/fire/geo-safe.html</u>
 - IN-PREP

Coupling evacuation and fire simulation tools to determine safe evacuation routes and safety margins

 2016 Haifa Israel wildfires – 75,000 residents evacuated from 11 neighbourhoods, 163 people were hurt mainly due to smoke inhalation.

FOREST FIRE

- Swinley forest fire was the largest in Berkshire's history
 - 5 May 2011, 300 hectares of forest
 - Very close to built up areas
 - 1220 people directly affected: TRL 800, Business Estate 200, Pub 200, Residential dwellings 20
 - Close to the high-security Broadmoor Hospital

Broadmoor Hospital

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FOREST FIRE

- Conditions were variable on the day.
- Concerned of repercussions if wind changed.
- Spread of fire modelled using Prometheus by Tom Smith KCL
 - Considered what would have happened if wind changed direction.
 - How long to evacuate threatened population?

• Actual region burnt

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Evacuation Scenarios 205,000 people

- Scenario 3 is the fastest: 3.2 hrs, Average distance: 739m
- Scenario 4 is the slowest: 6.7 hrs, Average distance: 643m
- Run time: 15 hours on average
- PC: Xeon at 3.6GHz with 64GB RAM

Pedestrian-Vehicle interaction Model

- In many urban evacuation and circulation applications it is necessary to include the interaction of pedestrians with vehicles.
- **Circulation Applications:** pedestrian movement around busy road traffic, including crossing behaviours.
- **Evacuation Applications:** Two types of application:
 - Post-Exiting Behaviour: Evacuation from large infrastructure where evacuation simulation continues to the external of the building and may involve pedestrians interacting or avoiding traffic flows.
 - Urban-Scale Behaviour: Pedestrian evacuation to/from vehicular transportation to remove them from the scene. This could involve agents moving to private vehicles or to rendezvous points for connection with mass transportation.
- In all cases it is necessary to understand and quantify how pedestrians interact with traffic, in particular crossing behaviours.
- Some data is available, but

Vehicle Interaction - Data Collection

- While there are many studies on pedestrian crossing behaviour there is a lack of quantifiable information concerning:
 - Precise circumstances of the nature of the data collection including, traffic conditions, target destinations, travel distances and sense of urgency





When to Cross - Gap Acceptance

- Decision based on:
 - head way
 - number of lanes
- Behaviour model controls how and when agent crosses road.
 - one go known as double gap or one stage crossing
 - lane by lane known as rolling gap or risk-taker



- Agents consider:
 - the first vehicle in the near lane
 - And the first two in the far lane

Agent-Vehicle Interaction Model

- Explore the possibility of agents interacting with vehicles
- This requires the agents to be 'aware' of the vehicles and vehicles to be 'aware' of the agents.
- In the current EXODUS UC WINROAD link there is no agent-vehicle awareness.
- To achieve this, it is necessary for EXODUS to have an internal representation of vehicles and to be able to take control of the vehicle when there is a potential for vehicle-pedestrian interaction.
- The vehicle model must:
 - Interface with Open Street Map allowing the import of large urban environments
 - Have an ability to represent thousands of vehicles in a large urban environment road network.
 - Have APIs enabling external software to remotely control the traffic model, essentially allowing EXODUS to act as the SERVER and the traffic model act as the CLIENT
 - Have an ability to couple easily with C++ software (EXODUS)
 - EXODUS must be able to take control of the vehicles interacting with the pedestrians while the traffic model controls the vehicle-vehicle interaction.

Agent-Vehicle Interaction Model

- To represent vehicles within EXODUS a prototype two way coupling has been developed between EXODUS and SUMO.
- SUMO Simulation of Urban Mobility (<u>http://sumo.dlr.de</u>)
- Developed by the Institute of Transportation Systems at the German Aerospace Centre, open source tool (since 2001).
 - Links with OpenStreetMap (OSM).
 - Provides APIs to enable external software to remotely control SUMO.
 - Python-TraCI Library allows interfacing a python script with a running SUMO simulation.
- EXODUS links to SUMO by using embedded python to call and run external python scripts using the TraCI Library.
 - EXODUS pedestrian crosses road ahead of vehicle, EXODUS sends message to SUMO to slow down/stop the vehicle
- This integration allows the modelling large scale circulation/evacuation scenarios where pedestrians can interact with moving vehicles.





• EXODUS extended to include two new models:

• VEHICLE MODEL

- specifies vehicle location, speed, acceleration, dimensions, etc.
- obtained from SUMO via an external python file utilising TraCI library
- Thus SUMO vehicles are replicated within EXODUS.

• VEHICLE MOVEMENT MODEL

- assesses movement of vehicles (from VEHICLE Model) and agents (from MOVEMENT Model)
- determines whether EXODUS needs to intervene to stop a collision between agents and vehicles, and if so, then updates the vehicles behaviour by sending a command to the VEHICLE Model to brake.
- Also controls the status of traffic lights
- this information is sent back to SUMO via the external python TraCI file.
- The agent movement is also affected by the presence of vehicles and so agents consider the location and behaviour of vehicles when considering crossing roads.
- EXODUS thus controls the SUMO vehicles remotely while SUMO has no knowledge of where the pedestrians are at any time, the vehicle movement can be adapted to ensure that collisions do not occur.
- Within this set-up EXODUS acts like the server, and SUMO acts like the client. Hence, EXODUS is effectively controlling SUMO.







HELP US WITH OUR RESEARCH

- FSEG are involved in a research project to explore new concepts in dynamic emergency exit signs, similar to that shown below.
- We need your input to assist us with our research.
- We are particularly interested in how the Japanese interpret the signage concept.
- Why not participate in citizen science and complete the survey – it only takes 5 minutes of your time

<u>http://bit.ly/fseg-signage</u>





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CONCLUDING COMMENTS tion is challenging and requires careful plan

- Safe evacuation is challenging and requires careful planning, it doesn't just happen.
- Use of *reliable modelling* tools in conjunction with *good data* enable fewer arbitrary assumptions to be imposed, allowing conditions to be modelled rather than assumed.
- Simulation can be used to assist in planning to ensure:
 - efficient throughput,
 - comfort,
 - safety and
 - security.
- Finally, while it may be appealing to make simplifying assumptions concerning human behaviour it is essential to remember people are not ball bearings and they will not always behave the way the engineer would like them to behave.

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