

Ohio Crisis Intervention Team Program Peer Review

Logan & Champaign Counties CIT Program



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Contents

Participants	4
Introduction.....	5
Peer Review Process	8
Ohio Core Elements	9
Logan & Champaign Counties CIT Program Background	10
Crisis Response System	11
CIT Program Review – Law Enforcement	12
1. Policies and Procedures	12
2. Patrol Coverage.....	13
3. Officer Selection.....	13
4. CIT Officer Identification	14
5. Law Enforcement Coordinator	14
6. Information Sharing and Data Collection	15
7. Receiving Centers: Emergency Services.....	15
CIT Program Review – Mental Health	16
8. Policies and Procedures	16
9. Service Linkage and Outreach.....	16
10. Mental Health Coordinator	17
11. Program Monitoring and Data Collection	17
12. Receiving Centers: Emergency Services.....	18
CIT Program Review – Training	18
13. CIT Training Courses.....	18
14. Advanced Training and Refresher Training.....	19
15. The CIT Patrol Officer Training Course is for Experienced Law Enforcement Officers.....	19
16. Training Must be Delivered at Minimal Cost to Law Enforcement Agencies	20
17. Training Must be Locally Focused on the Participants' Criminal Justice and Crisis Response System.....	20
18. Training Must Focus on Practical Knowledge and Skills to Respond to a Person in Crisis..	21
19. Training Must be Grounded in Adult Learning Principles	21
20. Training Must be Provided by those Prepared to Instruct Law Enforcement and Other Public Safety Personnel.....	22

21. Evaluations of CIT Training Courses	22
CIT Program Review – Coordination	24
22. Agency Coordinator	24
23. Program Coordinators	24
24. CIT Steering Committee	25
25. Prioritizing Law Enforcement Ownership	Error! Bookmark not defined.
26. Maintaining Partnerships and Sustaining CIT Programs	26
27. Ensuring Advocacy Participation	27
28. Advancing Diversity, Equity, and Inclusion	27
29. CIT Program Awareness	28
30. Recognition and Honors	28
31. Community Expansion and Statewide Contribution	29
Next Steps Worksheet	30

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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 MH 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 the 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 Logan & Champaign Counties CIT Program volunteered to participate in an Ohio CIT Program Peer Review from March 2025 to June 2025. Participants included CIT Program members and experienced peer reviewers who are or were CIT program coordinators from other Ohio programs.

The review is designed to help the Logan & Champaign Counties CIT Program determine their current level of development in each core element and provide guidance for the next steps in their 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 community.

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 CIT Program is in their development of 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

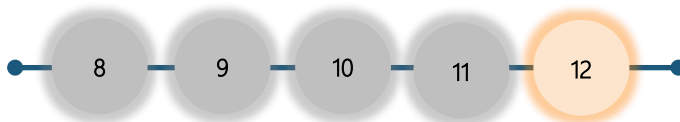


This visual representation shows the Logan & Champaign Counties CIT Program's practices compared to each of the 31 core elements for Ohio CIT programs using the standards rubric found in the *Ohio Crisis Intervention Team Program Peer Review Guide*.

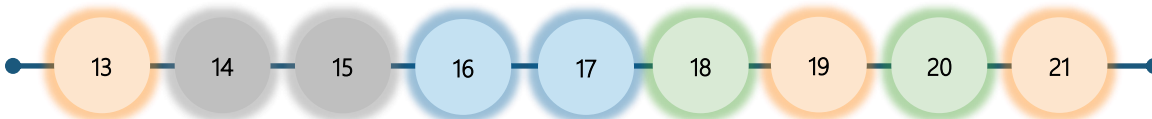
Law Enforcement



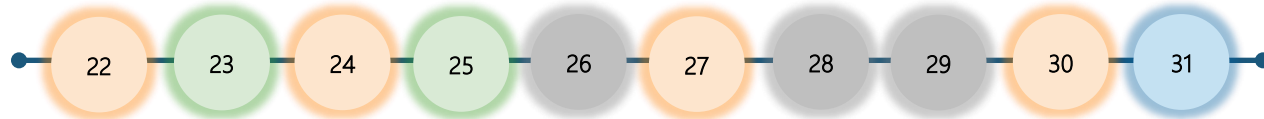
Mental Health



Training



Coordination



The Logan & Champaign Counties 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.citiinternational.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 March 2025, the CIT Program organized its members for their participation, learned about the process, completed the Peer Review Questionnaire, and provided documentation.

On March 4, 2025, 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 March to May 2025, reviewers assessed the CIT Program against the Ohio CIT Core Elements and created a draft report.

In June 2025, the draft report was completed, and the reviewers met for an on-site meeting with CIT Program members on June 25, 2025.

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 (LE)

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 (MH)

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. CIT Training Courses
14. Advanced and Refresher Training
15. CIT Patrol Officer Training Course is for Experienced Law Enforcement Officers
16. Training Must be Delivered at Minimal Cost to Law Enforcement Agencies
17. Training Must be Locally Focused on the Participants' Criminal Justice and Crisis Response Systems
18. Training Must Focus on Practical Knowledge and Skills to Respond to a Person in Crisis
19. Training Must be Grounded in Adult Learning Principles
20. Training must be Provided by those Prepared to Instruct Law Enforcement and other Public Safety Personnel
21. Evaluations of CIT Training Courses

Coordination

22. Agency Coordinator
23. Program Coordinators
24. CIT Steering Committee
25. Prioritizing Law Enforcement Ownership
26. Maintaining Partnerships and Sustaining CIT Programs
27. Ensuring Advocacy Participation
28. Advancing Diversity, Equity, and Inclusion
29. CIT Program Awareness
30. Recognition and Honors
31. Community Expansion and Statewide Contribution

Logan & Champaign Counties CIT Program Background

The CIT Program delivered their first CIT Patrol Officer Training Course in 2008. Since then, their 40-hour training course has graduated over 200 team members. They have trained LE officers in every agency in their two-county area. They have delivered the following types of training:

- CIT Patrol Officer Training Course

Their current CIT steering committee is comprised of:

- Law Enforcement
- Mental Health
- Advocacy

The CIT Program is currently coordinated through the Mental Health, Drug & Alcohol Services Board of Logan & Champaign Counties. The CIT program coordinator(s) are:

- Sarah Ferguson, Director of Treatment and Recovery Support Services, MHDAS Board of Logan & Champaign Counties
- Joe Freyhof, Chief of Police, Village of Russells Point

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

- Regular steering committee meetings
- Law enforcement CIT-specific crisis response policies
- Information sharing & data collection
- Training
- Recognition and honors

Logan & Champaign Counties are involved with other behavioral health initiatives. They include:

- Training (Botvin Life Skills Training, CAST - Coping and Support Training, Mental Health First Aid Training, QPR (Question, Persuade, Refer) Training)
- Handle With Care
- Screening, Brief Intervention, and Referral to Treatment (SBIRT) in Schools
- VitalClog Suicide Prevention Program in Workplaces
- Suicide Prevention Coalition of Logan and Champaign Counties
- Community CORE – substance reduction program
- Mobile Response and Stabilization Services (MRSS)
- Stepping Up
- LOSS Team (Local Outreach & Support of Suicide)
- Quick Response Team (Substance Use Deflection Work)
- Rural Homeless Outreach Team

Crisis Response System

Logan & Champaign Counties offer crisis services in their communities to alleviate immediate psychological distress and engage people in treatment. These services include, but are not limited to:

Someone to talk to

988 crisis phone line

TCN Crisis Hotline & Walk-in Centers (3)

Emergency communications centers (3):

- Logan County Sheriff's Office (LCSO)
- Champaign County Dispatch Center
- Bellefontaine Police Department

Someone to respond

Mobile Response and Stabilization Services (MRSS) – Coleman Health Services

LE agencies (10) - Agencies participating with CIT (10):

- Bellefontaine Police Department
- Champaign County Sheriff's Office
- DeGraff Police Department
- Logan County Sheriff's Office
- Mechanicsburg Police Department
- North Lewisburg Police Department
- Russells Point Police Department
- Urbana Police Department
- Washington Township Police Department
- West Liberty Police Department

A safe place for help

Receiving centers (2):

- Mary Rutan Hospital (Logan County)
- Mercy Hospital Urbana (Champaign County)

Logan & Champaign 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

Crisis phone lines
 Crisis management
 Employment support programs
 Food programs
 Housing programs
 Peer support programs
 Youth programs

Criminal Justice

Jail reentry programs
 Court specialty dockets
 Probations programs
 Diversion programs

CIT Program Review – Law Enforcement

1. Policies and Procedures

Emerging Practice



- One or more law enforcement agencies have CIT-specific policies or procedures

Of the ten (10) LE agencies in Logan & Champaign Counties, Russells Point Police Department is the only agency that has provided the CIT Program with a crisis response policy that includes language specific to CIT. The CIT Program has draft versions of policies and has been working with agencies to review and adopt them. However, at the time of this review, there is no information indicating that they have done so. No information was provided to show that any emergency communications centers (ECC) have CIT-specific policies. The Russells Point Police Department is commended for updating its policy to include CIT-specific language and setting a strong example for other participating agencies. The Program is recognized for its efforts to engage LE agencies in policy implementation.

Next Steps:

The CIT Program should continue to engage their LE agencies to adopt CIT-specific policies. These policies will guide officers and public safety telecommunicators (PSTs), clarify agency expectations, support decision-making, and ensure long-term sustainability. CIT-specific policies should address topics such as:

- A statement that the agency is committed to sustaining a CIT and ongoing collaboration with community partners
- CIT role-based training for patrol officers and PSTs
- Select 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
- The assignment of selected and identifiable CIT officers so that they are available to be the primary responders to people experiencing a crisis at any time
- Use of a form or process to document interactions with persons in crisis
- Requirements that the agency continually evaluates the CIT and makes 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* 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 information 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:

Participating LE agencies should adopt policies addressing how their agencies equitably distribute select CIT officers. If they have a “train all officers” philosophy, they should designate specific officers to serve as specialists, with their roles outlined in policy. 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 agency has 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 determines 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, with their roles outlined in policy. Designating all patrol officers as primary responders to persons in crisis because they attended CIT training is problematic and counterproductive to using specialists.

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 law enforcement agency policies address the identification of CIT officers, there is no evidence to suggest that members of specialized CIT teams are required to wear a visible CIT pin or emblem. Other types of proof were not provided.

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 and other public safety personnel can easily recognize that a responding officer has specific skills and training for responding to people in crisis.

5. Law Enforcement Coordinator

Emerging Practice

- One or more LE agencies have a designated person within the agency to coordinate its CIT and liaise with other agencies and partners



The Russells Point Police Department is the only LE agency that has a designated person within the agency to coordinate its CIT and liaise with other agencies and partners. No other policies describe a position for an agency representative to coordinate their CIT.

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 essential 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 partners, and goal alignment.

6. Information Sharing and Data Collection

Emerging Practice

- One or more law enforcement agencies share information with program partners about contact with a person in crisis to engage available behavioral health services



For about three years, LE agencies participating in the CIT Program have used an online information sharing and data collection system to share information with program partners about contacts with persons in crisis, with the goal of engaging available mental health services. No evidence presented indicates that the CIT Program or any LE agency is currently extracting data from these contacts to monitor and assess the CIT Program or its interactions with persons in crisis. The CIT Program and its LE agencies are commended for consistently using of the system to support service linkage and cross-service system collaboration.

Next Steps:

The CIT Program and participating LE agencies are encouraged to begin extracting and analyzing data from contacts with persons in crisis to monitor and assess the effectiveness of their CIT efforts. Regularly reviewing these data will help determine whether individual agency responses and the overall CIT Program are meeting the goals of Ohio's CIT Programs. This information can also support ongoing program development and accountability by identifying trends, highlighting areas for improvement, guiding training needs, and demonstrating the impact of their efforts to community partners.

7. Receiving Centers: Emergency Services

Not Practicing

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



Since the CIT Program and participating LE agencies are not extracting data from contacts to monitor and assess their CIT program and interactions with persons in crisis, there is no documentation or data demonstrating the use of receiving centers or other community resources by these agencies.

Next Steps:

LE agencies are encouraged to track and analyze officers' use of the emergency hospitalization process (ORC §5122.10). In doing so, agencies and the CIT program can better evaluate whether transports to receiving centers are necessary or identify areas for improvement. This information should be shared with appropriate community partners in a clear and accessible format highlighting outcomes.

CIT Program Review – Mental Health

8. Policies and Procedures

Not Practicing



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

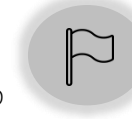
No information was provided to indicate that the service board, service providers, or other mental health partners have policies or procedures related to their involvement in CIT or their interactions with LE agencies.

Next Steps:

The MHDAS Board of Logan & Champaign Counties, service providers, and other mental health partners are encouraged to develop formal agreements and policies specific to CIT and how they participate in the CIT Program. Their policies should focus on their involvement in CIT, interactions with LE, and monitoring related activity. The CIT Steering Committee is encouraged to develop a formal agreement between program partners to outline the terms and details of their program. The agreement should be designed so that Program partners can express a genuine commitment to their collaboration and set the groundwork for agency policies and procedures. Their receiving centers should develop policies and procedures specific to LE 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 Program. The CIT Patrol Officer 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 documentation was provided to show that service providers have policies specific to service linkage or outreach to persons in crisis who have had contact with LE. However, it was reported that an employee of TCN Behavioral Health monitors the information-sharing system and is assigned to engage individuals who have had contact with LE during a crisis to connect them with appropriate services.

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 LE, specifically where potential continued criminal behavior is involved. The Steering Committee should monitor these efforts to ensure coordination, identify gaps, and support improved outcomes.

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 was provided to show that service providers have a designated person or persons to coordinate their activities within their CITs or CIT program.

Next Steps:

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 LE agencies. They should sustain contact with other community partners to help coordinate LE'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 are 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 was provided that data are collected and analyzed relevant to service providers' interactions with a person in crisis, either transferred or referred to them by a LE 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 LE agency. Collected and analyzed data can help identify trends and patterns, improve accountability and transparency, and provide a clearer understanding of LE's interactions with people in crisis.

12. Receiving Centers: Emergency Services

Emerging Practice

- Individually or collectively, a receiving center(s) is operating all the time in the service area



The CIT Program has two (2) receiving centers: Mary Rutan Hospital (Logan County) and Mercy Hospital Urbana (Champaign County). These facilities are always open and available to receive individuals in crisis. However, none of the hospitals have policies specific to transferring custody of people in crisis from LE officers.

Next Steps:

Receiving centers are encouraged to develop procedures to receive people in crisis from LE officers and then safely, efficiently, and quickly transition those in crisis to care and assessment.

CIT Program Review – Training

13. CIT Training Courses

Emerging Practice

- Regularly provides the CIT Patrol Officer Training Course



The CIT Program regularly provides the CIT Patrol Officer Training Course once a year. Since their initial training course in 2008, they have trained over 200 team members. They have trained LE officers in every agency in their two-county area.

Next Steps:

The CIT Program is encouraged to develop a multi-year training plan to provide comprehensive, role-based CIT training. This plan should be reviewed annually and include advanced and refresher training. The CIT Program is also encouraged to maintain detailed records of past training sessions, including the content provided, to support continuity, evaluation, and potential public/legal records requests.

14. Advanced Training and Refresher Training

Not Practicing

- The CIT Program does not provide advanced and refresher training



No information was provided that the CIT Program has provided advanced or refresher training.

Next Steps:

The 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. Trainings should be based on a needs assessment from collected data and other relevant community factors.

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



In Logan & Champaign Counties, participating LE agencies prefer to send all their officers to the CIT Patrol Officer Training Course. The LE agencies and the Program do not use a selection process.

Next Steps:

The CIT Program and participating LE 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 is increased, and the impact of the training on participants' skill development and performance in real-world contexts is maximized.

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

Exemplary Practice

- No training fees are charged to attend CIT training courses, and
- Agencies receive reimbursement for the cost of sending staff to attend CIT training courses



No fees are charged to attend CIT training courses, and funding for these courses does not come from instructional fees. The CIT Program has also used reimbursement opportunities offered by NAMI Ohio, which allowed two members to attend their recent training course. The CIT Program is commended using this scholarship opportunity to support continued learning and strengthen the knowledge and capabilities of its participating agencies.

Next Steps:

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

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

Exemplary Practice

- Team members attend CIT training courses related to their criminal justice and crisis response systems, and
- Locally sourced instructors instruct team members, and
- Training includes and describes all local conventions and methods



The CIT Program is commended for its strong commitment to local relevance and collaboration in training. Team members attend CIT training courses directly related to their criminal justice and crisis response systems. Courses are led by locally sourced instructors, and the training includes clear descriptions of all local conventions and methods, helping ensure participants are well-prepared to operate effectively within their own communities.

Next Steps:

Participating agencies should develop policies and procedures specific to CIT. Once policies and procedures are implemented, the CIT Program should incorporate them into their training courses. The Program is encouraged to strengthen their roster of instructors to prevent burnout, account for potential turnover, and provide more training. The 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 CIT Patrol Officer Training Course provides instruction on interacting with a person in crisis, and officers are allowed the opportunity to practice these skills. Instruction on assessing a person's mental state, emergency hospitalization, relevant legal issues, and processes is also provided.

Next Steps:

While the CIT Program provides role-specific instruction and scenarios for interacting with persons in crisis, it was not evident that the CIT Patrol Officer Training Course includes instruction on determining fact-based probable cause for emergency hospitalization. The Program is encouraged to highlight this aspect in training to prepare CIT officers better to make informed decisions when assessing persons in crisis who may require emergency hospitalization.

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 training schedule indicates that the sequencing of topics within the CIT Patrol Officer Training Course has been considered. Most topics are delivered in a manner that facilitates effective learning. However, overarching training goals and specific learning/performance objectives for individual topics do not appear to be used.

Next Steps:

The Steering Committee should continue to regularly evaluate the sequencing of topics to ensure they are organized for maximum impact. The Patrol Officer Training Course did not appear to include clearly stated goals and training objectives were embedded within evaluations rather than presented in an obvious or usable format. The Program is encouraged to establish and clearly communicate course goals and objectives at the outset of training. These elements should be used to guide instruction and drive participant performance throughout the course. The Program is also encouraged to utilize the CIT Patrol Officer Training Course Goals and Performance Objectives guide, available on the CJ CCoE's website, as a resource.

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 CIT Program Coordinator – MH 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 specific to this core element.

Next Steps:

The CIT Steering Committee 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 Logan & Champaign County CIT Program uses surveys to obtain Kirkpatrick Level One (Reaction) feedback from training participants. Evidence was provided for the CIT Patrol Officer Training Course delivered from January 13-17, 2025. Scanned copies of survey questions and responses for each of the five training days were submitted for review. On days Monday through Thursday, each topic has a single evaluation block and uses a Likert-type scale for responses: "poor, fair, good, ex," and a block for open comments. The "ex" appears to stand for excellent. Each topic also lists the "objectives" under the topic.

On the evaluation form for Friday, the survey instrument adds elements to rate the overall course. Two of the elements use Likert-type scales with four potential ratings. The first question is about how well prepared the course participant feels after the training and uses the ratings "not at all, somewhat prepared, moderately prepared, very well." The second element has four components: the training length, the training organization, the materials used, and the facility

used. That element uses the ratings "strongly agree, agree, disagree, strongly disagree." Five additional elements ask for open-ended responses. Of note is the addition of a quick response (QR) code below the "objectives" under the virtual reality simulation topic. That QR code is to a SurveyMonkey page created by the Ohio Peace Officer Training Academy titled "Virtual Reality (Immersive Scenarios Based Training) Instructor." The survey asks for peace officer demographic information and if the person completing the survey has attended an instructional skills course.

Next Steps:

The CIT Program should add items to their reaction-level surveys. Questions should be added to the daily evaluations to gather information about each presenter independently of the topic presented. Items about the presenter can include topic knowledge, ability to relate the material to the workplace, participant engagement, and encouraging participation. Items about each topic, materials, and usefulness should remain or be added. Questions or elements can use a Likert-scaled system to enable less time to be spent. Open-ended questions should be used to gather additional information. Thought should be given to using a single Likert-scale rating system instead of the three scales in the surveys. Questions and survey elements can be worded to permit a single rating system.

In addition to recommendations about additional questions, responses to the surveys should be stored for easy access, and a summary of the responses should be created and shared with presenters/instructors, steering committee members, and other pertinent stakeholders so that the Program stakeholders can determine if the material or presenter/instructor needs additional review. If those types of reports are currently generated, they were not provided for review.

Another recommendation is to rewrite the current "objectives" on the survey sheets for each day. Many of the "objectives" observed read as summaries of what will be provided in the training block or appear to guide the presenter. Performance objectives for each training block begin with a measurable verb followed by language that identifies the training participant's desired performance once that participant returns to the regular work environment. Performance objectives will guide presenters in helping participants perform as identified by creating appropriate instructional materials and presenting them so that participants can perform as desired.

The CIT Program should also consider conducting Kirkpatrick Level Two (Learning) evaluations for the role-play scenarios as a learning check or practicum. Skills checklists can be used to determine if attendees apply their training objectively. The checklist should contain all the elements and behaviors from training and be rated as "pass" or "fail." Kirkpatrick Level Two evaluations could also come from pre-tests and post-tests with the same questions to determine if knowledge increased. Pre-tests and post-tests can then be compared to see if Likert-scaled responses had higher averages and if open-ended responses showed more positivity. No or low increases on some questions may identify materials that need revision or replacement. A lack of increases may also help a CIT Program identify presenters who need additional support or direction, or need to be replaced.

CIT Program Review – Coordination

22. Agency Coordinator

Emerging Practice

- There are one or more designated agency coordinators in the program



Chief Joe Freyhof of the Russells Point Police Department appears to be the only agency-level CIT Coordinator. No information was provided to indicate that any other participating law enforcement or mental health agency has a designated individual responsible for coordinating their CIT efforts.

Next Steps:

Participating LE and MH agencies should establish policies specific to CIT and clearly define the coordinator role. Each agency should designate a coordinator responsible for managing CIT activities and facilitating collaboration with other LE and MH agencies and partners within the CIT Program. The Steering Committee should educate agency leadership on the CIT Model and Ohio CIT Core Elements, strengthening their commitment to fulfilling their responsibilities within the CIT framework.

23. Program Coordinators

Practicing

- The program has a coordinator in at least two of the three disciplines



The CIT Program benefits from active coordination by both law enforcement and mental health representatives. Chief Joe Freyhof is recognized for his leadership as the law enforcement coordinator, setting a positive example for other agencies. The ongoing efforts of both current coordinators, along with the past contributions of Dr. Sorenson, have played a key role in advancing the many CIT initiatives currently in progress.

Next Steps:

To ensure the participation of people living with mental illness and their family members and the inclusion of their unique perspectives, the CIT Program is encouraged to build strategies to obtain and develop advocacy leaders and sustain their participation. When feasible, the CIT Program should designate a qualified person as a coordinator for advocacy.

24. CIT Steering Committee

Emerging Practice



- A CIT steering committee is identified, and
- Most of the disciplines have representatives

The CIT Program has created a steering committee with representation from all three disciplines. By doing so, the Program benefits from diverse perspectives that greatly enhance the quality of its outcomes.

Next Steps:

The Steering Committee should regularly update its active roster and is strongly encouraged to formalize its operational practices. Beyond focusing solely on training-related meetings, the committee should establish long-term objectives and develop strategies that actively engage community partners. Additionally, the committee should create written guidelines that outline:

- 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. Having someone formally identified and operating as the Steering Committee chairperson, creating well-defined agendas, establishing action plans and goals, and tracking progress toward those objectives are vital. 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

Practicing



- CIT Program actively engages most participating law enforcement agencies about CIT their CIT strategies

The CIT Program is commended for actively engaging with participating law enforcement agencies to advance CIT strategies. Evidence of this engagement includes CIT-specific policy development, information sharing & data collection, and the recognition and honoring of CIT officers. These efforts strengthen the CIT program and its impact on the community.

Next Steps:

To strengthen coordination and collaboration, the Program is encouraged to identify CIT coordinators within each participating law enforcement agency. Establishing these roles and holding regular meetings with the coordinators would foster consistent communication and help align efforts in advancing CIT strategies across all agencies. The CIT Program is also 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 was provided that the Program continually assesses their strategies against the CIT Model and Ohio CIT Core Elements or implements and improves initiatives using ongoing positive communication with other partners.

Next Steps:

The 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 Program does not regress, successful 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

Emerging Practice



- People living with mental illness and their family members participate in training

Based on the information provided, it appears that people with lived experience and their family members only participate in training rather than being actively involved in the steering committee or program coordination. There is no indication that the program has strategies for sustained advocacy participation or succession planning.

Next Steps:

The CIT Program should engage and involve people with lived experience and their families, not just in training but also in their steering committee and program coordination. Their perspectives are vital for improving the program's response to crises. The program is also encouraged to allocate time for advocacy participation through succession planning by identifying critical positions and individuals and creating a learning and development process that can be repeated and evaluated to ensure continued involvement and effectiveness.

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 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 the efforts of particular CIT steering committee members or establishing a subcommittee to explore ways to measure their success and strategies to sustain and advance DEI 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 was provided that strategies are in place to request and identify CIT officers.

Next Steps:

The CIT Program is encouraged to develop and implement awareness strategies for community members to request and identify CIT officers and inform them about CIT, its benefits, and how they 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.

Further program awareness strategies can be found in Chapter 6 of *Crisis Intervention Team (CIT) Programs: A Best Practice Guide for Transforming Community Responses to Mental Health Crisis*.

30. Recognition and Honors

Emerging Practice



- The program regularly recognizes and honors their CIT members

The CIT Program is commended for regularly recognizing outstanding contributions through several CIT Officer of the Year awards (6), including those for small departments and sheriff's offices. This recognition demonstrates a strong commitment to acknowledging excellence within the program. No information was provided to indicate that agency CITs similarly recognize and honor their CIT members for their efforts and dedication.

Next Steps:

LE agencies should establish formal both formal and informal practices to recognize officers and PSTs who engage positively with persons in crisis and share these examples with the CIT Program. Regular recognition of their challenging and honorable work reinforces commitment and fosters a culture of care within the agency. Expanding recognition to include PSTs, coordinators, mental health professionals, individuals with lived experience, and administrators can further boost morale, encourage program growth, and raise awareness of the CIT Program. Additionally, good record-keeping of past award winners and the program's history ensures a consistent and transparent approach to recognizing contributions and maintaining the program's legacy.

31. Community Expansion and Statewide Contribution

Exemplary Practice



- Non-participating agencies are engaged, and
- Members of the program attend activities at the state level, and
- Members of the program assist with the support and expansion of CIT in Ohio

The CIT Program proactively engages all participating agencies, prioritizing law enforcement's involvement and fostering constructive partnerships. The program is commended for actively participating in state-level activities and planning, contributing valuable insights and experiences to CJ CCoE event planning committees, serving as speakers at technical assistance (TA) sessions, acting as peer reviewers, presenting at CIT events, and participating in other state-level committees. Their ongoing involvement and contributions have helped further the collective understanding and development of CIT across Ohio.

Next Steps:

The CIT Program is encouraged to continue assisting law enforcement agencies with developing and implementing CIT-specific policies. It should also strengthen internal processes by consistently documenting efforts and strategies through steering committee meeting minutes, reports, and other relevant records. These practices will support transparency, accountability, and long-term sustainability. Additionally, the program should focus on educating steering committee members on the CIT Model and the Ohio CIT Core Elements. With increased exposure and understanding, members can provide stronger guidance to newer participants and play a more active role in enhancing CIT efforts and overall program growth.

Next Steps Worksheet

Law Enforcement

- LE agencies to adopt CIT-specific policies (1,2,3,4)
- LE agencies to designate CIT coordinators (5,22,25)
- LE agencies to analyze data from crisis contacts to monitor and assess the effectiveness of their efforts (6,7)
- LE agencies to establish formal and informal practices to recognize officers and PSTs who positively engage with persons in crisis and share these examples with the CIT Program (30)

Mental Health

- MH agencies to develop policies related to their involvement in CIT (8,9)
- The MHDAS Board of Logan & Champaign Counties and the CIT Steering Committee to develop a formal agreement between program partners to outline the terms and details of the CIT Program (8)
- MH agencies to designate CIT coordinators (10,22,25)
- Receiving centers to collect data relevant to their interactions with a person in crisis, either transferred or referred to them by a LE agency (11)
- Receiving centers to develop procedures to receive people in crisis from LE (12)

Training

- Develop a multi-year training plan that includes advanced and refresher training (13,14)
- CIT Program and LE agencies to adopt policies that address which 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 and seek alternative funding if needed (16)
- Develop a strategy to build and sustain instructor involvement (17)
- Increase instruction on emergency hospitalization (18)
- Develop goals for their training courses (19)

- Develop and use complete learning/performance objectives for each topic (19)
- Develop a training subcommittee (20)
- Record practices in writing related to coordinating, preparing, and supporting instructors (20)
- Update the evaluation instruments used for the CIT Patrol Officer Training Course per the recommendations provided in *Evaluation of CIT training Courses* (21)

Coordination

- CIT Program to educate LE and agency leadership on the CIT Model and the Ohio CIT Core Elements (22)
- CIT Steering Committee to identify a program coordinator for advocacy (23)
- Identify and formally install a chairperson for the CIT Steering Committee (24)
- CIT Steering Committee to update its active roster (24)
- The CIT Program should develop a process to document CIT-related activities and efforts, along with a system to store and organize this information for easy retrieval (24,26)
- Identify individuals and positions for advocacy participation in program coordination (27)
- Identify strategies to measure DEI impact (28)
- Explore funding opportunities for continued awareness campaigns (29)
- Promote CIT and other crisis services that do not involve LE or the criminal justice system (29)
- Develop practices to honor and recognize other CIT members regularly (30)
- The CIT Program to continue assisting law enforcement agencies with the development and adoption of CIT-specific policies (31)

This report was completed by the Ohio CIT Coordinator & Law Enforcement Liaison for the Ohio Criminal Justice Coordinating Center of Excellence in cooperation with the staff of the CJ CCoE, consultants, peer reviewers, and CIT program community partners. For more information or to make inquiries, please contact:

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