

Policing in 2015: Addressing Use of Force and Other Critical Issues

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POLICE EXECUTIVE
RESEARCH FORUM

About PERF



Why was PERF founded?

- Founded by 10 chiefs in 1976
- Dedicated to questioning the conventional thinking in policing
- Conducts research on best practices and policies
- PERF is governed by a member-elected President and Board of Directors and a Board-appointed Executive Director. A staff of approximately 30 full-time professionals is based in Washington, D.C.

Who are PERF members?

PERF members include chief executives of large and smaller police agencies in the United States and around the world; executives below the rank of chief; researchers and scholars; and others interested and involved in the criminal justice field. All members must be committed to PERF's founding principles and must possess a four-year college degree.

What does PERF do?

- Research
- Publications
- Management Services
- Executive Searches
- Senior Management Institute for Police



Meetings with chiefs from across the country

Senior Management Institute for Police



PERF's International Work



By AMANDA COCHRAN / CBS NEWS / August 21, 2013, 12:59 PM

Middle East police heads meet in effort to strengthen law in region

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(CBS News) Israel's police commissioner announced Wednesday he's been secretly meeting with his Palestinian and Jordanian counterparts as part of a joint effort to strengthen the rule of law in the region.

Issues on the table range from fighting terrorism to managing large



PERF in the News

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US | Wed Sep 17, 2014 8:36pm EDT | Related: U.S.

Police chiefs pledge more transparency after Ferguson

CHICAGO | BY FIONA ORTIZ



Police officers keep watch while demonstrators (not pictured) protest the death of black teenager Michael Brown in Ferguson, Missouri August 12, 2014. REUTERS:MARIO ANZUONI

Dozens of police chiefs meeting in Chicago this week said a notorious fatal police shooting in Ferguson, Missouri in August had been a defining moment for law enforcement and pledged greater transparency over such incidents.

Speaking to Reuters in a group interview, the heads of police of Dallas, Chicago, Austin, Houston, Elk Grove, California, Boston, and Toronto, Canada said that every police shooting since Ferguson has been followed by protests.

They said they had agreed to quickly release details of such shootings, including names of officers involved, in jurisdictions where it is legal to do so.

The Chicago gathering was the first since Ferguson of the Police Executive Research

PHOTOS OF THE WEEK

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Los Angeles Times

FRIDAY SEP. 18, 2015

MOST POPULAR POLITICS LOCAL ENTERTAINMENT SPORTS EDUCATION OPINION PLACE

U.S. issues recommendations for San Diego police



A report released Tuesday includes recommendations on how San Diego police officers can avoid misconduct. (Mark Bostler / Los Angeles Times)

By **TONY FERRY**
contact the reporter

SHARELINES

San Diego's Police Department is progressive and sound, with lapses traced to city's financial problems

MARCH 17, 2015, 7:15 PM | SAN DIEGO

Failures in the hiring and supervision of San Diego police led to a series of misconduct cases, but the Police Department remains "progressive, sound and very effective," according to a federal review released Tuesday.

Many of the department's problems can be traced to the city's ongoing financial problems and a lack of personnel that led to inadequate supervision and poor communication between various levels of command,

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Research group proposes reforms to St. Louis-area policing

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5:30 am • By Jeremy Kohler



Photo

DOCUMENTS

etter Together in region's policing

Overcoming the Challenges and
Creating a Regional Approach to Policing
in St. Louis City and County

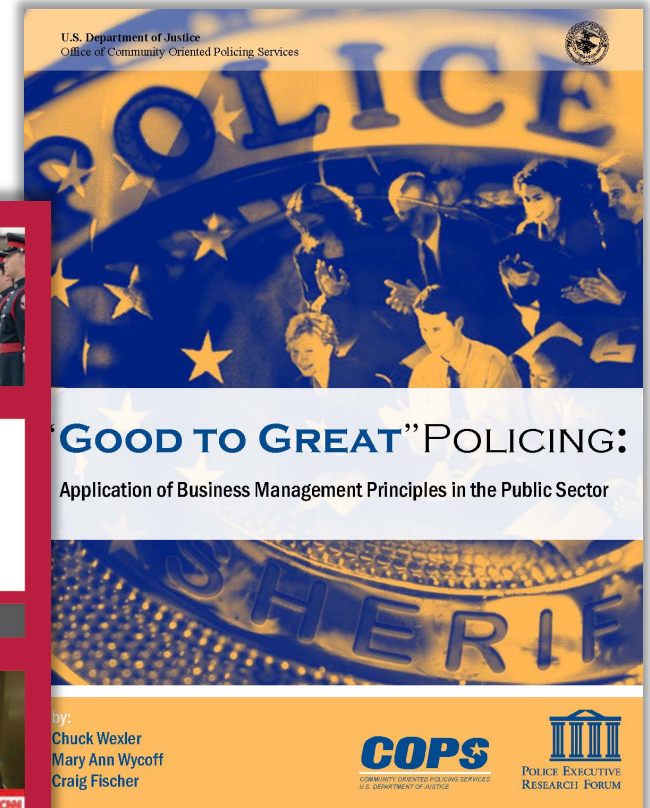
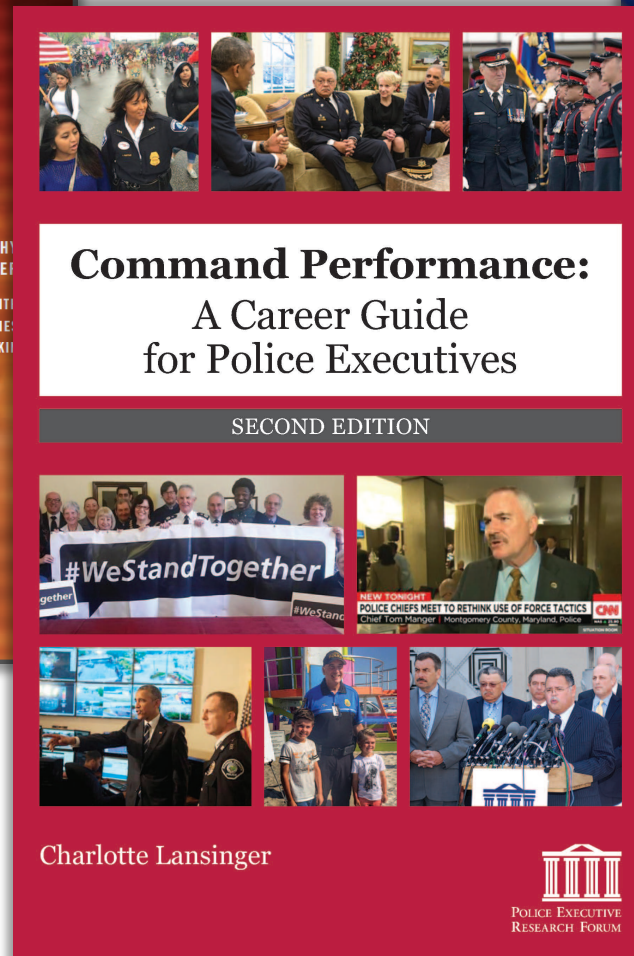
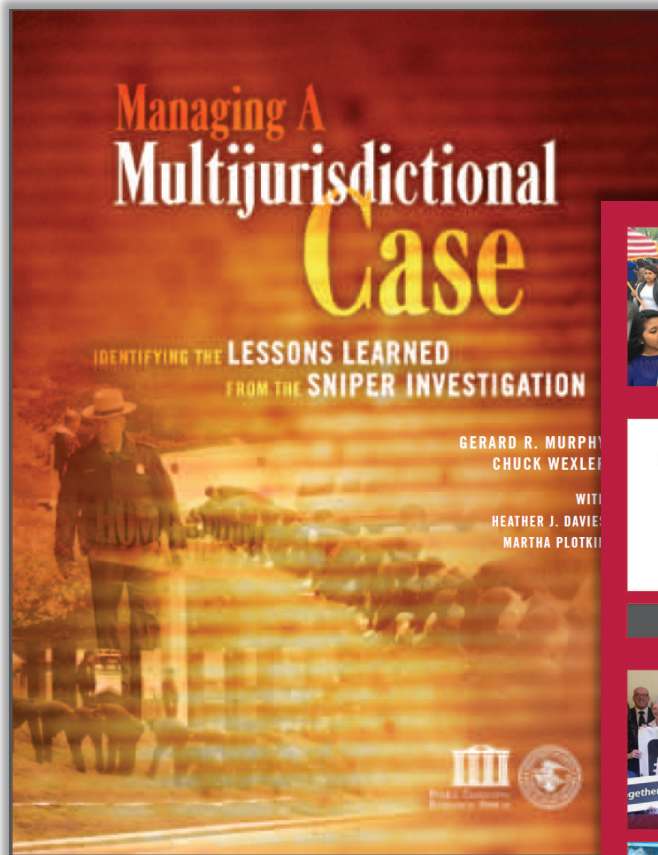
Eighteen municipal police departments in north St. Louis County should consolidate, according to a report released Monday by a nonprofit research group that has studied policing in the St. Louis area.

The group also recommended centralized training, data collection and communications for police across St. Louis city and county, and strengthening oversight of officers.

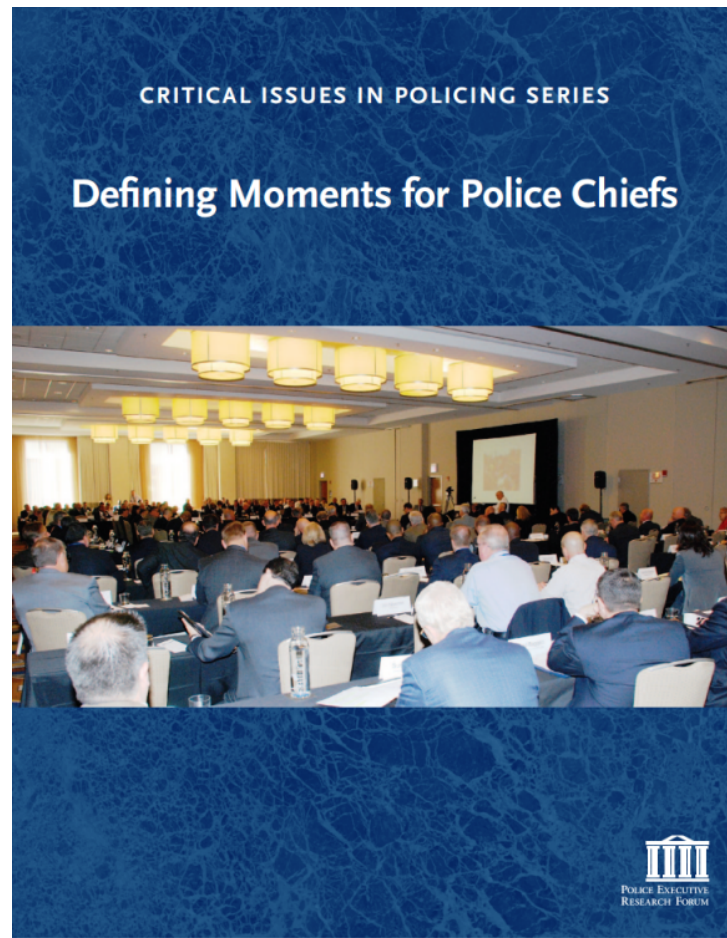
The Washington-based Police Executive Research Forum said the St. Louis area's fragmented, revenue-oriented policing, uneven standards for law enforcement officers and the perception of racial bias undermine public safety and have contributed to high crime rates and costly services.

The research group last week gave the Post-Dispatch an advance look at its 79-page report, "Overcoming the Challenges and Creating a Regional Approach to Policing in

PERF Publications



A Critical Issue for Police Chiefs: Handling “Defining Moments”



Defining Moments: Key Issues

Transparency after a critical incident

- When to release an officer's name
- When to take disciplinary action against an officer
 - “Going upstream”

Defining Moments: Key Issues

How to approach mass demonstrations

- Start with a softer approach
- Be prepared in case the situation gets worse

Defining Moments: Other Key Issues

- How to build closer ties with the community
- How to address internal issues in an agency
- Ways to better work with the news media

Strengthening Police-Community Relationships



Acknowledging the Problems

- Millions are getting their impressions of police from controversial use of force incidents happening nationally.
- Officers today are not responsible for past injustices of police, but they must understand that history.
- Uses of force that are “legally justified” may not always be seen as “morally justified” by the community.

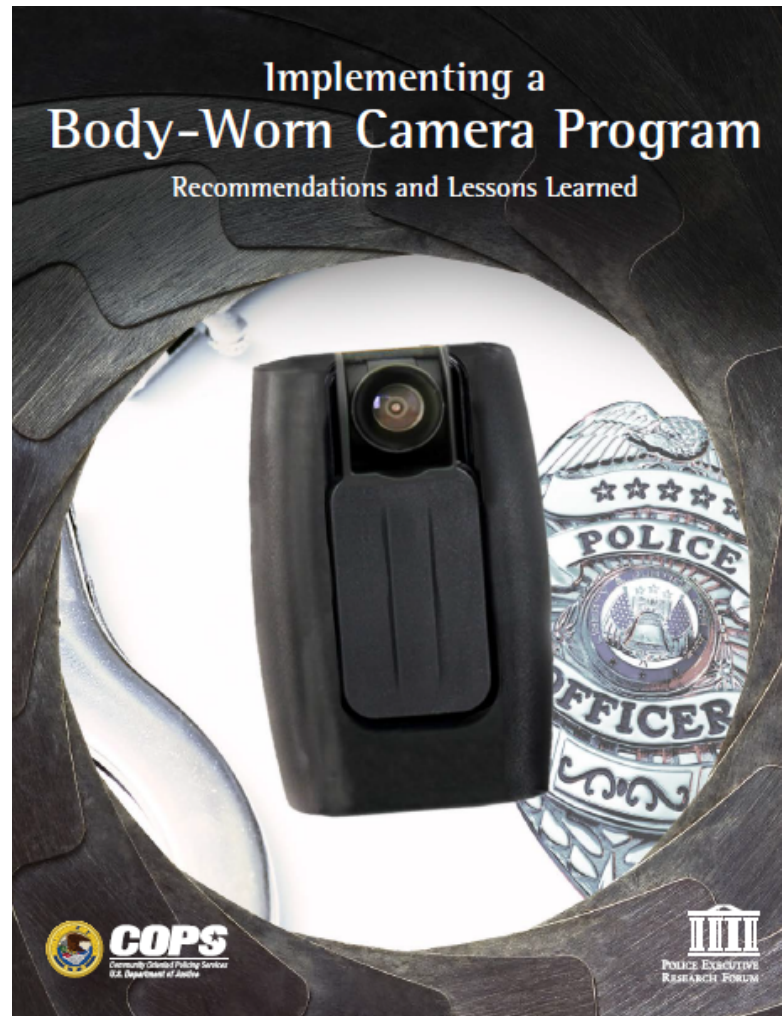
Establishing Community Trust

- Give the community a voice in developing policy
 - Citizen Advisory Councils
 - Police and Community Relations Councils
 - Community Meetings
- Officer interaction with the community
- Fair and impartial policing/procedural justice

Establishing Community Trust

- Working to remove “bad apples” from the force
- Transparency
- Build relationships during non-crisis times
- Recruit officers with the right goals in mind

PERF's guidelines for police body-worn cameras



Body-worn cameras: Policy issues

- When to turn cameras on
- Who gets to see the footage
- How long to retain data
- Cost concerns – storage costs can be substantial

Research on Body-Worn Cameras



- An early study from California found a 60% reduction in officer use of force incidents after they started using body cameras. Citizen complaints against officers also declined.

Research on Body-Worn Cameras



- Other early reports suggest cameras are having a positive impact. Birmingham, AL implemented cameras in June. In July and August they saw a 34% decrease in use of force and a 70% decrease in citizen complaints.
- PERF and others are currently conducting additional research into body-worn cameras.

Re-Engineering Use of Force



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Editorials AUGUST 23, 2015

Law enforcement group calls for big changes to cut down on police shootings



Continuing protests in Ferguson, Mo., and elsewhere have law enforcement experts calling for change. Jeff Roberson - The Associated Press

As tensions rise around the nation over police shootings and overly aggressive law enforcement tactics, a police research and policy group has issued a blunt and essential call for change.

"It's time for an overhaul of police training, policy, supervision and culture on use of force," says a report issued last week by the Police Executive Research Forum. The group's members include leading law enforcement experts and commanders from police departments across the country.

The report analyzes controversial police shootings over the last year and concludes that some could have been avoided, even though they were deemed legally justifiable.

And it urges police departments to adopt training methods and tactics that encourage peaceful resolution of issues, instead of conveying to officers that their job is to make no-retreat, split-second decisions that are more likely to lead to shootings.

The report names Kansas City as a department moving in the right direction. Police Chief Darryl Forté has ordered all officers to be trained in an approach called "tactical disengagement."

"Throughout the history of law enforcement, we've had the idea of 'never back down, never retreat,'" Forté explained in a post on his blog. "We are encouraging and training our officers to use critical thinking and problem-solving to avoid a situation in which they have to shoot someone to protect themselves."

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Police Rethink Long Tradition on Using Force

By MATT APUZZO MAY 4, 2015

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WASHINGTON — During a training course on defending against knife attacks, a young Salt Lake City police officer asked a question: "How close can somebody get to me before I'm justified in using deadly force?"

Dennis Tueller, the instructor in that class more than three decades ago, decided to find out. In the fall of 1982, he performed a rudimentary series of tests and concluded that an armed attacker who bolted toward an officer could clear 21 feet in the time it took most officers to draw, aim and fire their weapon.

The next spring, Mr. Tueller published his findings in SWAT magazine and transformed police training in the United States. The "21-foot rule" became dogma. It has been taught in police academies around the country, accepted by courts and cited by officers to justify countless shootings, including recent episodes involving a homeless woodcarver in Seattle and a schizophrenic woman in San Francisco.

Now, amid the largest national debate over policing since the 1991 beating of Rodney King in Los Angeles, a small but vocal set of law enforcement officials are calling for a rethinking of the 21-foot rule and other axioms that have emphasized how to use force, not how to avoid it. Several big-city police departments are already re-examining when officers should chase



Training with a video simulation, Lt. Sekou Millington of the Oakland, Calif., police confronted an armed man during a robbery. Jim Wilson/The New York Times

DON'T CHANGE STRICT OZONE REGULATIONS

Chiefs call for reform of use of force, Police Executive Research Forum releases new critical report on training

Story Comments

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Posted: Friday, September 18, 2015 8:00 am

By Kevin Flannery For The St. Louis American

The same research group that issued a blistering report last April on the fragmentation of St. Louis-area police departments has now issued an eye-opening report that calls for an overhaul of police training and culture.

The Police Executive Research Forum (PERF) produced the report, "Re-Engineering Training on Police Use of Force," amid a period of introspection taking place within the nation's law enforcement community since former Ferguson police officer Darren Wilson shot and killed Michael Brown Jr. on August 9, 2014.

That introspection has led to new thinking about issues such as officers' mentality about their role; the generally unwritten, but widely accepted, 21-foot rule that purports to govern the legality of officers' use of force in edged-weapon situations; and appropriate crisis intervention training and response.

PERF's primary contribution consisted of creating a space for raising the issues. Comments from high-ranking police officials from across the country make up the bulk of the report and drive the conclusion that a systematic overhaul is needed.



Photo by Lawrence Bryant

Protesting police brutality

Protestors in Ferguson on August 15, 2014 called for an end to police brutality.

Photo by Lawrence Bryant

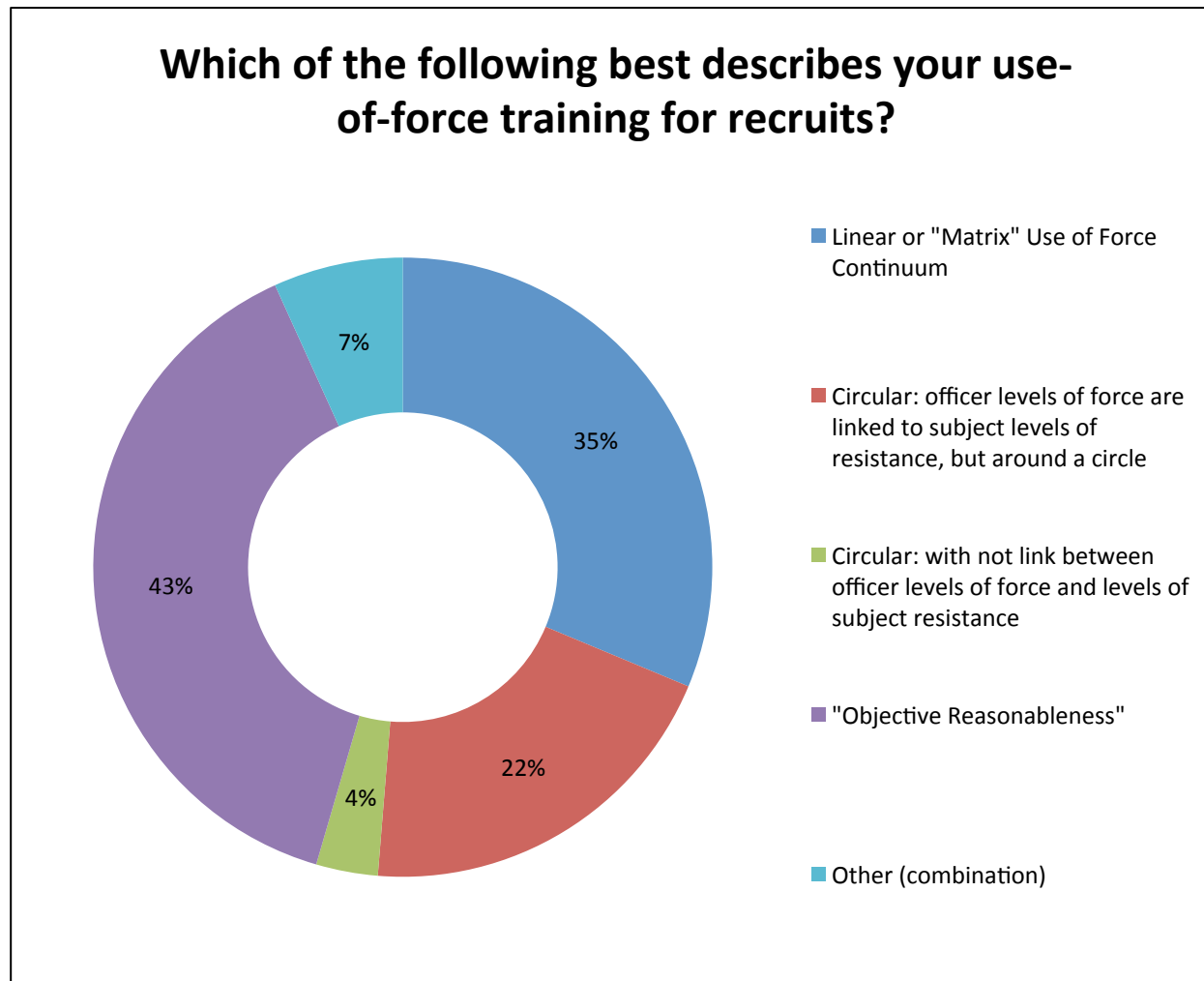
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PERF's "Re-Engineering Use of Force" Survey

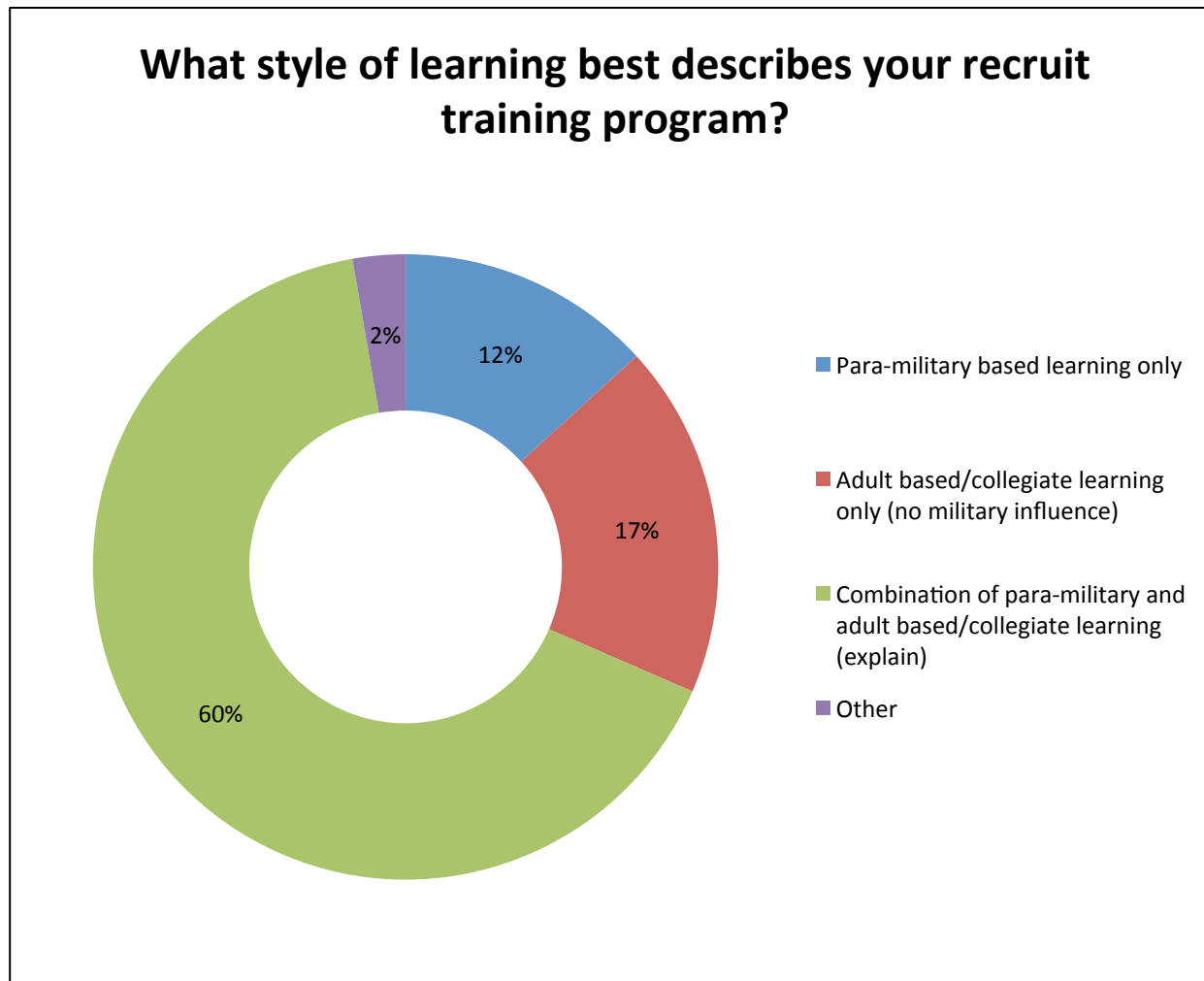
- The survey was conducted to obtain information about current training practices and approaches regarding use-of-force policy, training, and supervision
- 281 agencies responded
- Results provide a snapshot of police recruit and in-service training

Basic Recruit Training



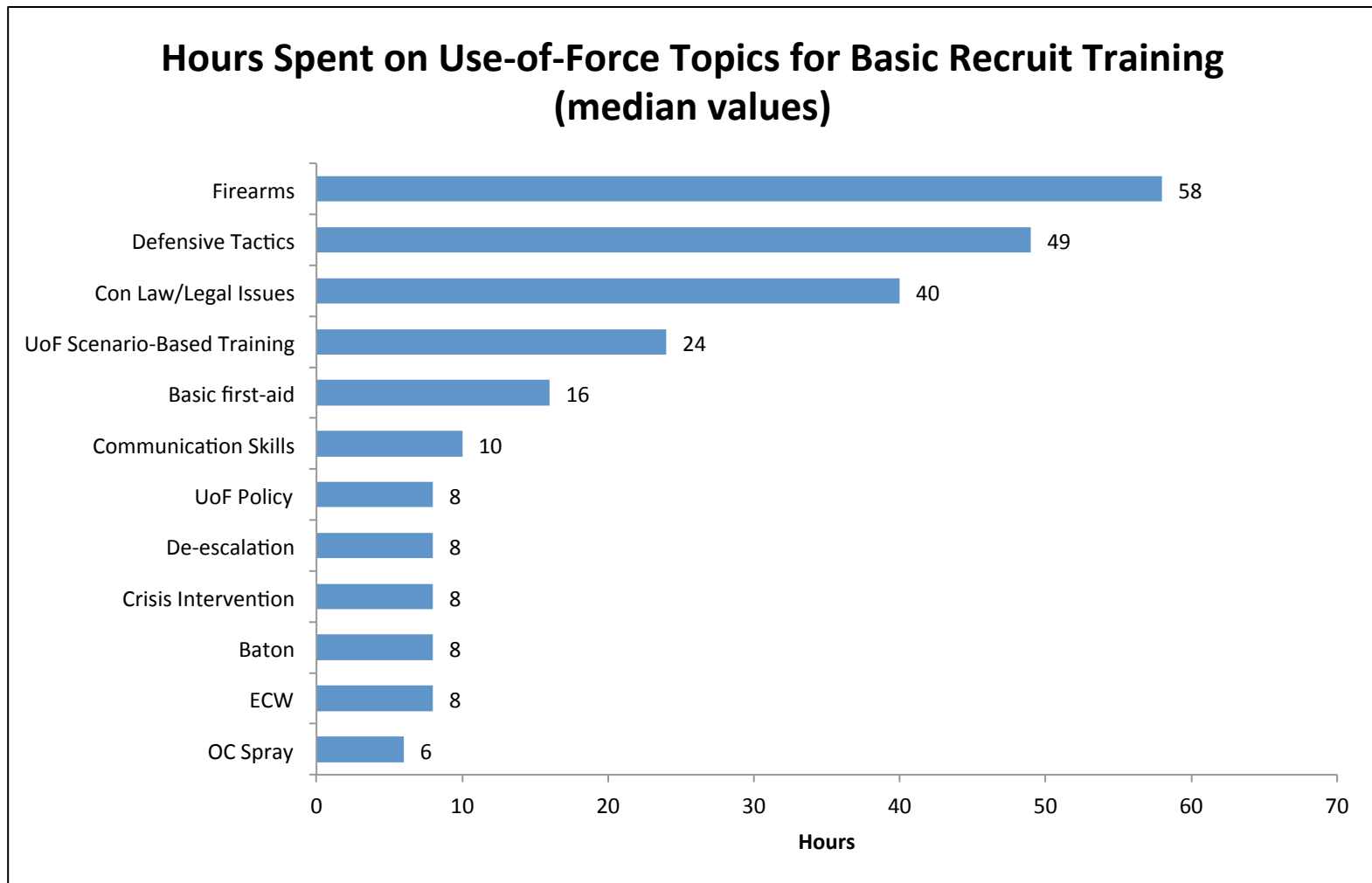
Source: Police Executive Research Forum Survey

Basic Recruit Training (cont.)



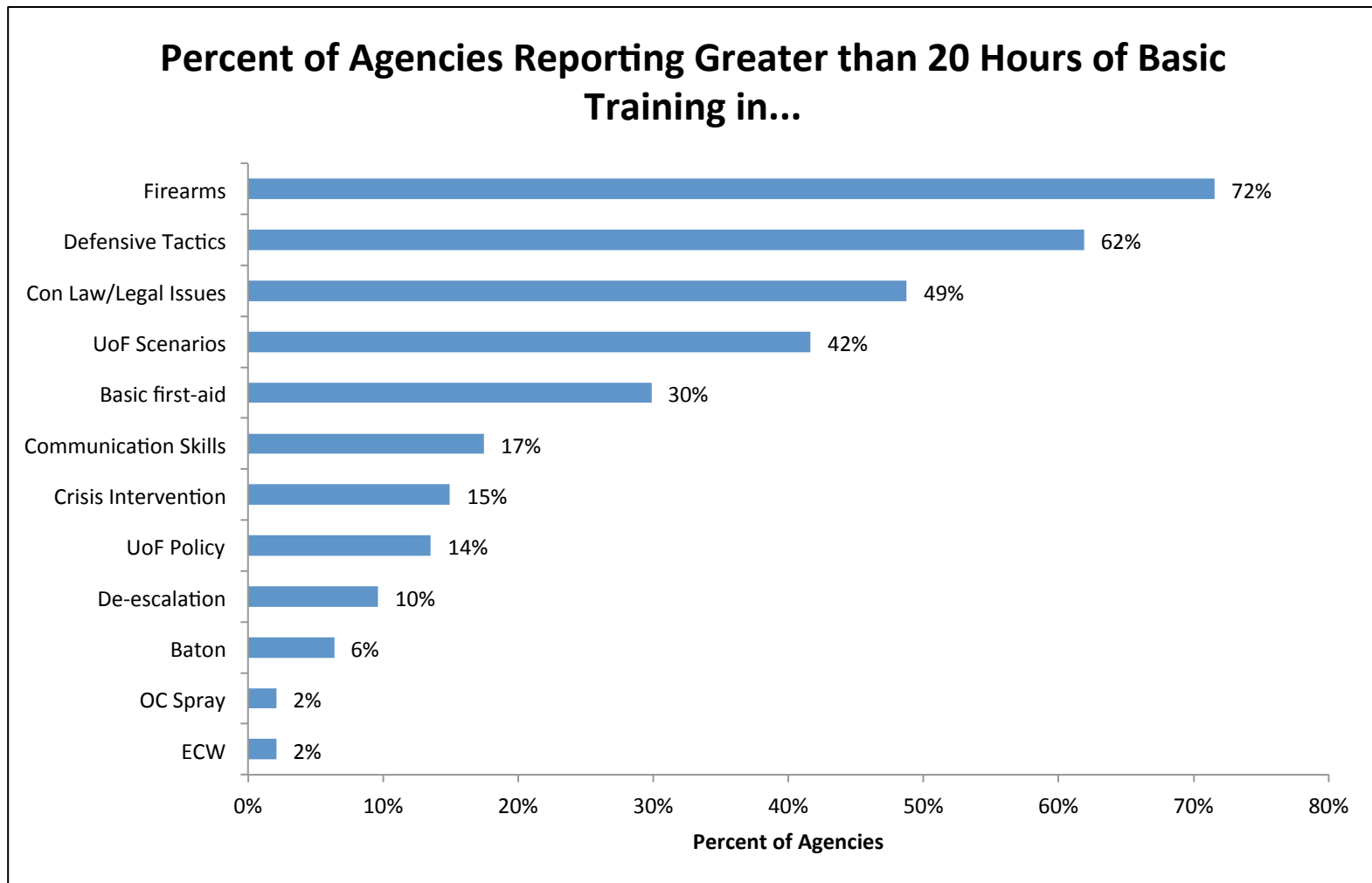
Source: Police Executive Research Forum Survey

Basic Recruit Training (cont.)



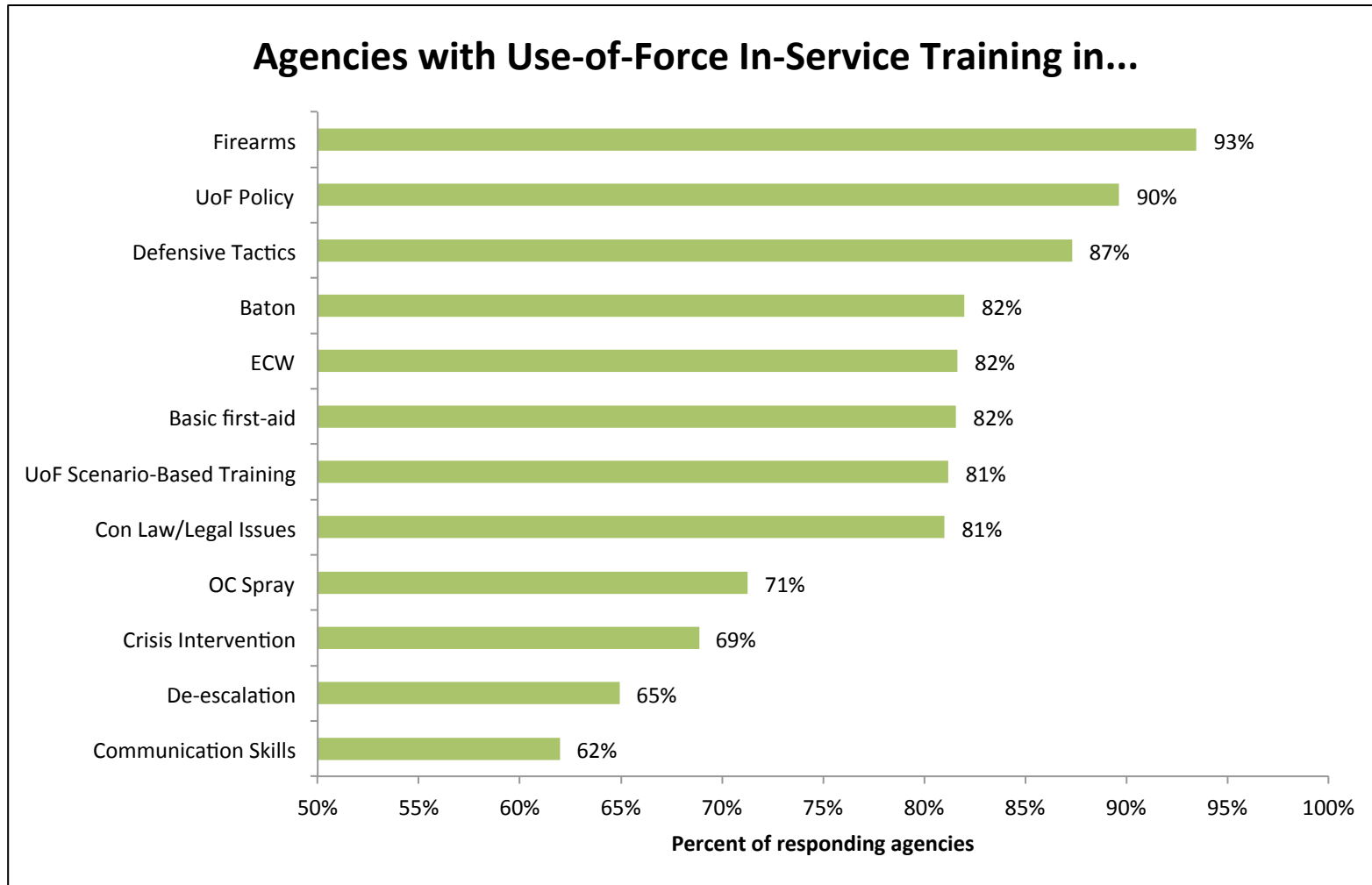
Source: Police Executive Research Forum Survey

Basic Recruit Training (cont.)



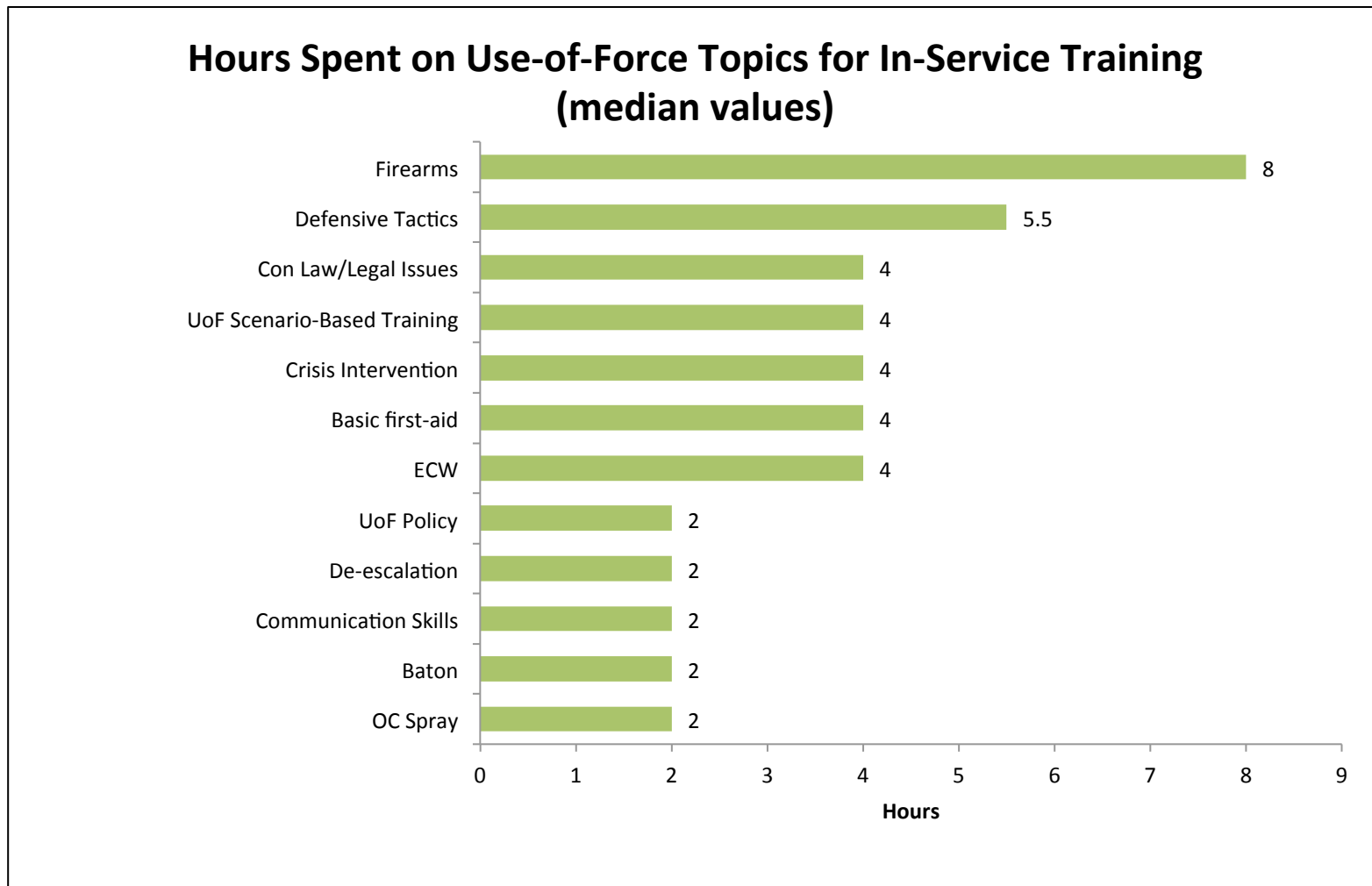
Source: Police Executive Research Forum Survey

In-Service Training



Source: Police Executive Research Forum Survey

In-Service Training (cont.)



Source: Police Executive Research Forum Survey

Controversial Use of Force Incidents

- North Charleston, SC
- Cleveland
- Dallas
- Pasco, WA
- Albuquerque

Issues with use of force in the United States

- Not enough training time is spent on de-escalation and communication
- Training is conducted in silos
- “21-foot rule”
- Changing policy won’t necessarily change culture
- Cops want to take charge and resolve things quickly

Use of Force Recommendations

Use of Force Policy

- Include language about use of de-escalation tactics
- Ban shooting at moving vehicles
- Implement a “duty to intercede” policy for officers witnessing unreasonable use of force
- Mandate the provision of medical aid when possible

Use of Force Policy (continued)

- Stress the sanctity of human life throughout your policy
- Supervisors should respond to the scene when use of force occurs
- Fully investigate **all** officer-involved shootings regardless of outcome

Training

- Warrior vs. Guardian
- Use scenario-based training that includes de-escalation
- Go beyond state mandated in-service training hours to spend more time on decision making and communication skills
- Use department-wide training to set agency expectations and policy changes

Training (continued)

- Train call-takers and dispatchers to identify and handle mental health crises
- Rethink training on police tactics and decision making to include concepts like tactical retreats
- Integrate training to avoid training in silos: de-escalation, communication skills, negotiation skills, tactics, legal concepts should be included in all blocks of instruction

Training (continued)

- Discuss actual cases during training – learning from incidents is not “second-guessing”
- Train supervisors to investigate use of force
- Ensure your academy is teaching ***your*** philosophies

Crisis Intervention/Mental Illness

- Consider implementing a specialized CIT unit
- Train a percentage of officers in crisis intervention
- Partner with public mental health agencies/providers
- Train officers to recognize signs of mental health crisis

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