



**Ohio Attorney General's Office  
Bureau of Criminal Investigation  
Investigative Report**



2023-2941

Officer Involved Critical Incident - 5230 Douglas Drive,  
North Olmsted, Ohio 44070

**Investigative Activity:** Policies Received  
**Activity Date:** November 9, 2023  
**Activity Location:** BCI Richfield Office  
**Authoring Agent:** SA Matthew Armstrong #146

**Narrative:**

On November 9, 2023, Ohio Bureau of Criminal Investigation (BCI) Special Agent (SA) Matt Armstrong received the Westlake Police Department's (WPD) Use of Force Policy and De-Escalation Policy. Both policies were utilized by the WPD at the time of the officer-involved shooting incident on November 4, 2023. The policies were provided by WPD Sergeant Richard Lea. Both policies have been attached to this investigative report for further review.

**Attachments:**

2023-11-09 Westlake Police Use of Force Policy

2023-11-09 Westlake Police De-Escalation Policy

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## Use of Force

### 300.1 PURPOSE AND SCOPE

This policy provides guidelines on the reasonable use of force. While there is no way to specify the exact amount or type of reasonable force to be applied in any situation, every member of this department is expected to use these guidelines to make such decisions in a professional, impartial, and reasonable manner.

In addition to those methods, techniques, and tools set forth below, the guidelines for the reasonable application of force contained in this policy shall apply to all policies addressing the potential use of force, including but not limited to the Control Devices and Techniques and Conducted Energy Device policies.

#### 300.1.1 DEFINITIONS

Definitions related to this policy include:

**Deadly force** - Force reasonably anticipated and intended to create a substantial likelihood of causing death or very serious injury.

**Feasible** - Reasonably capable of being done or carried out under the circumstances to successfully achieve the arrest or lawful objective without increasing risk to the officer or another person.

**Force** - The application of physical techniques or tactics, chemical agents, or weapons to another person. It is not a use of force when a person allows him/herself to be searched, escorted, handcuffed, or restrained.

**Imminent** - Ready to take place; impending. Note that imminent does not mean immediate or instantaneous.

**Totality of the circumstances** - All facts and circumstances known to the officer at the time, taken as a whole, including the conduct of the officer and the subject leading up to the use of force.

### 300.2 POLICY

The use of force by law enforcement personnel is a matter of critical concern, both to the public and to the law enforcement community. Officers are involved on a daily basis in numerous and varied interactions and, when warranted, may use reasonable force in carrying out their duties.

Officers must have an understanding of, and true appreciation for, their authority and limitations. This is especially true with respect to overcoming resistance while engaged in the performance of law enforcement duties.

The Department recognizes and respects the value of all human life and dignity without prejudice to anyone. Vesting officers with the authority to use reasonable force and to protect the public welfare requires monitoring, evaluation and a careful balancing of all interests.

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#### 300.2.1 DUTY TO INTERCEDE AND REPORT

Any officer present and observing another law enforcement officer or a member using force that is clearly beyond that which is objectively reasonable under the circumstances shall, when in a position to do so, intercede to prevent the use of unreasonable force.

Any officer who observes another law enforcement officer or a member use force that is potentially beyond that which is objectively reasonable under the circumstances should report these observations to a supervisor.

#### 300.2.2 PERSPECTIVE

When observing or reporting force used by a law enforcement officer, each officer should take into account the totality of the circumstances and the possibility that other law enforcement officers may have additional information regarding the threat posed by the subject.

### **300.3 USE OF FORCE**

Officers shall use only that amount of force that reasonably appears necessary given the facts and circumstances perceived by the officer at the time of the event to accomplish a legitimate law enforcement purpose.

The reasonableness of force will be judged from the perspective of a reasonable officer on the scene at the time of the incident. Any evaluation of reasonableness must allow for the fact that officers are often forced to make split-second decisions about the amount of force that reasonably appears necessary in a particular situation, with limited information and in circumstances that are tense, uncertain and rapidly evolving.

Given that no policy can realistically predict every possible situation an officer might encounter, officers are entrusted to use well-reasoned discretion in determining the appropriate use of force in each incident.

It is also recognized that circumstances may arise in which officers reasonably believe that it would be impractical or ineffective to use any of the tools, weapons or methods provided by the Department. Officers may find it more effective or reasonable to improvise their response to rapidly unfolding conditions that they are confronting. In such circumstances, the use of any improvised device or method must nonetheless be reasonable and utilized only to the degree that reasonably appears necessary to accomplish a legitimate law enforcement purpose.

While the ultimate objective of every law enforcement encounter is to avoid or minimize injury, nothing in this policy requires an officer to retreat or be exposed to possible physical injury before applying reasonable force.

#### 300.3.1 USE OF FORCE TO EFFECT AN ARREST

Any officer who has reasonable cause to believe that the person to be arrested has committed a crime or public offense may use reasonable force to effect the arrest, to prevent escape or to overcome resistance. An officer who makes or attempts to make an arrest need not retreat or desist from his/her efforts by reason of resistance or threatened resistance on the part of the person being arrested, nor shall an officer be deemed the aggressor or lose his/her right to

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self-defense by the use of reasonable force to effect the arrest, prevent escape or to overcome resistance.

#### 300.3.2 FACTORS USED TO DETERMINE THE REASONABLENESS OF FORCE

When determining whether to apply force and evaluating whether an officer has used reasonable force, a number of factors should be taken into consideration, as time and circumstances permit.

These factors include but are not limited to:

- (a) Immediacy and severity of the threat to officers or others.
- (b) The conduct of the individual being confronted, as reasonably perceived by the officer at the time.
- (c) Officer/subject factors (e.g., age, size, relative strength, skill level, injuries sustained, level of exhaustion or fatigue, the number of officers available vs. subjects).
- (d) The effects of suspected drug or alcohol use.
- (e) The individual's mental state or capacity.
- (f) The individual's ability to understand and comply with officer commands.
- (g) Proximity of weapons or dangerous improvised devices.
- (h) The degree to which the individual has been effectively restrained and the individual's ability to resist despite being restrained.
- (i) The availability of other reasonable and feasible options and their possible effectiveness.
- (j) Seriousness of the suspected offense or reason for contact with the individual.
- (k) Training and experience of the officer.
- (l) Potential for injury to officers, suspects, and others.
- (m) Whether the individual appears to be resisting, attempting to evade arrest by flight, or is attacking the officer.
- (n) The risk and reasonably foreseeable consequences of escape.
- (o) The apparent need for immediate control of the individual or a prompt resolution of the situation.
- (p) Whether the conduct of the individual being confronted no longer reasonably appears to pose an imminent threat to the officer or others.
- (q) Prior contacts with the individual or awareness of any propensity for violence.
- (r) Any other exigent circumstances.

#### 300.3.3 PAIN COMPLIANCE TECHNIQUES

Pain compliance techniques may be effective in controlling a physically or actively resisting individual. Officers may only apply those pain compliance techniques for which they have successfully completed department-approved training. Officers utilizing any pain compliance technique should consider:

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- (a) The degree to which the application of the technique may be controlled given the level of resistance.
- (b) Whether the individual can comply with the direction or orders of the officer.
- (c) Whether the individual has been given sufficient opportunity to comply.

The application of any pain compliance technique shall be discontinued once the officer determines that compliance has been achieved.

#### 300.3.4 CAROTID CONTROL HOLD

A carotid control hold is a technique designed to control an individual by temporarily restricting blood flow through the application of pressure to the side of the neck and, unlike a chokehold, does not restrict the airway. The proper application of the carotid control hold may be effective in restraining a violent or combative individual. However, due to the potential for injury, the use of the carotid control hold is limited to those circumstances where deadly force is authorized and is subject to the following:

- (a) At all times during the application of the carotid control hold, the response of the individual should be monitored. The carotid control hold should be discontinued when circumstances indicate that the application no longer reasonably appears necessary.
- (b) Any individual who has had the carotid control hold applied, regardless of whether he/she was rendered unconscious, shall be promptly examined by paramedics or other qualified medical personnel and should be monitored until such examination occurs.
- (c) The officer shall inform any person receiving custody, or any person placed in a position of providing care, that the individual has been subjected to the carotid control hold and whether the individual lost consciousness as a result.
- (d) Any officer attempting or applying the carotid control hold shall promptly notify a supervisor of the use or attempted use of such hold.
- (e) The use or attempted use of the carotid control hold shall be thoroughly documented by the officer in any related reports.

#### 300.3.5 USE OF FORCE TO SEIZE EVIDENCE

In general, officers may use reasonable force to lawfully seize evidence and to prevent the destruction of evidence. However, officers are discouraged from using force solely to prevent a person from swallowing evidence or contraband. In the instance when force is used, officers should not intentionally use any technique that restricts blood flow to the head, restricts respiration or which creates a reasonable likelihood that blood flow to the head or respiration would be restricted. Officers are encouraged to use techniques and methods taught by the City of Westlake Police Department for this specific purpose.

#### 300.3.6 ALTERNATIVE TACTICS - DE-ESCALATION

When circumstances reasonably permit, officers should use non-violent strategies and techniques to decrease the intensity of a situation, improve decision-making, improve communication, reduce

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the need for force, and increase voluntary compliance (e.g., summoning additional resources, formulating a plan, attempting verbal persuasion).

#### 300.3.7 RESPIRATORY RESTRAINTS

The use of a respiratory restraint, also known as a chokehold, is limited to circumstances where deadly force is authorized and if applied, is subject to the same guidelines and requirements as a carotid control hold.

#### 300.4 DEADLY FORCE APPLICATIONS

When reasonable, the officer shall, prior to the use of deadly force, make efforts to identify him/herself as a peace officer and to warn that deadly force may be used, unless the officer has objectively reasonable grounds to believe the person is aware of those facts.

Use of deadly force is justified in the following circumstances involving imminent threat or imminent risk:

- (a) An officer may use deadly force to protect him/herself or others from what he/she reasonably believes is an imminent threat of death or serious bodily injury.
- (b) An officer may use deadly force to stop a fleeing subject when the officer has probable cause to believe that the individual has committed, or intends to commit, a felony involving the infliction or threatened infliction of serious bodily injury or death, and the officer reasonably believes that there is an imminent risk of serious bodily injury or death to any other person if the individual is not immediately apprehended. Under such circumstances, a verbal warning should precede the use of deadly force, where feasible.

Imminent does not mean immediate or instantaneous. An imminent danger may exist even if the suspect is not at that very moment pointing a weapon at someone. For example, an imminent danger may exist if an officer reasonably believes that the individual has a weapon or is attempting to access one and intends to use it against the officer or another person. An imminent danger may also exist if the individual is capable of causing serious bodily injury or death without a weapon, and the officer believes the individual intends to do so.

#### 300.4.1 MOVING VEHICLES

Shots fired at or from a moving vehicle involve additional considerations and risks, and are rarely effective.

When feasible, officers should take reasonable steps to move out of the path of an approaching vehicle instead of discharging their firearm at the vehicle or any of its occupants.

An officer should only discharge a firearm at a moving vehicle or its occupants when the officer reasonably believes there are no other reasonable means available to avert the imminent threat of the vehicle, or if deadly force other than the vehicle is directed at the officer or others.

Officers should not shoot at any part of a vehicle in an attempt to disable the vehicle.

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#### **300.5 REPORTING THE USE OF FORCE**

Any use of force by a member of this department shall be documented promptly, completely, and accurately in an appropriate report, depending on the nature of the incident. The officer should articulate the factors perceived and why he/she believed the use of force was reasonable under the circumstances.

To collect data for purposes of training, resource allocation, analysis, and related purposes, the Department may require the completion of additional report forms, as specified in department policy, procedure, or law. See the Report Preparation Policy for additional circumstances that may require documentation.

##### **300.5.1 NOTIFICATIONS TO SUPERVISORS**

Supervisory notification shall be made as soon as practicable following the application of force in any of the following circumstances:

- (a) The application caused a visible injury.
- (b) The application would lead a reasonable officer to conclude that the individual may have experienced more than momentary discomfort.
- (c) The individual subjected to the force complained of injury or continuing pain.
- (d) The individual indicates intent to pursue litigation.
- (e) Any application of the conducted energy device or control device.
- (f) Any application of a restraint device other than handcuffs, shackles, or belly chains.
- (g) The individual subjected to the force was rendered unconscious.
- (h) An individual was struck or kicked.
- (i) An individual alleges unreasonable force was used or that any of the above has occurred.

#### **300.6 MEDICAL CONSIDERATIONS**

Once it is reasonably safe to do so, medical assistance shall be obtained for any person who exhibits signs of physical distress, has sustained visible injury, expresses a complaint of injury or continuing pain, or was rendered unconscious. Any individual exhibiting signs of physical distress after an encounter should be continuously monitored until the individual can be medically assessed. Individuals should not be placed on their stomachs for an extended period, as this could impair their ability to breathe.

Based upon the officer's initial assessment of the nature and extent of the individual's injuries, medical assistance may consist of examination by an emergency medical services provider or medical personnel, at a hospital or jail. If any such individual refuses medical attention, such a refusal shall be fully documented in related reports and, whenever practicable, should be witnessed by another officer and/or medical personnel. If a recording is made of the contact or an interview with the individual, any refusal should be included in the recording, if possible.

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The on-scene supervisor or, if the on-scene supervisor is not available, the primary handling officer shall ensure that any person providing medical care or receiving custody of a person following any use of force is informed that the person was subjected to force. This notification shall include a description of the force used and any other circumstances the officer reasonably believes would be potential safety or medical risks to the subject (e.g., prolonged struggle, extreme agitation, impaired respiration).

Individuals who exhibit extreme agitation, violent irrational behavior accompanied by profuse sweating, extraordinary strength beyond their physical characteristics, and imperviousness to pain, or who require a protracted physical encounter with multiple officers to be brought under control, may be at an increased risk of sudden death. Calls involving these persons should be considered medical emergencies. Officers who reasonably suspect a medical emergency should request medical assistance as soon as practicable and have medical personnel stage away.

See the Medical Aid and Response Policy for additional guidelines.

#### **300.7 SUPERVISOR RESPONSIBILITIES**

A supervisor should respond to a reported application of force resulting in visible injury, if reasonably available. When a supervisor is able to respond to an incident in which there has been a reported application of force, the supervisor is expected to:

- (a) Obtain the basic facts from the involved officers. Absent an allegation of misconduct or excessive force, this will be considered a routine contact in the normal course of duties.
- (b) Ensure that any injured parties are examined and treated.
- (c) When possible, separately obtain a recorded interview with the individual upon whom force was applied. If this interview is conducted without the individual having voluntarily waived their *Miranda* rights, the following shall apply:
  1. The content of the interview should not be summarized or included in any related criminal charges.
  2. The fact that a recorded interview was conducted should be documented in a property or other report.
  3. The recording of the interview should be distinctly marked for retention until all potential for civil litigation has expired.
- (d) Once any initial medical assessment has been completed or first aid has been rendered, ensure that photographs have been taken of any areas involving visible injury or complaint of pain, as well as overall photographs of uninjured areas.
  1. These photographs should be retained until all potential for civil litigation has expired.
- (e) Identify any witnesses not already included in related reports.
- (f) Review and approve all related reports for policy compliance.
- (g) Determine if there is any indication that the individual may pursue civil litigation.



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1. If there is an indication of potential civil litigation, the supervisor should complete and route a notification of a potential claim through the appropriate channels.
- (h) Evaluate the circumstances surrounding the incident and initiate an administrative investigation if there is a question of policy noncompliance or if for any reason further investigation may be appropriate. The supervisor conducting the initial administrative review of a use of force incident shall document the findings in the Case Notes section under the Case Manage tab of the incident report.

In the event that a supervisor is unable to respond to the scene of an incident involving the reported application of force, the supervisor is still expected to complete as many of the above items as circumstances permit.

#### **300.7.1 WATCH COMMANDER RESPONSIBILITY**

The Watch Commander shall review each use of force by any personnel within his/her command to ensure compliance with this policy and to address any training issues.

#### **300.8 TRAINING**

Officers will receive annual training on this policy and demonstrate their knowledge and understanding, including use of deadly force, use of force and use of deadly force reporting, and use of force and use of deadly force reviews/investigations.

Subject to available resources, officers should receive periodic training on:

- (a) Guidelines regarding vulnerable populations, including but not limited to children, elderly, pregnant persons, and individuals with physical, mental, or intellectual disabilities.
- (b) De-escalation tactics, including alternatives to force.

#### **300.8.1 POLICY ACKNOWLEDGEMENT AND TESTING**

Annually, applicable department members will read, sign, and be tested on this policy.

#### **300.9 USE OF FORCE ANALYSIS**

At least annually, the Special Operations Lieutenant should prepare an analysis report on use of force incidents. The report should be submitted to the Chief of Police. The report should not contain the names of officers, suspects or case numbers, and should include:

- (a) The identification of any trends in the use of force by members.
- (b) Training needs recommendations.
- (c) Equipment needs recommendations.
- (d) Policy revision recommendations.

## De-Escalation

### 355.1 PURPOSE

To establish, through training materials founded upon empirical research in behavioral science and human dynamics (as presented by the Force Science Institute), a formal program of Realistic De-Escalation, Employing de-escalation skills must not result in abandoning proper tactics. This policy is not intended to comprehensively address all aspects and skills of de-escalation.

### 355.2 DEFINITIONS

**De-escalation** - refers to a range of integrated strategies and tactics used by officers to lower the intensity of potentially volatile situations with the aim to reduce the necessity or level of force required for successful resolution while ensuring officer and public safety is optimized

**Contaminated Thought** - A condition of thinking in which a person has lost the ability (either temporarily or permanently) to clearly, logically, and/or rationally understand their environment. - John Azar-Dickens, Ph.D. 2017

**Approach Style** - refers to the communication style (either Crisis Communication or Directive/Task Focused Communication) when dealing with a person. The approach style is guided by the person's TEB profile.

**TEB Profile** - A person's Thought, Emotion, Behavior profile as assessed by the responding officer

**Crisis Communication** - An approach style utilized to achieve de-escalation through contact, empathy, rapport, influence and behavior change.

**Directive/Task Focused Communication** - An approach style that show the subject there is a limit to how far he can pursue his behavior and make him aware of its consequences

**Conflict:** The perceived blocking of important goals, needs, or interests of one person or group by another person or group

**Crisis:** A situation that a person perceives as presenting unsurmountable obstacles to achieving desired goals or outcomes

### 355.3 POLICY

When circumstances reasonably permit, members should use non-violent strategies and techniques to decrease the intensity of a situation, improve decision-making, improve communication, reduce the need for force, and increase voluntary compliance (e.g., summoning additional resources, formulating a plan, attempting verbal persuasion).

The main components of de-escalation are 1. Establish contact with the person you are helping 2. Build Rapport 3. Establish Influence 4. Obtain a Positive Outcome

A member must be able to establish contact with a person in order to de-escalate that person. Employing de-escalation skills must not result in abandoning proper tactics.

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### **355.4 STRATEGY OF DE-ESCALATION**

Thinking strategically is the science and art of employing available knowledge, skills and resources in an effective manner to achieve a successful resolution. The strategy of de-escalation involves Controlling Space and Time, Positioning & Maneuver, Information vs. Intelligence, Emotional Regulation, Principles of Persuasion Mission, Objective Discerning, Exigency Resources, and Tools Communication & Coordination. Each member is expected to learn and to continually develop the capacity to employ knowledge, skills and resources strategically to de-escalate people when circumstances reasonably permit. Fundamental to this strategy is members not becoming the source of "escalation".

The Force Science Model of Pre-suasion, Persuasion, and Post-Suasion supports the strategy of de-escalation.

### **355.5 PRE-SUASION PRINCIPLES**

The purpose of Pre-suasion decision-making is to help guide the officers risk assessment at the earliest stages of the call and throughout the event. The ability to use verbal communication to influence behavior is dependent upon containment and stabilizing the scene. It is critical to think tactically about the components of effective incident management and risk in order to optimize officer and public safety. Think continually about the following questions:

1. Authority - What authority do I have to attend this call? What lawful framework are my actions grounded on? What are my powers of arrest? On what grounds am I entering this residence?
2. Exigency - Is there a pressing threat to public safety that requires an immediate intervention? Are people in imminent danger of serious harm? Can I stabilize the scene and attempt to influence the subjects' behavior?
3. Approach Style - How should I approach the scene? Lights and siren? Quiet low-profile?
4. Mission - What is my mission? What is the desired end state for this event based upon what I know?
5. Information vs Intelligence - When discretionary time permits, consider the source of the information. Is information credible/accurate? Can it be verified?
6. Anticipation of Actions - Can you reasonably anticipate what actions the subject might make? Can you establish and communicate "If" + "And" = "Then" decision points?
7. ICEN - Isolate, Contain, Evacuate, Negotiate. Can the subject be isolated from others? Can we move others out of the area and secure a perimeter? Can containment be established? Are evacuations needed? Can negotiations be initiated?
8. Needed Resources - What resources are available that are needed to resolve this incident?
9. Maneuver or Disengagement - Can repositioning safely increase discretionary time?

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### **355.6 PERSUASION**

You may find yourself in a problem-solving situation where you need to convince and reassure someone that cooperating with you and being guided towards your desired resolution is the best choice. You need to assess what type of persuasion the person is most likely to be affected by.

Logical Persuasion - draws logical conclusions (often in legal or monetary senses) about situations and relies on authority to support its recommendations

Emotional Persuasion - attempts to exploit an emotional vulnerability that a person may have; it may be used to stress a positive outcome or to dissuade against a negative outcome

Once establishing contact with a person, the officer's goal of de-escalation is pursued through a continual effort to employ empathy, build rapport, exert influence, and achieve behavioral change.

### **355.7 POST-SUASION PRINCIPLES**

Post-suasion Principles refer to professional articulation. A critical component of a professional police officer skill set is the ability to thoroughly articulate their perceptions, risk assessments, decision-making and actions. The following list of questions are to be considered (see attachment):

[See attachment: Post-suasion Questions.pdf](#)

The attached questions are not an exhaustive list. Always report in as much detail a full description of the incident with a heavy emphasis on your perceptions, fears, risk assessment, personal capabilities and resources.

### **355.8 REALISTIC DE-ESCALATION SKILLS**

Police officers cannot diagnose someone on the street. Realistic De-escalation Skills focus on the officer's quick assessment of the suspect/subject. This assessment considers the fundamental elements of Human Mental Functioning: Thought, Emotion, and Behavior (**TEB**).

**Thought** - Does the person appear to have rational thought or contaminated thought? Contaminated thought could be caused by mental illness, medical illness, substance abuse/intoxication, brain damage or head injury, environmental toxins, or developmental disability.

**Emotion** - Does the person appear to be highly emotional or not?

**Behavior** - Is the person compliant or non-compliant?

The answers to these three questions, which can be assessed nearly instantaneously (frequently prior to arrival) can be used to guide the officer's approach style. The attached TEB Profile Azar-Dickens Police Assessment Matrix is provided as a reference/developmental tool: [See attachment: TEB Profile.pdf](#)

Force Science teaches Five Truths to keep in mind:

1. People feel the need to be respected
2. People would rather be asked than be told

## *De-Escalation*

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3. People have a desire to know why
4. People prefer to have options over threats
5. People want to have a second chance

### **355.9 DE-ESCALATION TACTICS**

#### **De-Escalation Tactics**

**Respect:** Talking in a respectful tone

**Calm:** Staying calm and keeping emotions in check

**Honesty:** Being forthright about facts of the case

**Shoes:** Putting yourself in the persons shoes

**Compromise:** When feasible, include an offer to reduce charges

**Listen:** Listening to the citizens side of the story

**Human:** Treating the interaction as if it is occurring between two individuals

*Today (2017) De-escalation in police-citizen encounters: A mixed method study of a misunderstood policing strategy*

Predicting Encounter Success? The “calm” tactic and the “human” tactic were found to most often produce a calm citizen at the end of the encounter

### **355.10 SELF-AWARENESS**

Policing is a Profession of Emotions - It is emotionally demanding and requires officers to regularly deal with crisis situations while maintaining professionalism, providing service to the community, and controlling the criminal element. If Overwhelmed Emotionally, You Can Make Catastrophic Decisions. The Primary Component of Emotional Resilience is Self-control. Professionals are able to regulate their emotions, non-verbal's and the words that they speak.

### **355.11 TRAINING**

Westlake Police Officers will continue to develop their capacity for successful De-escalation throughout their career. The Westlake Police Department has and will continue to incorporate De-escalation into the training program. Training is enhanced by officers proactively engaging in police contacts and applying the skills of De-escalation on a routine basis. All of the skills of De-escalation can be improved upon through experience, training, debriefing incidents, and a professional desire to fulfill the Oath of Office through continuous improvement.

## Attachments

## Post-suasion Questions.pdf



**POLICE DEPARTMENT**

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**POST-SUASION PRINCIPLES: PROFESSIONAL ARTICULATION**

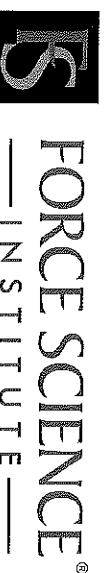
1. Based upon your assessment of the risk, did you believe this was a Discretionary (non-exigent) or Non-Discretionary (exigent) event? Why? (describe all known risk factors that guided your risk assessment and conclusion).
2. Based upon the TEB Matrix, what type of subject did you believe you were dealing with? Why? (describe all relevant observations of subject behavior).
3. Based upon the TEB Profile, what communication style was likely going to be effective in influencing the subject's behavior? Why?
4. Did you fear violence on the part of the subject, toward himself, you or others? Why or why not?
5. Towards whom did the subject exhibit their behavior? What did this mean to you?
6. What was the subject's size compared to you? What did this mean to you?
7. Have you had any previous encounters with the subject personally? What did this mean to you?
8. Did you have any historical knowledge about the subject from previous police records or from others? What did you know and how did this impact you?
9. What other knowledge of the subject, if any, did you have? What did this mean to you?
10. Did the subject appear to be under the influence of alcohol or drugs? Was the subject agitated? Under mental duress? What did all these observations mean to you?
11. Was the subject contained and alone? Where other persons potentially at risk? What did this mean to you?
12. Were others in the vicinity also posing a potential risk? What did this mean to you?
13. Was the subject making threats verbally or implied by gesture? What did this mean to you?
14. Were you able to establish contact / make your presence known to the subject? Did they recognize your presence? Were they responding to your presence and questions in a way that gave evidence they had a grasp of reality? What did this mean to you?
15. Was there anyone else on hand capable of assisting you with the subject (containment, communication or use of force)?
16. Was there escalation in degree or violence threatened by the subject? What did this mean to you?
17. Was the subject armed (known) or did you believe the subject to be armed (suspected)? Why or why not and what did this mean to you?
18. Were there any weapons or weapons of opportunity within proximity of the subject? What did this mean to you?
19. What threat cues, if any, did you perceive from the subject? What did those threat cues mean to you?
20. Were you able to identify yourself clearly and state the purpose of your presence to the subject?



21. What was your 'mission' intent? What was your desired end goal when you were interacting with the subject?
  22. What did you say to the subject (to the best of your recollection)?
  23. What was the subject's reaction to your physical presence and to what you were saying? What did this mean to you?
  24. Was the subject resisting you? How? What did this mean to you?
  25. Were you able to give the subject a verbal warning before the use of force? Why or why not?
  26. If you gave a warning, what did you say?
  27. If you gave a warning, how did the subject react to that warning?
  28. What intervention options did you use? Were they effective?
  29. At any point did you use or consider tactical repositioning or disengagement? What did you do? Or, if you could not consider these options, why not?
  30. Did you have / use cover, concealment or shielding between you and the subject?
  31. Was the subject injured prior to and/or after any intervention with force? What were the injuries? Was medical attention offered and/or provided?
- What other resources (internal such as CIT, or external such as social or mental health supports)

## TEB Profile.pdf

# TEB Profile



## Azar-Dickens Police Assessment Matrix ©

Version 4

	Contaminated	Contaminated	Contaminated	Contaminated	Clear	Clear	Clear	Clear
<b>THOUGHT</b>	Contaminated	Contaminated	Contaminated	Contaminated	Clear	Clear	Clear	Clear
<b>EMOTION</b>	High	High	Low	Low	High	High	Low	Low
<b>BEHAVIOR</b>	Compliant	Non-Compliant	Compliant	Non-Compliant	Compliant	Non-Compliant	Compliant	Non-Compliant

	Crisis comm	Crisis comm	Crisis comm	Crisis comm	Crisis comm to reduce emotion then problem solving strategies	Crisis comm to reduce emotion then problem solving strategies	Task focused communication	Directive comm (clarify limits and make aware of consequences)
<b>APPROACH STYLE</b>	Crisis comm	Crisis comm	Crisis comm	Crisis comm	Crisis comm to reduce emotion then problem solving strategies	Crisis comm to reduce emotion then problem solving strategies	Task focused communication	Directive comm (clarify limits and make aware of consequences)
<b>PSYCHOLOGICAL STATUS</b>	Likely mental health or drug	Likely mental health or drug	Likely mental health or drug	Likely mental health or drug	Likely a mood problem or angry	Likely a mood problem or angry	Likely not mentally ill	Defiant/likely not mentally ill. Parasocial behavior
<b>VOLATILITY RISK</b>	Moderate risk but be alert	High risk	Low risk but be alert	Moderate risk but be alert	Moderate risk but be alert	High risk	Low risk but be alert	High risk
<b>VOLATILITY TYPE</b>	Primal	Primal	Primal	Primal	Cognitive or Primal	Cognitive or Primal	Cognitive	Cognitive
<b>OTHER BEHAVIOR FACTORS TO CONSIDER</b>	Behavior difficult to predict / Watch for quick changes to non-compliant	Non-compliant likely due to confusion / Suicide by cop often shows this profile	Likely sad but not shown outwardly	Non-compliance likely due to confusion / Any violence is likely due to confusion	Watch for compliance to change quickly	High emotion driving non-compliance	Potential compliant citizen / Watch for over-compliance as a pre-aggression cue	Non-compliance is purposeful / Often anti-police / Likely criminal minded and antisocial