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.
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
GUIDING PRINCIPLES ON USE OF FORCE
2016 FATAL OFFICER-INVOLVED SHOOTINGS

The Washington Post

963 total fatal officer-involved shootings.

- Approximately one-quarter of subjects had a mental illness.
- 5% of shootings involved an unarmed subject.
- 18% of subjects were armed with a knife.
- In 7% of cases the subject was using a vehicle as a weapon.
JANUARY 2016: USE OF FORCE: TAKING POLICING TO A HIGHER STANDARD
The sanctity of human life should be at the heart of everything an agency does.
Las Vegas Metropolitan Police Department Policy:

“It is the policy of this department that officers hold the highest regard for the dignity and liberty of all persons, and place minimal reliance upon the use of force. The department respects the value of every human life and that the application of deadly force is a measure to be employed in the most extreme circumstances.”
Departments should adopt policies that hold themselves to a higher standard than the legal requirements of *Graham v. Connor*. 
“All claims that law enforcement officials have used excessive force – deadly or not – in the course of an arrest, investigatory stop, or other ‘seizure’ of a free citizen are properly analyzed under the Fourth Amendment’s ‘objective reasonableness’ standard, rather than under a substantive due process standard.”

“The Fourth Amendment ‘reasonableness’ inquiry is whether the officers’ actions are ‘objectively reasonable’ in light of the facts and circumstances confronting them, without regard to their underlying intent or motivation.”
Shooting at vehicles must be strictly prohibited.
SHOOTING AT MOVING VEHICLES

New York Police Department Policy (implemented 1972):

“DO NOT discharge firearms at or from a moving vehicle, unless deadly physical force is being used against an officer or another person present, by means other than the moving vehicle.”
Total Shooting Incidents involving Officers, 1971-2014
GUIDING PRINCIPLES ON USE OF FORCE
ICAT
Integrating Communications, Assessment, and Tactics

TRAINING GUIDE
For Defusing Critical Incidents

www.policeforum.org/icat
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