

<p align="center"><b>BALTIMORE POLICE DEPARTMENT – EDUCATION AND TRAINING SECTION</b></p> <p align="center"><b>LESSON PLAN</b></p>		
<p><b>COURSE TITLE:</b> General Supervisor’s Training</p>		
<p><b>LESSON TITLE:</b> Module 9 – Managing Use of Force</p>		
<p><b>New or Revised Course:</b> <span style="float: right;"><input checked="" type="checkbox"/> New      <input type="checkbox"/> Revised</span></p>		
<p><b>Prepared By:</b> Lt. Scott Swenson H165</p>		<p><b>Date:</b> February 18, 2022</p>
<p><b>Academic Director Approval:</b> Director Gary Cordner</p>		<p><b>Date:</b> Pending</p>
<b>PARAMETERS</b>	Lesson hours: 3 hours	<input type="checkbox"/> Entry-level
	Class size: 20	<input checked="" type="checkbox"/> Continuing Education
	Space needs: Classroom	<input type="checkbox"/> Other
<p><b>STUDENT/COURSE PREREQUISITES/QUALIFICATIONS</b> (if any)</p> <p>Completion of Use of Force and Fair and Impartial Policing Units 1-3. Participants must hold the rank of Sergeant or above.</p>		
<p><b>LESSON HISTORY</b> (previous versions, titles if applicable)</p> <p>Use of Force Reporting (Entry Level Officer)</p>		
<p><b>PERFORMANCE OBJECTIVES</b></p> <p>1. Through Power Point and facilitated discussion, participants will identify the requirements of use of force reporting for field supervisors, to the satisfaction of the facilitator.</p> <p>2. Through Power Point and facilitated discussion, participants will explain how to utilize the Critical Decision-Making Model to guide their approach to investigating and reporting a Level 2 Use of Force, to the satisfaction of the facilitator.</p>	<p><b>ASSESSMENT TECHNIQUE</b></p> <p>1. Discussion</p> <p>2. Case Study</p>	

<p>3. Given a summary of a police incident, students will analyze the officers' actions and determine the level of force used to the satisfaction of the facilitator.</p> <p>4. Give a series of case studies, students will analyze the officers' actions, identify the appropriate level use of force, and explain/justify the level of force used to the satisfaction of the facilitator.</p>	<p>3. Police incident summary</p> <p>4. BWC case study</p>
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<p style="text-align: center;"><b>COURSE DESCRIPTION</b></p> <p>This course will identify the requirements of use of force reporting for field supervisors. This course will use the Critical Decision-Making Model to guide their approach to investigating a Level 2 Use of Force.</p>													
<p style="text-align: center;"><b>MPCTC OBJECTIVES</b> (if applicable)</p> <p><i>(Include all terminal objectives. Include supporting objectives if they help elaborate what needs to be covered in the lesson. Ensure that all terminal objectives mentioned here are also added to the "Facilitator Notes" column where they are addressed in the lesson.)</i></p> <p>N/A</p>													
<p style="text-align: center;"><b>INSTRUCTOR MATERIALS</b></p> <p>Module 9: Managing Use of Force lesson plan Module 9: Managing Use of Force PowerPoint</p>													
<p style="text-align: center;"><b>TECHNOLOGY/EQUIPMENT/SUPPLIES NEEDED</b></p> <p>Computer w/ internet access</p>													
<p style="text-align: center;"><b>STUDENT HANDOUTS</b></p> <table> <tr> <td># Needed: 20</td><td>Title: Supervisor's UOF Tool Guide 2.0</td></tr> <tr> <td># Needed: 20</td><td>Title: Policy 725 UOF Preliminary Review Checklist G</td></tr> <tr> <td># Needed: 10 sets</td><td>Title: Appendix A – Level 1 vs Level 3 Use of Force Sorting Activity</td></tr> <tr> <td># Needed: 10</td><td>Title: Appendix B – Level 2 Use of Force Practice Activity</td></tr> <tr> <td># Needed: 10</td><td>Title: Appendix C – BWC Case Study Activity #1</td></tr> <tr> <td># Needed: 10</td><td>Title: Appendix D – BWC Case Study Activity #2</td></tr> </table>		# Needed: 20	Title: Supervisor's UOF Tool Guide 2.0	# Needed: 20	Title: Policy 725 UOF Preliminary Review Checklist G	# Needed: 10 sets	Title: Appendix A – Level 1 vs Level 3 Use of Force Sorting Activity	# Needed: 10	Title: Appendix B – Level 2 Use of Force Practice Activity	# Needed: 10	Title: Appendix C – BWC Case Study Activity #1	# Needed: 10	Title: Appendix D – BWC Case Study Activity #2
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# Needed: 10	Title: Appendix D – BWC Case Study Activity #2												
<p style="text-align: center;"><b>METHODS/TECHNIQUES</b></p> <p>Lecture, facilitated discussion</p>													

## **REFERENCES**

*Policy 1115 Use of Force*

*Policy 725 Use of Force Reporting, Review, and Assessment*

## **GENERAL COMMENTS**

- This course should be taught by an experienced instructor holding the rank of Sergeant or above. The instructor should have a qualified background in the field of Use of Force.
- Have copies of Appendix A copied, cut up/mixed up, and organized into 10 sets ahead of time for distribution.

### Lesson Plan Checklist (Part 1)

Format	Yes	No	N/A
1. All sections and boxes are completed.	X		
2. Performance objectives are properly worded and included in content.	X		
3. Assessment techniques are aligned with performance objectives.	X		
4. Copies of handouts and other instructional aids (if any) are included.	X		
5. References are appropriate and up-to-date.	X		
6. Instructions to facilitators are in the right-hand column.	X		
7. Content is in the left-hand column.	X		
8. Timing of instructional content and activities is specified.	X		
9. Instructional content and PowerPoint slides are consistent & properly aligned.	X		
10. Student engagement/adult learning techniques are included.	X		
a. Instructional content is not primarily lecture-based.	X		
b. Questions are posed regularly to engage students and ensure material is understood.	X		
c. Case studies, role-playing scenarios, and small group discussions are included where appropriate.	X		
11. Videos are incorporated.	X		
a. Video introductions set forth the basis for showing the video and key points are highlighted in advance for students.	X		
b. Videos underscore relevant training concepts.	X		
c. Videos do not contain crude or offensive language or actions that are gratuitous or unnecessary.	X		
d. Videos portray individuals of diverse demographics in a positive light.	X		
12. Meaningful review/closure is included.	X		
a. Important points are summarized at the end of lesson plan.	X		
b. Assessments are provided to test knowledge of concepts.	X		

### Lesson Plan Checklist (Part 2)

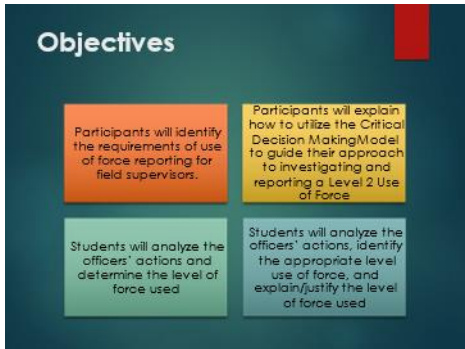
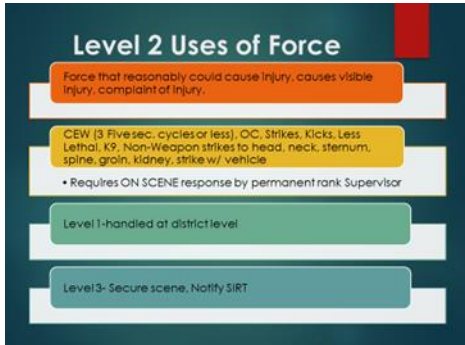
Integration	Yes	No	N/A
13. Does the lesson incorporate BPD technology?	X		
14. Does the lesson plan integrate BPD policies?	X		
15. Does the lesson reinforce BPD mission, vision, and values?	X		
16. Does the lesson reinforce the Critical Decision-Making Model?	X		
17. Does the lesson reinforce peer intervention (EPIC)?	X		
18. Does the lesson incorporate community policing principles?			X
19. Does the lesson incorporate problem solving practices?	X		
20. Does the lesson incorporate procedural justice principles?			X
21. Does the lesson incorporate fair & impartial policing principles?			X
22. Does the lesson reinforce de-escalation?	X		
23. Does the lesson reinforce using most effective, least intrusive options?			X
24. Does the lesson have external partners involved in the development of training?		X	
25. Does the lesson have external partners in the delivery of training?		X	
<b>Subject Matter Expert:</b> Lt. Scott Swenson	<b>Date:</b> 10-28-2021		
<b>Curriculum Specialist:</b> Danalee Potter Danalee Potter	<b>Date:</b> 11-11-2021 12-16-2021		
<b>Reviewing Supervisor:</b> Captain Jodie McFadden	<b>Date:</b> 10/29/21		
<b>Reviewing Commander:</b> Major Derek Loeffler	<b>Date:</b>		



**COURSE TITLE:** General Supervisor's Training

**LESSON TITLE:** Module 9 – Managing Use of Force

PRESENTATION GUIDE	FACILITATOR NOTES
<p><b>I. ANTICIPATORY SET</b></p> <p><b>SAY:</b> Hello Everyone. My name is Lieutenant Scott Swenson and I have been with BPD for 20 years. During my time in the Department, I have served in Patrol, the Flex Squad, SWAT, Training, and Use of Force Assessment. I am a recognized Use of Force expert.</p> <p>The two topics we will discuss today are Policy 725 Use of Force Reporting, Review, and Assessment and the Critical Decision-Making Model.</p> <p>Today's class is very important as knowing how to properly investigate a Use of Force is paramount to establishing legitimacy in the community and improving the performance of the agency.</p> <p><b>ASK:</b> Does anyone remember the CDMM from 2017?</p> <p><b>ASK:</b> Can I have a volunteer summarize the CDMM?</p>	<p><b>Time:</b> 10 minutes</p> <p><b>Slide 1</b></p>  <p><i>Facilitators should introduce themselves and briefly explain what the lesson is about and why it is important.</i></p> <p><i>Look for acknowledgment from the students.</i></p> <p><i>Call on a volunteer to summarize.</i></p>
<p><b>SAY:</b> The CDMM requires you to do the following:</p> <ol style="list-style-type: none"> <li>1. Collect information.</li> <li>2. Assess situation, threats and risks.</li> <li>3. Consider police powers and agency policy.</li> <li>4. Identify options and determine best course of action.</li> <li>5. Act, review, and re-assess.</li> </ol> <p><b>ASK:</b> What does Sanctity of Human Life mean to you?</p>	<p><b>Slide 2</b></p>  <p><b>DESIRED RESPONSE:</b> Members shall make every effort to preserve human life in all situations (<i>Policy 1115</i>).</p>

<p><b>II. INSTRUCTIONAL INPUT (CONTENT)</b></p> <p><b>PERFORMANCE OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>1. Through Power Point and facilitated discussion, participants will identify the requirements of use of force reporting for field supervisors.</li> <li>2. Through Power Point and facilitated discussion, participants will explain how to utilize the Critical Decision Making Model to guide their approach to investigating and reporting a Level 2 Use of Force.</li> <li>3. Given a summary of a police incident, students will analyze the officers' actions and determine the level of force used to the satisfaction of the facilitator.</li> <li>4. Give a series of case studies, students will analyze the officers' actions, identify the appropriate level use of force, and explain/justify the level of force used to the satisfaction of the facilitator.</li> </ol>	<p><b>Time:</b> 2 hours 10 minutes</p> <p><b>Slide 3</b></p> 
<p><b>SAY:</b> Let's take a moment to review the Levels of Use of Force.</p> <p><b>ACTIVITY:</b> In front of you is a set of sorting cards with different descriptors for a Level 1 and a Level 3 UOF incident. I'd like for you to work at your table groups to sort those descriptors into the correct category (Level 1 vs Level 3).</p> <p><b>SAY:</b> I will give you about 5 minutes to sort these into two piles. You may begin.</p>	<p><b>Slide 4</b></p>  <p><i>The facilitator should pass out copies of Appendix A (1 set for each group pair of students)</i></p> <p><i>The facilitator should utilize the Management By Walking Around Strategy to ensure groups are on task and correctly sorting the descriptors into a Level 1 OR Level</i></p>



**ASK:** What descriptions were identified as a Level 1 Use of Force?

3 pile.

- Using techniques that cause Temporary Pain or disorientation as a means of gaining compliance, including hand control or escort techniques (e.g., elbow grip, wrist grip, or shoulder grip) and pressure point compliance techniques. Force under this category is not reasonably expected to cause injury,
- Pointing a firearm, Less-Lethal Launcher, or CEW at a person,
- “Displaying the arc” with a CEW as a form of warning, and
- Forcible takedowns that do not result in actual injury or complaint of injury.

- Strikes to the head, neck, sternum, spine, groin, or kidney area with an impact weapon,
- Firearm discharges (including unintentional firearm discharges),
- Applications of more than three (3) CEW cycles in a single encounter, regardless of the mode or duration of the application, and regardless of whether the applications are by the same or different members,
- CEW application for longer than 15 seconds whether the application is a single continuous application or from multiple applications,
- Uses of Force resulting in death, serious physical injury, loss of consciousness, or injury requiring hospitalization, and

<p><b>ASK:</b> Now that we've reviewed and compared the difference between a Level 1 and Level 3 Use of Force, what is a Level 2 Use of Force?</p> <p><b>ASK:</b> What are some examples of this Level of Force (Level 2)?</p>	<ul style="list-style-type: none"> <li>• Uses of deadly force/lethal force.</li> </ul> <p><b>DESIRED RESPONSE:</b> Force that reasonably could cause injury, causes visible injury, or complaint of injury.</p> <p><b>DESIRED RESPONSE:</b></p> <ul style="list-style-type: none"> <li>• Force that causes or could reasonably be expected to cause an injury greater than Temporary Pain or the use of weapons or techniques listed below — provided they do not otherwise rise to a Level 3 Use of Force:</li> <li>• Discharge of a CEW in Drive-Stun or Probes Deployment, in the direction of a person, including where a CEW is fired at a person but misses,</li> <li>• Use of OC spray or other Chemical Agents,</li> <li>• Weaponless defense techniques including, but not limited to, elbow or closed fist strikes, open hand strikes, and kicks,</li> <li>• Discharge of a Less-Lethal Launcher/Munitions in the direction of a person,</li> <li>• Canine-inflicted injuries that do not rise to a Level 3 Use of Force, <ul style="list-style-type: none"> <li>• Non-weapon strikes to the head, neck, sternum, spine, groin, or kidney area, and</li> </ul> </li> <li>• Striking of a person or a vehicle with a vehicle that does not rise to Level 3 Use of Force</li> </ul>
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**SAY:** In the instance that a supervisor uses, directs, or is otherwise an Involved Member, a higher-ranking supervisor who was not involved in the incident will complete the Use of Force Review.

Supervisors ranked lieutenant and above may have a Use of Force Review completed by a supervisor of equal rank.

Supervisors ranked captain and above shall have their Use of Force Review completed by SIRT.

**SAY:** Additionally, don't forget to clarify the meaning of the term "involved" per the Form 99:

1. Did you witness this Use of Force incident or were you present when this UOF occurred?
2. If present, did you have any physical contact with the subject of the force?
3. Did you direct any of the actions of your subordinates prior to, or during this UOF incident, which directly or indirectly caused the involved member to have contact with the subject of the use of force?

If the answer to any question is yes, stop and get another supervisor of the appropriate rank to complete the UOF review.

**ASK:** Who investigates an Officer's use of force?

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### Assigned Rank Response

If Supervisor uses, directs, witnesses or is otherwise involved, he/she does not investigate that case.

- Officer involved: Sgt. Handles
- OICs not authorized
- Sgt. Involved: Lt./above handles
- Lt. Involved: Lt./above handles
- Command involved: SIRT handles

**DESIRED RESPONSE:** A Sergeant

**SAY:** When there is a visible injury, complaint of injury, signs of medical distress, or when medical attention is requested by any person, members shall immediately render aid consistent with their training and shall request that a medic respond to the scene, or transport the person directly to the nearest hospital emergency room.

**ASK:** Can a subject refuse medical attention if an Officer observes injury or hears a complaint of injury?

## Slide 6

### Step 1: Collect Information



#### Ask the Officers:

- Is the scene secure?
- Medical aid?
- Is this a Use of Force? Inspect, don't expect.
- What can you tell me about this incident?
- Who is involved?
- Who is a witness?

**DESIRED RESPONSE:** No, they can only refuse to a Medic on scene or Doctor at the hospital. An Officer must render aid and call a medic and supervisor.

**ASK:** Do you need to activate your BWC while investigating a Use of Force?

**SAY:** As a supervisor, whenever you're responding to a call, you need to remember to activate the BWC at the onset of the call. Then, you should ensure that the scene is secure, and if injuries are present, or there is a complaint of an injury, medics should be called to provide on-scene response or to transport the individual directly to the nearest hospital.

## Slide 7



**DESIRED RESPONSE:** Yes, you need to record your on-scene investigation.

**ASK:** Do you have to photograph subjects and Officers involved in a Use of Force?

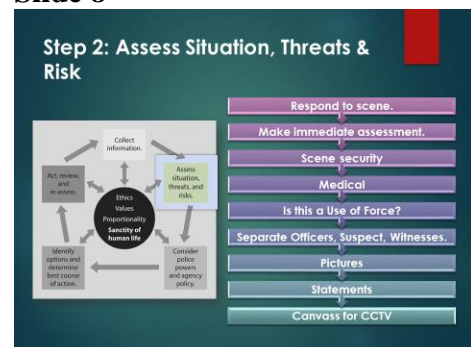
**SAY:** Remember to separate Officers to get statements (Do this on BWC).

Ensure that you do not ask leading questions in an attempt to legally justify the Officers actions. Ask open ended questions and have the Officers describe what occurred in their own words.

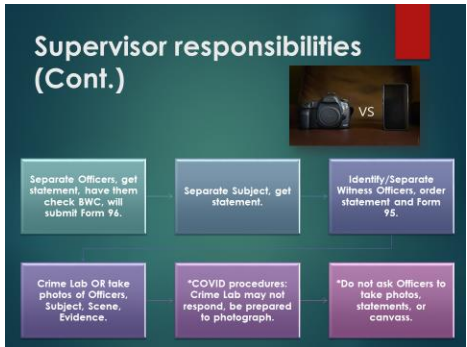
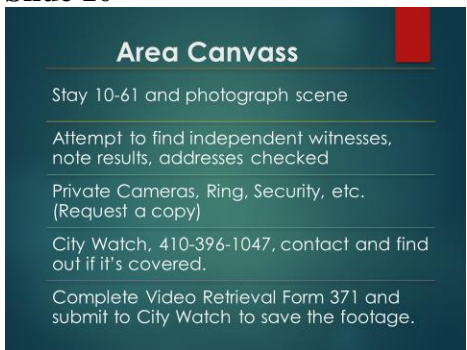
Be aware of the Officers LEOBR and do not compel the Officer to submit to an interrogation.

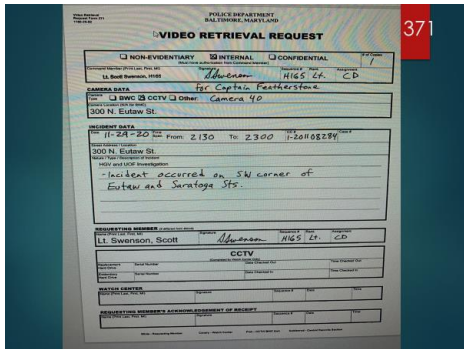
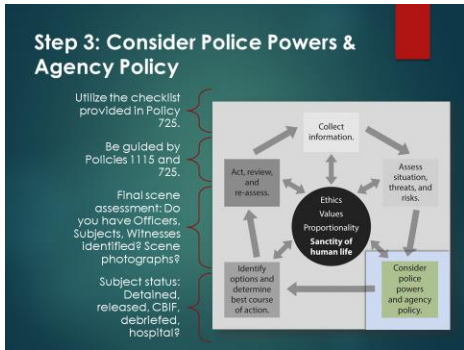
Then, do a basic assessment of what level of force

## Slide 8



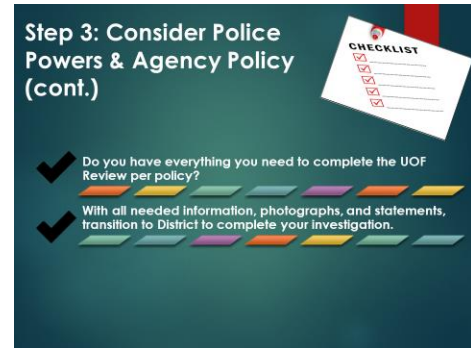
**DESIRED RESPONSE:** Yes, you need to photograph everyone involved in a UOF, subjects and Officers.

<p>occurred, and advise them to complete a 96 or a 95 prior to the end of their tour of duty and advise them you will inspect it for accuracy. Finally, canvass for witnesses and video, all while keeping your BWC on.</p>	
<p><b>SAY:</b> During your investigation, photograph the subject and involved Officers. If Crime Lab is not available due to COVID etc., the Supervisor should photograph them with a departmental phone.</p> <p>Visible injury <b>MUST</b> be photographed by Crime Lab. If they can't respond, document why.</p> <p>Do not delegate investigation tasks like photos, statements, and canvass to Officers.</p> <p><b>ASK:</b> Why do we need to separate Officers and subjects when getting a statement regarding a Use of Force?</p>	<p><b>Slide 9</b></p>  <p><b>DESIRED RESPONSE:</b> To get an independent statement of what occurred without the influence of other involved members or subjects.</p>
<p><b>SAY:</b> Remember the purpose of photographing the scene is to capture the environment as it was when the Use of Force occurred. A still photo captures the scene and evidence exactly as it is when the UOF occurred.</p> <p><b>SAY:</b> After a Use of Force incident occurs, the supervisor should canvass the area for witnesses.</p> <p>Attempt to secure videos from City Watch, business security cameras, residential doorbell cameras and cell phones.</p> <p>Additionally, call City Watch to confirm which cameras, if any, captured the incident.</p> <p><b>ASK:</b> Do you need to recover video taken from private CCTV cameras?</p>	<p><b>Slide 10</b></p>  <p><b>DESIRED RESPONSE:</b> Yes, attempt to obtain all video voluntarily and if you cannot,</p>

	document why.
<p><b>SAY:</b> For your information, a Form 371 Video Retrieval Request can be accessed under Forms and Reports.</p> <p><b>ASK:</b> Where is the Video Retrieval Request sent?</p>	<p><b>Slide 11</b></p>  <p><b>DESIRED RESPONSE:</b> City Watch.</p>
<p><b>SAY:</b> In front of you is a copy of the checklist from Policy 725, along with the Supervisor's UOF Tool Guide 2.0. You should keep a copy of the checklist and refer to it to make sure you have everything before you leave the scene of a Use of Force.</p> <p>Also, make sure you have photos, civilian and subject witness statements, cameras identified, and involved and witness Officers identified before you leave the scene. And finally, get a final status check on your subject and what their condition and location is.</p> <p><b>ASK:</b> Why is it important to have all the items on the checklist?</p>	<p><b>Slide 12</b></p>  <p><b>NOTE:</b> Pass out checklist from Policy 725. Also pass out Supervisor's UOF Tool Guide 2.0)</p> <p><b>DESIRED RESPONSE:</b> To ensure an accurate Use of Force Review.</p>

**SAY:** Once have reviewed all of the requirements and items gathered at a Use of Force investigation scene and are sure you have what you need, you will transition to the District to complete your investigation.

### Slide 13



**SAY:** These are the elements needed on an Officer's Form 96: These elements must be clearly articulated on the Officer's report:

Reason for police presence  
 Severity of the crime  
 Presence/location of witnesses  
 Actions that led to the UOF  
 Resistance level encountered  
 Threat the person posed  
 Force options available  
 De-escalation  
 Description of each type of force used

**ASK:** Give an example of force options.

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**DESIRED RESPONSE:** An Officer's listed available issued tools: Example: firearm, Taser, OC spray, baton and arrest and control techniques.

**SAY:** As the supervisor, keep in mind that you are conducting the investigation and must determine if the force was in policy or not and articulate their reasoning.


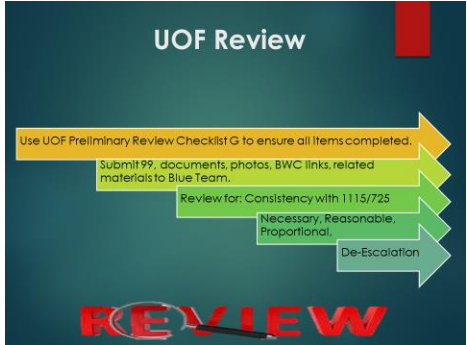
This is done by thoroughly reviewing all Uses of Force for consistency with all Departmental policies as pertains to:

- 6.1. Consistency with Policy 1115, Use of Force, as pertains to training
- 6.2. Whether the Use of Force was Reasonable, Necessary, and Proportional
- 6.3. Whether the member used de-escalation technique
- 6.4. Whether the member continuously assessed the

### Slide 15





<p>situation prior to, during, and after the Use of Force, and</p> <ul style="list-style-type: none"> <li>• 6.5. The submission of required documentation and related evidence</li> </ul> <p><b>ASK:</b> When does the initial entry have to be submitted to Blue Team?</p>	<p><b>DESIRED RESPONSE:</b> Prior to the end of the tour of duty.</p>
<p><b>SAY:</b> Review the Form 99 and ensure that all sections are filled out in their entirety. Complete all pages and don't skip any sections. The Form 99 must be completely filled out, regardless of what information is entered in the Blue Team program.</p> <p><b>ASK:</b> Who needs to be notified prior to the end of your tour of duty?</p>	<p><b>Slide 16</b></p>  <p><b>DESIRED RESPONSE:</b> Shift Commander.</p>
<p><b>SAY:</b> Use the Use of Force Preliminary Review Checklist G to make sure you have all the necessary information to submit.</p> <p><b>ASK:</b> Can the Form 99 be saved and worked on later?</p>	<p><b>Slide 17</b></p>  <p><b>NOTE:</b> Have the class produce their checklist from Policy 725. Ask if there are any questions about any particular items on the checklist before moving on.</p> <p><b>DESIRED RESPONSE:</b> No, it is a single use document and cannot be edited once it is saved.</p>



**SAY:** Articulate why the Officers are in or out of policy. Use your own words and do not boilerplate. Go into detail and reference the part of Policy 1115 that corroborates your decision.

Check to make sure you have all needed information to make the initial entry. This must be completed prior to the end of the tour of duty in which the Use of Force occurred.

The completed review must be submitted within 72 hours of the Use of Force event.

**ASK:** What policy should the Officers be compliant with?

**SAY:** Your assessment will also involve reviewing the incident to ensure its consistency with Policy 1115 UOF and 725 UOF RRA, necessary, reasonable, proportional, de-escalation, Officer's assessment of situation.

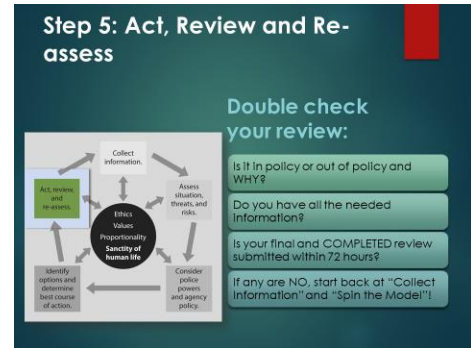
Remember, do not allow Officers to copy reports or boilerplate, and do not use Officer's report as your report.

**SAY:** As the supervisor, your job is to give YOUR opinion as to whether the incident is in or out of policy.

**Ask:** What are some forms of feedback you can use with your officers?

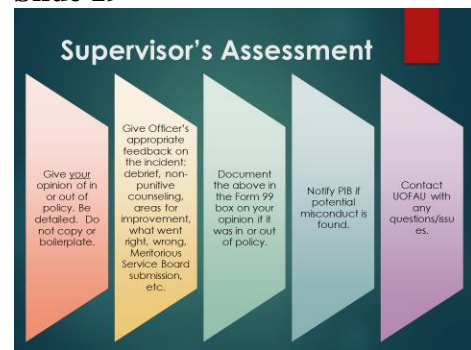
**SAY:** We are now going to complete a Use of Force Review together. In front of you is a summary of a call.

## Slide 18



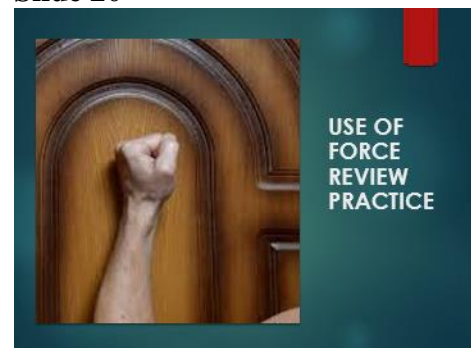
**DESIRED RESPONSE:** Policy 1115 Use of Force

## Slide 19



**DESIRED RESPONSE:** structured debrief of the incident, non-punitive counseling, BWC review session, hand out policy.

## Slide 20



*Pass out copies of Appendix B (Use*

<p><b>ASK:</b> Can I have a volunteer read the summary?</p> <p><b>Activity Summary:</b>  Officer Jones and Officer Smith respond to a call at 325 E. Madison for a burglary in progress. Caller states that her adult daughter is trying to break into her house. The caller provides a description of a black female with a grey sweatshirt and blues jeans, named Tiffany Johnson. Upon arrival, officers observe an African American female fitting the description, later identified as Ms. Johnson, attempting to kick in the front door of the location and screaming, “Let me in!”. Upon approaching Ms. Johnson and asking her if she lived there, the suspect jumps off the front steps and attempts to run away.</p> <p>Officers are able to catch up with Ms. Johnson after a brief foot chase. Officer Jones is able to catch Ms. Johnson by holding onto her and grabbing the back of her sweatshirt and takes her to the ground to perform handcuffing. Officer Smith grabs both of the suspects’ hands which she attempts to pull away from his grasp, and forces them around her back and places handcuffs on her. At this point, Ms. Johnson, sits on the ground and yells, “Ow, Ow Ow, You hurt my arm! There’s a cut on my elbow!” Both officers immediately call a medic and notify their supervisor.</p> <p><b>SAY:</b> As the supervisor, you have been notified of the incident and arrive on the scene. How do you proceed?</p> <p><b>ASK:</b> What do you think the first thing is that you should?</p> <p><b>SAY:</b> Great, so now that these first two crucial steps have been completed, as the supervisor, you're going to move on with the investigation.</p> <p>First, you need to decide what level of force was used. So, you’re going to look at the facts laid out in front of you, and based on those facts, determine the level of force.</p>	<p><i>of Force Review Practice Activity)</i></p> <p><i>Call on a volunteer to read the summary</i></p> <p><b>DESIRED RESPONSE:</b> Activate BWC and ensure that medical assistance has been requested/rendered.</p>
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**SAY:** These are the categories that a case is rated on. They are Response, Reporting, and Review. Each case is given a score based on how much the incident was within policy. This score is assigned after an assessment of the case by the Use of Force Assessment Unit.

If a case is not within policy, a determination is made on if the case should go to PIB. Some examples of cases that get referred to PIB are violations of:

1. Medical attention
2. Failure to activate Body Camera during UOF
3. Excessive Force
4. Failing to respond to the scene of a UOF
5. General misconduct

If any policy violation is observed, the case should be referred to PIB. This is done via notification to PIB and completing a separate Blue Team entry noting the alleged violation. If there are any questions, consult with the on duty Internal Affairs detective for guidance. The use of force incident itself will go forward to be assessed as a Level 1 or 2 use of force, however, the alleged secondary policy violation needs to be reported immediately for a separate investigation.

**ASK:** Which of the above violations do you feel could be stopped with supervisor intervention?

**SAY:** This is what the Response measures:

- BWC
- Less Lethal equipment on scene
- De-escalation
- CDMM
- Intervention (EPIC)
- Medical
- Notifications
- CEW (if applicable)
- Reasonable, Necessary, Proportional

**ASK:** Can anyone say what EPIC stands for and what it's about?

## Slide 21

**Scorecard**  
(How a case is rated)

THE NEXT THREE GRAPHS DEPICT HOW CASES ARE RATED.

THE THREE CATEGORIES ARE:

- RESPONSE
- REPORTING
- REVIEW

THE FOURTH SLIDE DEPICTS A SCORECARD WHICH TRACKS THE DEPARTMENT'S COMPLIANCE WITH USE OF FORCE POLICY AND THE CONSENT DECREE.

**DESIRED RESPONSE:** Look for volunteer to discuss how supervisors can intervene on problem situations to achieve a better outcome.

## Slide 22

UOF L2: Response

Compliance percentages for use of force response and tactics requirements for Level 2 UOF

Review Period: Jan to Aug 2021  
Complete: Oct 12, 2021

Command	# of Reviews/Complete	BWC	Less Lethal Equipment	De-escalation	Critical Thinking & Decision Making	Intervention	Medical Attention	Notifications	Appropriate CEW Deployment	Reasonable, Necessary & Proportional	Response Overall	Legend
Central	1	75%	100%	100%	100%		100%	100%		100%	99%	85.00%
Southwestern	5	100%	100%	90%	100%		95%	93%	100%	100%	97%	91.94%
Eastern	5	100%	100%	42%	100%		91%	100%		100%	98%	81.80%
Northeastern	2	100%	100%	12%	100%		100%	100%		100%	98%	5.76%
Northern	3	100%	100%	90%	97%		100%	100%	100%	100%	97%	98%
Northeastern	1	100%	100%	100%	100%		100%	100%		100%	100%	
Western	10	100%	100%	90%	100%	100%	90%	100%		100%	99%	
Southwestern	11	87%	100%	98%	100%		100%	100%		100%	99%	
Southwestern	1	100%	100%	100%	100%		100%	100%		100%	100%	
Other	1	100%	100%	100%	100%		100%	100%		100%	100%	
<b>BPD Total</b>	<b>40</b>	<b>98%</b>	<b>99%</b>	<b>90%</b>	<b>100%</b>	<b>100%</b>	<b>98%</b>	<b>93%</b>	<b>100%</b>	<b>100%</b>	<b>98%</b>	

**DESIRED RESPONSE:**  
Ethical Policing Is Courageous.  
This is a program which encourages fellow Officers to intervene before a situation escalates.

**SAY:** This is what Reporting measures:

- Reports submitted by end of tour
- Full incident information
- Subject's actions and resistance level
- Force Options
- De-escalation
- Justification for each Use of Force
- Is the report consistent with the video (BWC)
- No boiler plating

**ASK:** Can anyone describe boiler plating?

## Slide 23

UOF L2 Reporting											
Compliance percentages for use of force reporting requirements for Level 2 UOF											
											Review Period Completed:
Command	# of Reports	Submitted	Timeliness	Incident/Subject's Info	Force Options	De-Escalation	Justification for Each UOF	Materiality Consistent with Video	Not Conclusive or Boilerplate	Reporting Overall	
Central	1	100%	50%	100%	100%	50%	100%	100%	100%	92%	
Southeastern	5	97%	50%	90%	94%	5%	90%	93%	100%	83%	
Eastern	5	100%	54%	100%	100%	100%	100%	95%	100%	93%	
Northeastern	2	100%	63%	92%	89%	0%	92%	100%	97%	86%	
Northern	3	100%	50%	89%	100%	14%	94%	100%	100%	82%	
Northwestern	1	100%	60%	88%	100%	25%	100%	100%	100%	90%	
Western	10	100%	60%	99%	100%	78%	96%	100%	96%	92%	
Southeastern	11	98%	68%	93%	95%	59%	98%	88%	95%	86%	
Southern	1	100%	80%	100%	100%	0%	100%	100%	100%	88%	
Other	1	100%	50%	100%	100%	0%	100%	75%	77%	89%	
BPD Total	40	100%	60%	94%	97%	47%	96%	94%	96%	88%	

## DESIRED RESPONSE:

Boiler plating is using stock language that is generic and does not tell the full story.

**SAY:** This is what the Review measures:

- Un-involved supervisor of correct rank
- Proper separate interviews
- Scene documentation: Pictures and BWC
- Video Evidence Management: Tag and Flag
- Complete Blue Team submission
- Submitted on time
- Addressed inconsistencies with correction
- Proper Force Level: 1,2, or 3
- Thorough
- Feedback
- PIB Referral as needed
- Conclusion supported by evidence

**ASK:** Can anyone describe a good example of feedback?

## Slide 24

UOF L2 Review										Review Period		Jan to Aug 2021	
Compliance percentages for use of force suppression requirements for Level 2 UOF										Complete		Oct 12, 2021	
Command	# of Reviews	Uninvolved Sup. Made	Appropriate Rank	Proper Investigation	Documentation Score	Video Evidence Management	Complete Submission	Addressed Inconsistencies	Proper Force Level	Thorough Feedback	PIB as Needed	Supported by Evidence	Review Overall
Central	1	100%	100%	100%	100%	100%	100%	50%	100%	100%		100%	85%
Southeastern	5	100%	100%	87%	70%	73%	93%	36%	8%	90%	9%	100%	83%
Eastern	5	100%	100%	87%	82%	100%	93%	54%		100%	96%	80%	90%
Northeastern	2	100%	100%	89%	90%	90%	100%	67%		100%	100%	100%	92%
Northern	3	67%	100%	80%	70%	85%	80%	50%		100%	85%	40%	76%
Northeastern	1	100%	100%	100%	100%	8%	67%	60%		100%	100%	100%	89%
Western	10	90%	100%	96%	75%	90%	93%	60%		100%	100%	70%	94%
Southeastern	11	91%	91%	77%	72%	90%	80%	100%	80%	92%	85%	97%	93%
Southern	1	0%	100%	75%	8%	50%	100%	0%		100%	100%	67%	70%
Other	1	100%	100%	40%	100%	100%	100%	30%		100%	70%	80%	70%
BPD Total	40	90%	96%	89%	75%	87%	93%	60%	39%	96%	85%	70%	85%

## DESIRED RESPONSE:

Several answers are acceptable. For example: holding a structured debrief with the Officers, completing Non-Punitive Counseling, providing them with and reviewing the relevant policy.

**SAY:** The Final Scorecard presents an overall score of how the Department is doing in the field of Use of Force Reporting and Review.

- Overall, the scores have been trending up. Keep up the good work!

**ASK:** Where do you see that the most improvement is needed?

### III. REVIEW/EVALUATION/CLOSURE

**SAY:** The following BWC case study that we're about to watch involves Northwest District Officers responding to request to assist the Fire Department with a manic patient. The Officers are confronted with a female seated on a chair in her apartment threatening family members with a knife. Watch the incident and be prepared to investigate this as a supervisor.

**SAY:** Now that we've reviewed the BWC, you will work with your groups discuss the incident and answer the following questions on the handout provided. Make sure that you utilize the Critical Decision-Making Model as you analyze the information to determine the Use of Force used. Before you begin answering the questions, you should know that the Sergeant reported that the woman raised the knife in the air and he believed there was a possibility she could cut herself or throw the knife at the Officers, he deployed his CEW. This is difficult to see due to the bunker and other Officers. This is also deliberately chosen for this

### Slide 25

**Final Scorecard: 91% October 2021**  
**\*This improved from 76% in Jan. 2021**

Use of Force Summary Scorecard						Review Period: Jan to Aug 2021
Compilation of the results from current scorecards						Compiled: Oct 12, 2021
Command	# of Reviews	UOFL2 Response	UOFL2 Reporting	UOFL2 Review	UOFL2 Overall	Legend
Central	1	99%	92%	95%	95%	95-100%
Southeastern	5	97%	83%	85%	89%	90-94%
Eastern	5	98%	93%	90%	94%	90-94%
Northeastern	2	98%	86%	92%	91%	80-89%
Northern	3	98%	82%	74%	85%	80-89%
Northwestern	1	100%	90%	89%	93%	
Western	10	99%	92%	87%	93%	
Southern	11	99%	86%	83%	90%	
Other	1	100%	88%	76%	85%	
BPD Total	40	99%	88%	85%	91%	

### DESIRED RESPONSE:

Various

**Time** 40 minutes

### Slide 26



*Click the play icon to begin the case study.*

*Video link forthcoming. BPD is in the process of compiling various clips into one media file for this exercise.*

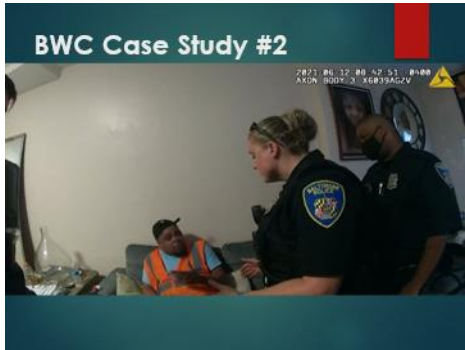
### Slide 27

QUESTIONS	ANSWERS
What level of force was used?	
Was that force Reasonable, Necessary, and Proportionate?	
What justification do you have regarding whether or not that force was necessary, reasonable, and proportionate?	
What steps will you take to continue your investigation?	

**BWC Case Study #1**

*Pass out Appendix C BWC Case*

<p>exercise due to the fact you will have to investigate this as the responding supervisor and determine what occurred.</p> <p><b>SAY:</b> There are 4 questions you need to answer on this handout.</p> <p><b>ASK:</b> Do you have any questions?</p> <p><b>SAY:</b> Ok, I'll give you about 10 minutes to answer the questions. You may begin.</p> <p><b>SAY:</b> Alright, please wrap up your discussions and be prepared to review your Use of Force Review.</p> <p><b>ASK:</b> What level was force was used and how do you know?</p> <p><b>ASK:</b> Was there a lawful reason for the stop prior to force being used?</p> <p><b>ASK:</b> Was the force Reasonable, Necessary and Proportional?</p> <p><b>ASK:</b> What justification did your group come up with regarding whether or not the force used was reasonable, necessary, and proportional?</p>	<p><i>Study Review Activity #1</i></p> <p><i>The facilitator should answer any questions posed by students</i></p> <p><i>The facilitator should utilize the Management By Walking Around Strategy to ensure groups are on task. If questions are posed, attempt to answer the questions and/or provide clarification.</i></p> <p><b>DESIRED RESPONSE:</b> Level 2 because a CEW was deployed (3 or fewer times).</p> <p><b>DESIRED RESPONSE:</b> Yes. This call was to assist the fire department to keep them, the involved subject's family, and the subject safe.</p> <p><b>DESIRED RESPONSE:</b> Yes</p> <p><b>DESIRED RESPONSE:</b></p> <ul style="list-style-type: none"> <li>• Subject was armed with a knife and reasonable efforts to de-escalate were utilized throughout the incident.</li> </ul>
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<p><b>ASK:</b> What steps would you take to continue your investigation?</p>	<p>The Sergeant deployed his CEW when the woman raised the knife over her head in a motion that could harm her or the Officers in line with our Use of Force policy.</p> <p><b>DESIRED RESPONSE:</b></p> <ul style="list-style-type: none"> <li>• Determine if the force was reasonable, necessary, and proportional based on the Critical Decision-Making Model</li> <li>• Investigate all officers involved or were witness of the Use of Force (separately with BWC Activated)</li> <li>• Interview the suspect separately with BWC activated</li> <li>• Canvass the area for witnesses</li> <li>• Canvass for private security cameras</li> <li>• Review BWC footage</li> </ul>
<p><b>SAY:</b> The next BWC case study that we're about to watch involves officers responding to a call for a domestic who beat his wife with a broomstick. The suspect was being placed under arrest for aggravated assault. Again, as you review this case study, consider the actions of the officer and what you know and understand about Use of Force review.</p>	<p><b>Slide 28</b></p>  <p><i>Click the play icon to begin the case study</i></p> <p><i>Video link forthcoming. BPD is in the process of compiling various clips into one media file for this exercise.</i></p>



**SAY:** Now that we've reviewed the BWC, you will work with your groups to discuss the incident and answer the following questions on the handout provided. Make sure that you utilize the Critical Decision-Making Model as you analyze the information to determine the Use of Force used.

**SAY:** Again, there are 4 questions you need to answer on this handout.

**ASK:** Do you have any questions?

**SAY:** Ok, I'll give you about 10 minutes to answer the questions. You may begin.

**SAY:** Alright, please wrap up your discussions and be prepared to review your Use of Force Review.

**ASK:** What level was force was used and how do you know?

**ASK:** Was there a lawful reason for the stop prior to force being used?

**ASK:** Was the force Reasonable, Necessary and Proportional?

## Slide 29

QUESTIONS	ANSWERS
What level of force was used?	
Was that force Reasonable, Necessary, and Proportional?	
What justification do you have regarding whether or not that force was necessary, necessary, and proportional?	
What steps would you take to continue your investigation?	

**BWC Case Study #2**

*Pass out Appendix D BWC Case Study Review Activity #2*

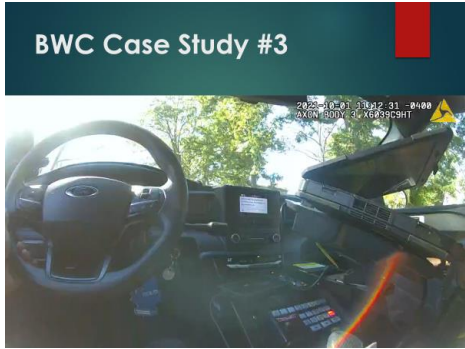
*The facilitator should answer any questions posed by students*

*The facilitator should utilize the Management By Walking Around Strategy to ensure groups are on task. If questions are posed, attempt to answer the questions and/or provide clarification.*

**DESIRED RESPONSE:** Level 2 because the suspect complained of pain and asked for a medic after being handcuffed.

**DESIRED RESPONSE:** Yes. The Officers had established probable cause that the male subject committed a domestic related assault per law and policy on response to domestic violence incidents.

**DESIRED RESPONSE:** Yes. The Officers attempted numerous

<p><b>ASK:</b> What justification did your group come up with regarding whether or not the force used was reasonable, necessary, and proportional?</p> <p><b>ASK:</b> What steps would you take to continue your investigation?</p>	<p>verbal de-escalation techniques to include explaining the situation and giving the subject time to comply. He did not and began passively resisting and escalated to active resistance.</p> <p><b>DESIRED RESPONSE:</b></p> <ul style="list-style-type: none"> <li>• Suspect was resisting lawful arrest</li> <li>• Officers used arrest and control techniques and takedown techniques consistent with our Use of Force policy.</li> </ul> <p><b>DESIRED RESPONSE:</b></p> <ul style="list-style-type: none"> <li>• Determine if the force was reasonable, necessary, and proportional based on the Critical Decision-Making Model</li> <li>• Investigate all officers involved or were witness of the Use of Force (separately with BWC Activated)</li> <li>• Interview the suspect separately with BWC activated</li> <li>• Canvass the area for witnesses</li> <li>• Canvass for private security cameras</li> <li>• Review BWC footage</li> </ul>
<p><b>SAY:</b> The next BWC case study that we're about to watch involves officers from the Northwest District responding to car crash involving shots fired. Callers describe a black male, wearing blue jeans, orange shirt, and a dark jacket armed with a handgun. Again, as you review this case study, consider the actions of the officer and what you know and understand about Use of Force review.</p>	<p><b>Slide 30</b></p>  <p>The image is a dashboard camera view from inside a police vehicle. It shows a car crash scene with smoke and debris. The text 'BWC Case Study #3' is overlaid on the top left of the image. In the top right corner of the image, there is a timestamp: '2025-05-01 11:11:11 -0400' and a location: '1000 S 10th St, Seattle, WA 98104'.</p>

*Click the play icon to begin the case study.*

*Video link forthcoming. BPD is in the process of compiling various clips into one media file for this exercise.*

### Slide 31

QUESTIONS	ANSWERS
What level of force was used and how do you know?	
Was that force Reasonable, Necessary, and Proportional?	
What justification do you have regarding whether or not the force was reasonable, necessary, and proportional?	
What steps would you take to continue your investigation?	

**BWC Case Study #3**

*Pass out Appendix E BWC Case Study Review Activity #3*

**SAY:** Now that we've reviewed the BWC, you will work with your groups to discuss the incident and answer the following questions on the handout provided. Make sure that you utilize the Critical Decision-Making Model as you analyze the information to determine the Use of Force used.

**SAY:** Again, there are 4 questions you need to answer

**ASK:** What level was force was used and how do you know?

**ASK:** Was there a lawful reason for the stop prior to force being used?

**ASK:** Was the force Reasonable, Necessary and Proportional?

**DESIRED RESPONSE:** Level 2 because a CEW was deployed (3 or fewer cycles).

**DESIRED RESPONSE:** Yes. The Officers had established that the subject fit the description and kept his right hand in his jacket pocket while ignoring commands.

**DESIRED RESPONSE:** Yes. The Officers attempted numerous verbal de-escalation techniques to



### III. REVIEW/EVALUATION/CLOSURE

**SAY:** We have covered everything you need to know about Policy 725 today.

**ASK:** Are there any particular points you want to discuss again?

**ASK:** Any final questions?

### Slide 32



*Facilitator should take time to review any points students bring up for discussion.*

**DESIRED RESPONSE:** Various

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**APPENDIX A**  
*Level 1 vs Level 3 of Use of Force Sorting Activity*

<b>LEVEL 1</b>	<b>LEVEL 3</b>
Using techniques that cause Temporary Pain or disorientation as a means of gaining compliance, including hand control or escort techniques (e.g., elbow grip, wrist grip, or shoulder grip) and pressure point compliance techniques. Force under this category is not reasonably expected to cause injury	Strikes to the head, neck, sternum, spine, groin, or kidney area with an impact weapon,

Pointing a firearm, Less-Lethal Launcher, or CEW at a person,	Firearm discharges (including unintentional firearm discharges)
Displaying the arc” with a CEW as a form of warning	Applications of more than three (3) CEW cycles in a single encounter, regardless of the mode or duration of the application, and regardless of whether the applications are by the same or different members
Forcible takedowns that do not result in actual injury or complaint of injury	CEW application for longer than 15 seconds whether the application is a single continuous application or from multiple applications
Uses of deadly force/lethal force	Uses of Force resulting in death, serious physical injury, loss of consciousness, or injury requiring hospitalization

## **APPENDIX B**

### *Use of Force Practice Activity* (with instructor)

Officer Jones and Officer Smith respond to a call at 325 E. Madison for a burglary in progress. Caller states that her adult daughter is trying to break into her house. The caller provides a description of a black female with a grey sweatshirt and blues jeans, named Tiffany Johnson. Upon arrival, officers observe an African American female fitting the description, later identified as Ms. Johnson, attempting to kick in the front door of the location and screaming, "Let me in!". Upon approaching Ms. Johnson and asking her if she lived there, the suspect jumps off the front steps and attempts to run away.

Officers are able to catch up with Ms. Johnson after a brief foot chase. Officer Jones is able to catch Ms. Johnson by holding onto her and grabbing the back of her sweatshirt and takes her to the ground to perform handcuffing. Officer Smith grabs both of the suspects' hands which she attempts to pull away from his grasp, and forces them around her back and places handcuffs on her. At this point, Ms. Johnson, sits on the ground and yells, "Ow, Ow Ow, You hurt my arm! There's a cut on my elbow!" Both officers immediately call a medic and notify their supervisor.



**APPENDIX C**  
BWC Case Study Review Activity #1

*Directions: Students will review a BWC Case Study and complete a Use of Force Review by answering the following questions.*

QUESTIONS	ANSWERS
What Level of Force was used and how do you know?	
Was that force Reasonable, Necessary, and Proportional?	
What justification do you have regarding whether or not the force was reasonable, necessary, and proportional?	

What steps would you take to continue your investigation?	
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## APPENDIX D

### BWC Case Study Review Activity #2

*Directions: Students will review a BWC Case Study and complete a Use of Force Review by answering the following questions.*

QUESTIONS	ANSWERS
What Level of Force was used and how do you know?	
Was that force Reasonable, Necessary, and Proportional?	
What justification do you have regarding whether or not the force was reasonable, necessary, and proportional?	

What steps would you take to continue your investigation?	
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## APPENDIX E

### BWC Case Study Review Activity #3

*Directions: Students will review a BWC Case Study and complete a Use of Force Review by answering the following questions.*

QUESTIONS	ANSWERS
What Level of Force was used and how do you know?	
Was that force Reasonable, Necessary, and Proportional?	
What justification do you have regarding whether or not the force was reasonable, necessary, and proportional?	

<p>What steps would you take to continue your investigation?</p>	
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