

Ohio Crisis Intervention Team Program Peer Review

Clark, Greene & Madison
Counties CIT Program



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Introduction

A Crisis Intervention Team (CIT) is an agency or organization that provides a specific service (law enforcement, service provider, etc.) that formally and through written policy has integrated concepts of the CIT Model and the Ohio CIT Core Elements into their organizational structure. A CIT program is comprised of agency CITs. These CITs are organized to sustain a continuous community partnership between agencies representing law enforcement (LE), mental health (MH), behavioral health providers, local mental health and other service boards, the criminal justice system, advocacy (ADV) organizations, families, and those who use behavioral healthcare services. This partnership is designed to facilitate better outcomes when first responders are called to interact with a person in crisis. That person is often in crisis due to unmet mental health needs. However, the person may also be in crisis due to unmet behavioral health needs such as substance use disorders and other life stressors, or a combination of issues and needs.

Communities that establish CIT programs do so based on the following goals:

- ✓ Improve the safety of everyone in situations when law enforcement officers interact with persons in crisis.
- ✓ Improve outcomes when law enforcement officers interact with persons in crisis.
- ✓ Increase understanding of, accessibility to, and improve responsiveness by the local crisis response system.
- ✓ Divert persons in crisis from the criminal justice system to treatment alternatives when possible.
- ✓ Transform the local crisis response system to use law enforcement officers as first responders only when there is an immediate or imminent threat to safety or a serious criminal concern.

CIT programs that volunteer to participate in the Ohio CIT Program Peer Review demonstrate a commitment to achieving these goals. The Peer Review focuses on a program's efforts to develop their CIT program based on the Ohio CIT Core Elements. This interdisciplinary and collaborative learning process is coordinated by the Criminal Justice Coordinating Center of Excellence (CJ CCoE) with the support of NAMI Ohio. Through this review, we hope to strengthen community partnerships and deepen our understanding of CIT, which will ultimately positively impact the lives of people in our community experiencing mental health crises.

Executive Summary

The Clark, Greene, and Madison Counties CIT Program (CGM CIT Program) volunteered to participate in an Ohio CIT Program Peer Review from November 2023 to February 2024. Participants included members of the CGM CIT Program and peer reviewers who are or were CIT program coordinators from other Ohio CIT programs.

The review is designed to help the CGM CIT Program determine its current level of development in each core element and provide guidance for the next steps in its growth. While the main objective is to help the program achieve the goals of Ohio CIT programs, its ultimate purpose is to positively impact the lives of people experiencing mental health crises in their communities.

The Peer Reviewers used a standards rubric based on criteria from each core element in the *Core Elements of Ohio Crisis Intervention Team Programs*. The standards rubric can be found in the *Ohio Crisis Intervention Team Program Peer Review Guide*. The standards are:

Not Practicing

A CIT program, their CITs, and *relevant agencies* within the program area are not achieving the core element based on the criteria and there is no supporting evidence, or it is unknown.

Emerging Practice

A CIT program or *one or more relevant agencies* within the program area are beginning to achieve the core element based on the criteria. "One or more" means one to fifty percent.

Practicing

A CIT program or *most of the relevant agencies* within the program area are achieving the core element based on the criteria. "Most" means more than fifty percent.

Exemplary Practice

A CIT program, its CITs, and *all the relevant agencies* within the program area are achieving the core element based on the criteria. "All" means one hundred percent.

The Core Elements of Ohio CIT Programs and this assessment are organized into four categories:

- Law Enforcement
- Training
- Mental Health
- Coordination

On the next page is a summary describing where the Peer Reviewers believe the CGM CIT Program is in their development of the CIT Model and the Ohio CIT Core Elements. Readers are encouraged to explore this document further to see explanations for the reviewers' assessments and suggestions for the next steps for each core element.

Standards Rubric Key

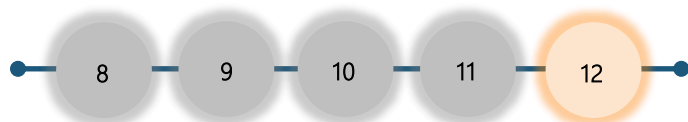


This visual representation shows the CGM CIT Program's practices in comparison to each of the thirty-one core elements for Ohio CIT programs using the standards rubric found in the *Ohio Crisis Intervention Team Program Peer Review Guide*.

Law Enforcement



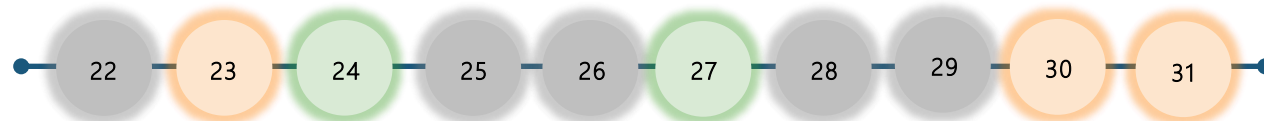
Mental Health



Training



Coordination



The CGM CIT Program is commended for participating in this peer review to further their understanding of the CIT Model and the Ohio CIT Core Elements. We hope this process allows community partners to come together to discuss the future of their CIT Program and crisis response system, further build partnerships in their community, and foster greater community ownership.

Documents and materials referenced in this document can be found on the CJ CCoE website at: <https://www.neomed.edu/cjccoe/cit/>

Crisis Intervention Team (CIT) Programs: A Best Practice Guide for Transforming Community Responses to Mental Health Crisis can be found on the CIT International website at: <https://www.citinternational.org/>

Peer Review Process

The review was undertaken to assess the program's level of development of the Ohio CIT Core Elements. It consisted of four phases and took around four months to complete.

Phase 1

Organized program members
Attended a video conference
Peer Review Questionnaire
Provided supporting evidence

In November 2023, the CIT program organized its members for their participation, learned about the process, completed the Peer Review Questionnaire, and provided documentation.

On December 6th, a video conference was conducted to clarify information and provide reviewers with further background about the program.

Phase 2

Attended a video conference
Provided clarifying information

Phase 3

Reviewers assessed Program
Created draft report

From December to February 2024, reviewers assessed the CIT program against the Ohio CIT Core Elements and created a draft report.

In January 2024, the draft report was completed, and the reviewers met for an on-site meeting with CIT program members on February 7th.

Phase 4

On-site meeting took place
Report was finalized

After the on-site meeting, the report was updated to reflect current information, provide further clarification, or resolve discrepancies. Once finalized, the report was released to the CIT Program and published on the CJ CCoE website in the Ohio CIT Program Peer Review section.

Ohio Core Elements

The Peer Review is derived from the CIT Model and the Ohio CIT Core Elements. In the *Core Elements of Ohio Crisis Intervention Teams Programs*, thirty-one elements are identified for CIT programs to implement and develop. They are organized into four categories: Law Enforcement, Mental Health Boards and Service Providers, Training, and Coordination. These core elements guide programs to achieve the goals of Ohio CIT programs.

Law Enforcement

1. Policies and Procedures
2. Patrol Coverage
3. Officer Selection
4. CIT Officer Identification
5. Law Enforcement Coordinator
6. Information Sharing and Data Collection
7. Receiving Centers: Emergency Services

Mental Health

8. Policies and Procedures
9. Service Linkage and Outreach
10. Mental Health Coordinator
11. Program Monitoring and Data Collection
12. Receiving Centers: Emergency Services

Training

13. Agency Coordinator
14. Program Coordinators
15. CIT Steering Committee
16. Prioritizing Law Enforcement Ownership
17. Maintaining Partnerships and Sustaining CIT Programs
18. Ensuring Advocacy Participation
19. Advancing Diversity, Equity, and Inclusion
20. CIT Program Awareness
21. Recognition and Honors
22. Community Expansion and Statewide Contribution

Coordination

23. CIT Training Courses
24. Advanced and Refresher Training
25. CIT Patrol Officer Training Course is for Experienced Law Enforcement Officers
26. Training Must be Delivered at Minimal Cost to Law Enforcement Agencies
27. Training Must be Locally Focused on the Participants' Criminal Justice and Crisis Response Systems
28. Training Must Focus on Practical Knowledge and Skills to Respond to a Person in Crisis
29. Training Must be Grounded in Adult Learning Principles
30. Training must be Provided by those Prepared to Instruct Law Enforcement and other Public Safety Personnel
31. Evaluations of CIT Training Courses

Clark, Greene & Madison Counties CIT Program Background

In 2006, the CGM CIT Program began training law enforcement in the CIT Patrol Officer Training Course. Since then, their training courses have graduated over five hundred team members. They have trained law enforcement officers in 80% of the agencies in their three-county area. They have delivered the following types of training:

- CIT Patrol Officer Training Course
- CIT Public Safety Telecommunicator Training Course
- Refresher training

Their current CIT steering committee is comprised of eighteen community partners representing:

- Advocacy
- People with lived experience
- Behavioral Health
- Law Enforcement
- First Responders (Fire/EMS)

The CGM CIT Program is currently coordinated through the Mental Health Recovery Board of Clark, Greene & Madison Counties. The CIT program coordinator is:

- Adam Kempf, Director of Operations, MHRB Clark, Greene & Madison Counties

The CGM CIT Program is involved with several CIT-related initiatives. They include:

- Regularly scheduled CIT steering committee meetings
- Law enforcement information sharing and data collection
- Ongoing training for officers
- Recognition and honors for program members
- Awareness campaigns

Clark, Greene, and/or Madison Counties are involved with other behavioral health initiatives. They include:

- Quick Response Team (drug overdose follow-up team)
- Stepping Up
- Responder Resilience Program
- Handle with Care
- Project AWARE (Advanced Wellness and Resilience in Education) Ohio
- Critical Incident Stress Management (CISM) Team for first responders

Crisis Response System

Clark, Greene, and Madison Counties offer a continuum of crisis services in their community to alleviate immediate psychological distress and engage people in treatment. These services include, but are not limited to:

Someone to talk to

Crisis phone lines (24/7)

- TCN Behavioral Health Services Crisis Hotline (24/7)
- Clark County Crisis hotline (24/7)
- Madison County Crisis hotline (24/7)

Emergency communications centers (5)

Clark County

Clark County 911

Greene County

Beavercreek Police Department
Fairborn Police Department
Xenia Greene Central
Yellow Springs Police Department

Madison County

Madison County Sheriff's Office
London Division of Police
West Jefferson Police Department

Someone to respond

Mobile crisis services - Greene County

- TCN Behavioral Health Services (24/7)
 - Provides crisis intervention counselors that will go to a home or community location for crisis assessment services and referrals for ongoing assistance.

Law enforcement agencies (30) - Agencies participating with CIT (24):

Clark County

Clark County SO
Enon PD
German TWP. PD
N. Hampton PD
S. Charleston PD
Springfield PD
Tremont PD
Wittenberg U. PD

Greene County

Beavercreek PD
Bellbrook PD
Cedarville PD
Central State U. PD
Fairborn PD
Greene County SO
Greene PKD
Sugarcreek TWP. PD
Wilberforce U. PD
Wright State U. PD
Xenia PD
Yellow Springs PD

Madison County

London PD
Madison County SO
Plain City PD
W. Jefferson PD

Somewhere to go

Receiving centers (6)

- Clark County
 - Mercy Health Springfield Emergency Department (24/7)
 - Kettering Health Springfield Emergency Department (24/7)
- Greene County
 - Soin Medical Center – Kettering Health Network Emergency Department (24/7)
 - DeCoach Rehabilitation Centre – Fairborn (Hours vary)
 - TCN Behavioral Health Services Crisis Walk-in Center (Hours vary)
 - Kettering Health Greene Memorial (24/7)
 - Miami Valley Hospital Beavercreek Emergency Center (23 hour)
- Madison County
 - Madison Health Emergency Department (24/7)

Clark, Greene, and Madison Counties also provide an array of ancillary services and programs to support people living with mental illness and their families. These services and programs include:

Behavioral Health

Case management

Inpatient care services

Peer support programs

Veterans programs

Food programs

Housing programs

Youth programs

Income support programs

Criminal Justice

Court specialty dockets

Jail reentry programs

Probation programs

Veterans programs

Outpatient treatment programs

CIT Program Review – Law Enforcement

1. Policies and Procedures

Emerging Practice

- One (1) law enforcement agency has CIT-specific policies and procedures



The Beaver Creek Police Department includes topics included in their “Mental Health Issues” policy that address a CIT and agency responsibilities. No proof was presented that any other LE agency or emergency communications center (ECC) has adopted CIT-specific policies and procedures.

Next Steps:

Participating LE agencies should adopt CIT-specific policies. Policies, procedures, and regulations will assist officers and public safety telecommunicators (PSTs) in their day-to-day operations, inform them of the expectations of their agencies, provide guidance with decision-making, and establish sustainability within the agencies. LE agencies are reminded that policies created by a vendor should be tailored to an agencies' needs and practices, especially those policies related to crisis response and operating a CIT. CIT-specific policies include topics such as:

- A statement that the agency is committed to sustaining a CIT and ongoing collaboration with stakeholders
- CIT role-based training for select patrol officers and all PSTs
- CIT officers will be dispatched to calls involving persons experiencing a crisis when available and appropriate
- The identification of a CIT coordinator to manage the operations of the CIT and act as the liaison with community partners, including those in the applicable CIT program
- The assignment of identifiable CIT officers within the agency so that they are available to be the primary responders to people experiencing a crisis at any time
- Use of a Crisis Intervention Contact Sheet or similar document/process to document interactions with persons in crisis
- Requirements that the agency continually evaluate the CIT and make changes in response to collected data to improve outcomes and mitigate safety risks to agency personnel and the public

The *Crisis Intervention Law Enforcement Policy Guide (CIT Focused)* can assist with policy development. It can be found on the CJ CCoE website.

2. Patrol Coverage

Not Practicing

- No law enforcement agencies have a published policy equitably distributing CIT officers



No proof was presented that any LE agencies study their service call data to distribute their CIT officers. LE agencies have not designated specific officers as primary responders to people experiencing a crisis. None of the provided policies reference practices specific to this core element.

Next Steps:

LE agencies that actively participate in training should adopt policies that address how their agencies equitably distribute select CIT officers. If an agency has a “train all officers” philosophy, it should designate specific officers to serve as specialists. Designating all patrol officers as primary responders to persons in crisis is counterproductive to using specialists and is not encouraged.

3. Officer Selection

Not Practicing

- No law enforcement agencies have a review, selection, and recommendation process to identify potential CIT officers as specialists



No information was provided to show that any LE agency has a review, selection, and recommendation process to identify CIT officers as specialists. No provided policies reference any practices specific to this core element.

Next Steps:

LE agencies that actively participate in training should adopt policies that address how their agency selects when an officer is ready to attend training. If an agency has a “train all officers” philosophy, it should designate specific officers to serve as specialists. Designating all patrol officers as primary responders to persons in crisis because they attended CIT training is counterproductive to using specialists and is problematic.

4. CIT Officer Identification

Not Practicing

- No law enforcement agencies require CIT officers in a specialized team to wear an obvious CIT pin or emblem



Since no provided LE agency policies address identifying CIT officers, there is no information to show that CIT officers in a specialized team are required to wear an obvious CIT pin or emblem. Other types of proof were not provided. CIT pins are provided to officers after graduating from the CIT Patrol Officer Training Course.

Next Steps:

LE agencies that actively participate in training are encouraged to adopt policies that address CIT officers wearing a visible CIT pin or emblem. When combined with a marketing strategy informing the public of the pin or emblem's meaning, community members can easily recognize that a responding officer has specific skills and training for responding to people in crisis.

5. Law Enforcement Coordinator

Not Practicing

- No law enforcement agencies have a designated person within the agency to coordinate its CIT and liaise with other agencies and partners



No proof was provided that any LE agency has a designated person within the agency to coordinate its CIT and liaise with other agencies and partners. No provided policies describe a position for an agency representative to coordinate its CIT. The CIT coordinator is an essential step in developing a CIT program's organizational structure. The CGM CIT Program and Beavercreek Police Department are commended for building pathways where coordination can begin and communication with community partners is enhanced.

Next Steps:

LE agencies should elevate their involvement in CIT by developing policies that formalize the roles and responsibilities of its members. Formally designating a CIT coordinator within a LE agency is an essential step in developing a CIT's organizational structure. Coordinators help align the agency's efforts to achieve the goals for Ohio CIT programs and ensure that each member understands how their contributions enhance the larger mission. CIT coordinators can assist with policy development and implementation, communication with community stakeholders, and goal alignment.

6. Information Sharing and Data Collection

Not Practicing



- No law enforcement agencies share information with program partners about contact with a person in crisis to engage available behavioral health services, and
- No law enforcement agencies are extracting data from contacts to monitor and assess its CITs and interactions with persons in crisis

No information was provided to show that any LE agency shares information with program partners about contact with a person in crisis to engage available behavioral health services. Additionally, no information was provided that any LE agency is extracting data from contacts to monitor and assess its CIT and interactions with persons in crisis. Information was provided that Beaver Creek PD has collected data on crisis contacts and the Clark County Sheriff's Office (CCSO) has used a Crisis Intervention Contact Sheet. In 2021, CCSO participated in a study in collaboration with the Mental Health Recovery Board of Clark, Greene & Madison Counties and Wittenberg University to research their crisis contacts from October 2020 to March 2021.

Next Steps:

LE agencies are encouraged to begin sharing information with program partners about contacts with persons in crisis. Sharing will allow service providers to engage persons in crisis in available behavioral health services. Information should be provided in a format (e.g., Crisis Intervention Contact Sheets) where data can be easily extracted to monitor and assess a CIT's interactions with persons in crisis and evaluate the CGM CIT Program's overall crisis response.

7. Receiving Centers: Emergency Services

Not Practicing



- No documentation or data shows the use of receiving centers and community resources by law enforcement agencies

No LE agencies are extracting data from contacts to monitor and assess their CITs and interactions with persons in crisis. Therefore, no documentation shows the use of receiving centers and community resources by LE agencies.

Next Steps:

LE agencies are encouraged to begin collecting and analyzing information about officers' use of the emergency hospitalization process (AKA "Pink Slipping"). By including information about when officers are taking persons in crisis into custody (ORC §5122.10), the LE agency and the CIT Program can better determine if transports to receiving centers were necessary or if improvement strategies are needed. This information should be distributed to the appropriate community partners in a format that describes outcomes and is easily understood.

CIT Program Review – Mental Health

8. Policies and Procedures

Not Practicing

- No service providers have published CIT-specific policies and procedures



No information was provided to show that the Mental Health Recovery Board, service providers, or other behavioral health partners have CIT-specific policies and procedures.

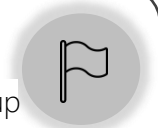
Next Steps:

The Mental Health Recovery Board of Clark, Greene & Madison Counties, service providers, and other behavioral health partners are encouraged to develop policies specific to a CIT and how they participate in a CIT Program. Their policies should focus on their involvement in CIT, interactions with law enforcement, and monitoring related activity. The Mental Health Recovery Board of Clark, Greene & Madison Counties is encouraged to develop a formal agreement between program partners to outline the terms and details of the CGM CIT Program. A Memorandum of Understanding or Agreement (MOU/MOA) should be designed for program partners to express a genuine commitment to their collaboration and set the groundwork for agency policies and procedures. This collaboration may require multiple MOU/MOA documents. Receiving centers should develop policies and procedures specific to law enforcement transfers of people in crisis to them for care. For those agencies providing service linkage and outreach from LE agencies, their processes should be formalized in writing and provided to the CIT Program. The CIT Patrol Officer Training Course and CIT PST Training course should cover all mental health policies and procedures.

9. Service Linkage and Outreach

Not Practicing

- No relevant service providers have policies and procedures to prioritize service linkage and follow-up to persons in crisis that have had contact with law enforcement



No information or proof was provided to show that service providers have policies specific to service linkage and outreach to persons in crisis who have had contact with law enforcement.

Next Steps:

Service providers that provide linkage and outreach to persons in crisis are encouraged to develop policies and procedures that prioritize linkage and follow-up to persons who have had contact with law enforcement, specifically where potential continued criminal behavior is involved.

10. Mental Health Coordinator

Not Practicing

- No service providers have a designated person within their agency to coordinate and liaise with other agencies and partners



No information or proof was provided to show that service providers have a designated person or persons to coordinate their activities within their CIT or CIT program.

Next Steps:

Mental health service providers should elevate their involvement in CIT by developing policies that formalize the roles and responsibilities of its members. Formally designating a CIT coordinator within a mental health agency is an important step in developing a CIT's organizational structure. Coordinators help align the agency's efforts to achieve the goals for Ohio CIT programs and ensure that each member understands how their contributions enhance the larger mission. The coordinator's responsibilities include policy and procedure development, data collection, program implementation and monitoring, and receiving center coordination with law enforcement agencies. They should sustain contact with other CIT stakeholders to help coordinate law enforcement's role within the crisis response system, contribute to accurate program evaluation, and assist with training.

11. Program Monitoring and Data Collection

Not Practicing

- No data is collected and analyzed relevant to service providers' interactions with a person in crisis, either transferred or referred to them by a law enforcement agency



No information or proof was provided that data is collected and analyzed relevant to service providers' interactions with a person in crisis, either transferred or referred to them by a law enforcement agency.

Next Steps:

The steering committee is encouraged to begin developing strategies that encourage service providers to begin collecting data relevant to interactions with a person in crisis, either transferred or referred by a law enforcement agency. Collected and analyzed data can help identify trends and patterns, improve accountability and transparency, and provide a clearer understanding of law enforcement's interactions with people in crisis.

12. Receiving Centers: Emergency Services

Emerging Practice

- Individually or collectively, a receiving center(s) is operating most of the time
- No receiving center(s) have published procedures to receive people in crisis from law enforcement officers and then safely, efficiently, and quickly transition those in crisis to care and assessment



In each county, receiving centers are open 24/7 that receive people in crisis for evaluation from law enforcement officers or other first responders. No information was provided that they have published procedures to receive people in crisis from law enforcement officers and then safely, efficiently, and quickly transition them to care and assessment.

Next Steps:

The steering committee is encouraged to begin developing strategies that encourage receiving centers to participate in the CGM CIT Program and encourage them to begin developing procedures relevant to receiving people in crisis from a law enforcement agency.

CIT Program Review – Training

13. CIT Training Courses

Emerging Practice

- Provides the CIT Patrol Officer Training Course



The CGM CIT Program regularly provides the CIT Patrol Officer Training Course at least once yearly. It is 40 hours and is delivered on successive days. Since their initial training in 2006, they have trained almost 500 sworn officers in all but five (5) agencies in Clark, Greene, and Madison Counties. The CIT Public Safety Telecommunicators (PST) Training Course was provided to PSTs for the first time in May 2023. Twenty-one (21) PSTs attended. This 14-hour training course, delivered across two days, is planned to be regularly delivered in the future. It is noted that the Program plans to offer a CIT First Responder Training Course (Fire and EMS) in 2024.

Next Steps:

The CIT Program is encouraged to broaden the CIT Patrol Officer Training Course based on their training needs. The CIT Program is encouraged to continue to develop and deliver more CIT PST Training Courses, as all PSTs would benefit from the training. The CIT Program is encouraged to develop a multi-year training plan to provide comprehensive CIT role-based training. This plan should be reviewed annually and include advanced and refresher training.

14. Advanced Training and Refresher Training

Emerging Practice



- Has provided refresher training but not regularly

The CGM CIT Program provided a two-day, 13-hour refresher training session in March 2023. This multi-topic training included topics such as self-care, emergency hospitalization, and lived experience panels. There is no record of previous or subsequent refresher or advanced training sessions being provided.

Next Steps:

The CGM CIT Program is encouraged to design a multi-year training plan incorporating advanced and refresher training. The plan should increase the training complexity over a select number of years. Training sessions should be based on a needs assessment from collected data, input, feedback from participating agencies, and other relevant community factors and feedback.

15. The CIT Patrol Officer Training Course is for Experienced Law Enforcement Officers

Not Practicing



- The CIT Program does not have a selection process to determine eligibility for officers to attend the CIT Patrol Officer Training Course

Participating law enforcement agencies and the CGM CIT Program do not use a selection process to determine the readiness of officers to attend the CIT Patrol Officer Training Course based on provided information and policies.

Next Steps:

The CGM CIT Program and participating law enforcement agencies should adopt policies that address when officers will attend the CIT Patrol Officer Training Course. Selected officers should be experienced volunteers primarily assigned to the patrol function. When policies identifying readiness are adopted, the learning experience is enhanced, active engagement increases, and the impact of the training on participants' skill development and application in real-world contexts is maximized.

16. Training Must be Delivered at Minimal Cost to Law Enforcement Agencies

Practicing

- No training fees are charged to attend CIT training courses



No training fees are charged to attend CIT training courses offered by the CGM CIT Program. Funding for these courses does not come from instructional fees.

Next Steps:

The CGM CIT Program should explore whether funding concerns hinder participating law enforcement agencies from participating in CIT role-based training courses and other program functions. If attending costs are found to prevent participation, the Program should explore available funding sources to reimburse law enforcement agencies for sending staff to CIT role-based training and related activities.

17. Training Must be Locally Focused on the Participants' Criminal Justice and Crisis Response System

Emerging Practice

- Team members attend CIT training courses related to their criminal justice and crisis response systems



The CGM CIT Program instructs those attending role-based training courses on their criminal justice and crisis response systems. Many instructors are locally sourced and are experienced in the local conventions and methods within the area served by the Program. Others are brought in from outside areas, including the primary de-escalation trainer, who is brought in from the Troy Police Department.

Next Steps:

CIT Programs should strive to locate and install trainers from the area served by the program. The CGM CIT Program should continue to seek and install trainers who operate within the area served by the Program. In addition, all participating agencies should develop policies and procedures specific to CIT, implement them, and incorporate them into their role-based training courses. The Program is encouraged to add depth to their roster of instructors to prevent burnout, account for potential turnover, and provide more training. The Program's steering committee should develop strategies to build and sustain instructor development and involvement.

18. Training Must Focus on Practical Knowledge and Skills to Respond to a Person in Crisis

Practicing

- Most training courses include role-specific instruction on interacting with persons in crisis, and
- Most training courses include role-specific crisis scenarios and practicum ("role plays")



The CGM CIT Program's CIT Patrol Officer Training Course provides instruction on interacting with a person in crisis, and officers are provided some time to practice what was taught in scheduled role-plays. Instruction on assessing a person's mental state, emergency hospitalization, relevant legal issues, and identifying crisis response system resources and how to navigate them is also provided. The CIT PST Training Course provides instruction on foundational issues involving people in crisis, communicating with callers in crisis, and available crisis response system resources, including 988 and crisis lines. PSTs are provided time to practice what they have been taught. A noted feature of this training course is a section on "Accent Bias Awareness" that discusses how a PST hears a caller and may make assumptions about the caller based on an accent.

Next Steps:

The CIT Program should evaluate if the amount of time provided to officers and PSTs for role plays in their respective role-based training courses is sufficient. In the last course offering, the CIT Patrol Officer Training Course was allotted two and a half hours for role plays (scenarios). That may be insufficient given the number of officers attending. The Program appears to provide enough time for de-escalation instruction but should increase the time allotted for practice. The Program should also add a training block on CIT officers' legal issues outside of those involving emergency hospitalization. Legal issues should include the use of force on persons in crisis and how local, state, and federal courts continue to view interactions with persons in crisis who may fall into the "diminished capacity" category.

19. Training Must be Grounded in Adult Learning Principles

Emerging Practice

- One or more role-specific training courses have their topics sequenced in a carefully considered manner, or
- One or more role-specific training courses have goals and learning/performance objectives



A review of the provided schedules for the CIT Patrol Officer Training Course and the CIT PST Course offered by the CGM CIT Program indicates training topic sequencing within each course was considered. Primarily, topics were delivered in a sequential manner that is conducive to learning. However, no overall training goals were provided for either course. A "daily objectives"

set was provided within a training evaluation report for the CIT Patrol Officer Training Course in 2022. However, nothing similar was provided for the 2023 CIT Patrol Officer Training Course nor the 2023 CIT PST Training Course. There was no evidence that the 2022 "daily objectives" were incorporated into the construction and delivery of presentations.

Next Steps:

The CGM CIT Program's steering committee should continue to evaluate the sequencing of topics within their training courses to ensure they are appropriately sequenced to be most impactful. Goals should be developed and articulated for each role-based course. Learning/performance objectives should be created and articulated for each course topic to guide instructors in creating and delivering the various course topics and to assist evaluators in determining if training goals and objectives are met.

20. Training Must be Provided by those Prepared to Instruct Law Enforcement and Other Public Safety Personnel

Practicing

- Instructors' materials and content are reviewed, and
- Pre-class meetings take place with instructors to ensure they are effective at content instruction



The CGM CIT Program Coordinator – Mental Health identified in the peer review questionnaire that instructors' materials and content are reviewed before training and that instructors are met with before training to ensure they are effective at content instruction. No other information was provided to review evidence specific to this core element.

Next Steps:

The CGM CIT Program is encouraged to develop a training subcommittee. This subcommittee can review instructors' materials and their ability to deliver them to a role-specific audience. The subcommittee can also work with instructors to enhance other areas of their training and abilities, including understanding the roles and culture of those attending the training course. The Program should put their practices in writing related to how they coordinate, prepare, and support their instructors. Formalizing these practices will help future program coordinators learn how the training program operates and assist with sustaining and advancing current training practices.

21. Evaluations of CIT Training Courses

Emerging Practice



- Training course evaluations are conducted (level 1), or
- Training course topic evaluations are conducted (level 1)

The CGM CIT Program uses surveys to obtain Kirkpatrick Level One (reaction) feedback from training participants. Evidence was provided for the CIT Patrol Officer Training Course, the CIT PST Training Course, and the refresher training held in 2023. Some blank evaluation forms were provided. All forms used a five-point Likert scale to rate each training segment, the learning environment, and whether the content helped reinforce understanding. Open-ended feedback space is included. A single five-point item rates the topic and presenter. The scale ranges from disagree/low (1) to agree/high (5). The other three ratings are not labeled. Each day has an evaluation form, and Friday's (final day) form adds a brief segment soliciting overall course feedback. A scanned set of completed survey forms and a training evaluation summary were provided for the 2022 CIT Patrol Officer Training Course. Summaries of the 2023 CIT Patrol Officer Training Course were provided. It is noted that Survey Monkey was used to obtain feedback about the 2023 CIT Patrol Officer Training Course and the 2023 refresher training. In a nod to innovation, Quick Response (QR) codes were created for the refresher training surveys to provide quick access for attendees to evaluate the training session.

Next Steps:

The CGM CIT Program should add items to its surveys to gather information about the instructor independently of the topic presented. The current instrument asks a single question about both, which can lead to confusion about what has been evaluated. This confusion may be detrimental if training designers must determine if the material or instructor needs re-evaluation. It is also recommended that labels be applied to all Likert Ratings so attendees know the difference. Open-field feedback can provide information about poor instructors or material, but it must be extracted. Peer reviewers noted that a topic and its instructor in 2023 received many negative open-field comments. Adding quick-to-answer items may have revealed more dissatisfaction or some mitigating information from other attendees. Attendee feedback should be shared with instructors. An evaluation summary should be shared with all program partners, agency leaders, and steering committee members. This sharing may currently occur.

The CGM CIT Program should conduct Kirkpatrick Level Two (learning) evaluations. These evaluations can come from pre-tests and post-tests to determine increased knowledge and skills. Items can be created to gauge affective domain changes to see if attendees have learned to interact differently with persons in crisis in the future. Level Two evaluations can also come from using skills checklists during the role-play scenarios to determine if attendees are applying their learning. The checklist should contain all the elements for a successful interaction with a person in crisis and should be rated as either "pass" or "fail."

CIT Program Review – Coordination

22. Agency Coordinator

Not Practicing

- No agencies have designated agency coordinators in the program



No proof was provided that any participating agency has a designated person to coordinate their CIT.

Next Steps:

Law enforcement and mental health agencies should develop policies specific to CIT and define the coordinator position. Participating agencies should designate a coordinator to oversee and manage their CIT activities, including liaising with other agencies and partners within the CIT Program. The CGM CIT Program steering committee should educate law enforcement and mental health agency leadership on the CIT Model and the Ohio CIT Core Elements and commit to their role within the CIT framework.

23. Program Coordinators

Emerging Practice

- 1 of 3 disciplines has a designated program coordinator



The only identified CGM CIT Program Coordinator represents mental health, even though this person has a law enforcement background and continues part-time in that role. Coordinators in law enforcement and advocacy have not been identified or emplaced.

Next Steps:

Ensuring sustained participation with program coordinators in all disciplines is critical for a CIT program. To foster active engagement from law enforcement and people living with mental illness and their families, the GCM CIT Program is encouraged to establish strategies for identifying, recruiting, and developing leaders in law enforcement and advocacy. In particular, the coordinator for law enforcement assumes the crucial role of a CIT advocate within the law enforcement community, emphasizing the importance of the CIT Model and Ohio CIT Core Elements. This person serves as a champion for CIT, promoting the significance of law enforcement committing to their role within the CIT framework.

24. CIT Steering Committee

Practicing



- A CIT steering committee is identified, and
- Most of the disciplines have representatives, and
- A chairperson is identified for the CIT steering committee, and
- The CIT steering committee has regularly scheduled meetings, and
- The CIT steering committee meetings have an agenda and activity records

The CGM CIT Program is commended for the composition of its steering committee. By ensuring representation from all three disciplines, the program benefits from diverse perspectives that greatly enhance the quality of its outcomes. The program is also commended for regularly scheduling meetings to facilitate open communication and stakeholder collaboration. This proactive approach ensures that all involved parties stay informed, exchange valuable insights, and collectively contribute to the ongoing success and refinement of the program. This consistency not only enhances coordination but also fosters a sense of shared responsibility and commitment to the program's overarching goals.

Next Steps:

The steering committee is strongly encouraged to establish and formalize their operational practices. Beyond regular meetings, the committee should establish long-term objectives and develop strategies that actively engage community partners. The committee should develop written guidelines outlining:

- Their goal or purpose
- Persons and positions needed, along with the disciplines they represent
- Regularly scheduled meetings and special meetings, if needed
- A chairperson to coordinate and facilitate meetings, activities, etc.
- A process to determine who will oversee meetings, agendas, and discussion items
- A process to capture meeting minutes to record discussions and actions taken

While doing so, they are strongly encouraged to enhance their documentation of initiatives and activities, ensuring that meeting minutes are thorough and easily accessible. Creating well-defined agendas, establishing action plans and goals, and diligently tracking progress toward those objectives are important. Consideration should be given to forming subcommittees dedicated to training, crisis response system navigation, and program evaluation.

A well-structured CIT steering committee provides an environment of collaboration, inclusivity, leadership, and structured decision-making. This approach enhances the likelihood of developing and implementing successful CIT strategies that address the community's needs while empowering and supporting individuals and families affected by the issues being addressed.

25. Prioritizing Law Enforcement Ownership

Not Practicing

- CIT Program does not actively engage participating law enforcement agencies about their CIT strategies



No information or proof was provided to show that the CGM CIT program actively engages participating law enforcement agencies and assists them with CIT development.

Next Steps:

The Program is encouraged to prioritize establishing and implementing strategies to acquire investment and participation from law enforcement leadership or other influential community leaders. Getting this investment can also be enhanced by recruiting a prominent person in the community who influences leaders and decision-makers. Strategies can be found in Chapter 2 of *Crisis Intervention Team (CIT) Programs: A Best Practice Guide for Transforming Community Responses to Mental Health Crisis*. The CGM CIT program is encouraged to document these activities in meeting minutes or other records.

26. Maintaining Partnerships and Sustaining CIT Programs

Not Practicing

- Assessment and improvement strategies are not used



No information or proof was provided that shows program leadership continually assesses their strategies against the CIT Model and Ohio CIT Core Elements and implements and improves initiatives using ongoing positive communication with other partners.

Next Steps:

The CGM CIT Program is encouraged to allocate time to developing assessment, improvement, and sustainability strategies. These strategies could include formalizing the operational practices of the steering committee, leadership succession planning, and enhanced record-keeping practices. So that the CIT program does not regress, successful CIT strategies, lessons learned, and knowledge gained should be managed and passed on. Regression avoidance can come from mentoring, workload distribution, robust documentation methods, and knowledge management plans.

27. Ensuring Advocacy Participation

Practicing

- People living with mental illness and their family members participate in training, and
- Advocacy leaders participate in training and program coordination



The CGM CIT Program is commended for their efforts toward ensuring advocacy participation. Representatives from NAMI Clark, Greene, Madison, and persons with lived experience participate in their steering committee. Advocacy leaders and people living with mental illness and their family members also participate in training CIT members for their roles within their CITs.

Next Steps:

The CGM CIT Program is encouraged to allocate time to ensuring advocacy participation through succession planning. The program is encouraged to identify critical positions and individuals and create a learning and development process that can be repeated and evaluated.

28. Advancing Diversity, Equity, and Inclusion

Not Practicing

- There are no strategies in place to recruit, include, and empower team members who bring different perspectives and backgrounds to the program



The CGM CIT Program does not utilize formal strategies to advance diversity, equity, and inclusion (DEI) for team members who bring different perspectives and backgrounds to the program.

Next Steps:

CIT programs should ensure that they accurately reflect the populations they serve. The Program should consider dedicating CIT steering committee members or establishing a subcommittee to explore ways to measure their DEI success and strategies to sustain and advance efforts within their program. CIT programs rich in DEI practices can experience a better understanding of community needs, increase trust and engagement, and develop better ways to target and allocate resources more effectively.

29. CIT Program Awareness

Not Practicing

- There are no strategies in place about how to request and identify CIT officers



No information or proof was provided that strategies are in place to request and identify CIT officers. Reviewers found references to CIT in various policies from participating agencies in Clarke, Greene, and Madison counties, but these references were mainly related to training.

Next Steps:

The Program is encouraged to develop and implement awareness strategies for community members to request and identify CIT officers, and to inform the community about CIT, its benefits, and how the community can interact with CIT members. CIT programs are more impactful when community members know how to identify and gain access to CIT officers and other services encompassing their crisis response system. Trust plays a vital role in cultivating effective relationships between the community and members of the crisis response system, and the Program is encouraged to enhance and fortify this bond.

30. Recognition and Honors

Emerging Practice

- The program regularly recognizes and honors their CIT members



The CGM CIT Program regularly recognizes a CIT Officer of the Year from each county during the last day of their annual CIT Patrol Officer Training Course. As of 2023, a CIT Public Safety Telecommunicator of the Year is also awarded. As new role-specific CIT training courses are provided, the Program plans to recognize those members similarly. No information or proof was provided to show that agency CITs recognize and honor their CIT members.

Next Steps:

Law enforcement agencies should develop practices to formally and informally recognize officers and PSTs who positively interact with people in crisis. Consistent recognition for their challenging and honorable efforts reinforces behavior and commitment and promotes an agency's culture of care. The CGM CIT Program is encouraged to collect and track examples of recognition and honors by their CITs. The Program should publicly share these examples to improve morale, stimulate further program growth, and increase CIT Program awareness.

31. Community Expansion and Statewide Contribution

Emerging Practice

- Members of the program attend activities at the state level



Through the CGM CIT Program Coordinator – MH, the Program is commended for attending state-level activities, contributing their knowledge and experiences, and helping further the collective understanding of CIT in Ohio.

Next Steps:

The CGM CIT Program is encouraged to engage non-participating law enforcement agencies, find ways to prioritize law enforcement's involvement, and foster positive partnerships. The Program should document efforts and strategies in their steering committee meeting minutes and program records. Other members of the CGM CIT Program are encouraged to participate in state-level activities. With further exposure to the CIT Model and the Ohio CIT Core Elements, members will increase their understanding of CIT and provide valuable guidance to newer members while enhancing their CITs and the CGM CIT Program.

This document was completed by the Ohio CIT Coordinator & Law Enforcement Liaison for the Ohio Criminal Justice Coordinating Center of Excellence in collaboration with peer reviewers, the CGM CIT Program, and the CJ CCoE. For more information or to make inquiries please contact:

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Next Steps Worksheet

Law Enforcement

- Participating LE agencies to adopt CIT-specific policies (1,2,3,4,5,6,7,15,22)
- Participating LE agencies to adopt readiness standards for CIT training (3,15)
- Participating LE agencies to designate a person to coordinate their CITs and liaise with other agencies and partners (5,22)
- Participating LE agencies to share information with program partners about contacts with persons in crisis (6,7)
- Participating LE agencies to use Crisis Intervention Contact Sheets (6,7)

Mental Health

- Participating MH agencies to adopt policies specific to CIT and how they can participate in a CIT Program (8,9,10,11,12,22)
- Applicable service providers to adopt policies that prioritize linkage and follow-up to persons that have had contact with law enforcement, specifically where potential continued criminal behavior is involved (9)
- Participating MH agencies to designate a person to coordinate their CITs and liaise with other agencies and partners (10,22)
- Receiving centers to adopt procedures relevant to receiving people in crisis from a law enforcement agency (12)
- Applicable service providers to collect data relevant to their interactions with a person in crisis, either transferred or referred to them by a law enforcement agency (11)

Training

- Broaden CIT Patrol Officer Training Course as determined by training needs (13)
- Regularly deliver a CIT PST Training Course (13)
- Develop a multi-year training plan that incorporates advanced and refresher training (13,14)
- CIT Program and LE agencies to adopt policies that identify readiness standards for when officers will attend the CIT Patrol Officer Training Course (15)
- Determine if monetary reasons contribute to a lack of participation by LE agencies in CIT initiatives (16)
- Develop strategies to build and sustain instructor involvement (17)
- Develop strategies to locate and install trainers from the CIT Program area (17)
- Evaluate if the amount of time provided to officers for “de-escalation practice” in the CIT Patrol Officer Training Course is sufficient (18)
- Add a training block on CIT officers' legal issues to the CIT Patrol Officer Training Course (18)
- Evaluate the sequencing of topics within their training courses (19)
- Develop goals for their training courses (19)
- Develop learning/performance objectives for each topic (19)
- Develop a training subcommittee (20)
- Document practices related to coordinating, preparing, and supporting instructors (20)
- Evaluation of training courses - Add questions to gather information about instructors (21)
- Evaluation of training courses – Add questions about the training facilities/environment (21)
- Evaluation of training courses- Add more targeted questions to the instrument used (21)
- Evaluation of training courses- Add pre-tests and post-tests (21)
- Evaluation of training courses- Add a skills checklist to role-plays and record in program training records as pass/fail (21)
- Produce a summary report of evaluations for program partners (21)

Coordination

- Law enforcement and mental health agencies to develop CIT-specific policies and define the coordinator position (22)
- CIT Program to educate law enforcement and mental health agency leadership on the CIT Model and the Ohio CIT Core Elements (22)
- Identify and recruit a CGM CIT Program Coordinator – Law Enforcement (23)
- Identify and recruit a CGM CIT Program Coordinator – Advocacy (23)
- CIT steering committee to enhance their documentation of CIT initiatives and activities (24)
- CIT steering committee to develop written guidelines outlining their CIT Program and its management (24)
- Develop strategies to get investment and participation from LE leadership or other influential community leaders (25)
- Develop sustainability strategies, including leadership succession planning, enhancing record-keeping practices, and workload distribution (26)
- Ensuring advocacy participation through succession planning by developing a learning and development process (27)
- Dedicate CIT steering committee members or establish a subcommittee to explore ways to measure their DEI success and strategies (28)
- Develop awareness strategies for community members to request and identify CIT officers and to inform them about CIT (29)
- Explore funding opportunities for awareness campaigns (29)
- Law enforcement agencies (or agencies in charge of Emergency Communications Centers) to develop practices to regularly honor and recognize CIT officers and PSTs (30)
- CIT Program to publicize to the community the CIT members who have been honored and recognized (30)
- Engage non-participating law enforcement agencies and document the efforts and strategies in the steering committee meeting minutes and program records (31)