

Champaign/Logan County Peer Review Summary

May 19th, 2011

On-Site Review Team: Mike Woody (CJ-CCOE), Paul Lilley (Hancock County), Amanda Brown (Miami/Darke/Shelby County)

Background: The Criminal Justice Coordinating Center of Excellence (CJ/CCOE) desires to work with CIT Coordinators across Ohio to strengthen our collective understanding of the core elements and emerging best practices within CIT. One vehicle to collect these emerging best practices is through a “Peer Review Process”. The peer review is a voluntary, collegial process built on identifying and coalescing the best elements of CIT programs.

The Peer Review Process consists of four phases: A Self Assessment conducted by the county under review, a Desk Audit that provides detail on the program and training curriculum, a Site Visit by a team of reviewers, and a written report summarizing the review team’s observations.

The Champaign/Logan Program should be congratulated for its willingness to undergo the Peer Review Process. A Site visit was conducted on May 6, 2011 by the Review Team and the following CIT Planning Committee members: Molly Smith (CCI), Jan Rhoades (CCI), Tiffany Furor (intern), Pete Floyd (NAMI), David Higgins (MHDAS Board), Ed Bristoll (Tri-County Regional Jail), Andy Smith (Logan County Sheriff), Ed Peters (Bellefontaine PD), Sam Faulkner (Mechanicsburg PD), Ed Burkhammer (Urbana PD), Dan LaRoche (Logan County Prosecutor’s Office), Addie King (Champaign County Prosecutor’s Office).

This report is a synthesis of what the reviewers found after conducting the review process and is organized to highlight Strengths and Suggestions related to the training curriculum and the CIT program. Finally, while the reviewers have learned a lot and have concrete ideas on how to improve their own CIT programs in Summit, Hancock and Miami/Darke/Shelby counties, the ultimate test of the benefit of this Peer Review Process will be if the report and resource matching accomplished via the CJ/CCOE helps Champaign/Logan County strengthen their program. We hope that it does.

Introduction: When meeting with the Champaign/Logan County Planning Committee, the reviewers thought it important to set the tone of the on-site review process by discussing the purpose and role of the CORE Elements as developed by CIT International and adopted by the Ohio CJ/CCOE (see Attachment #1). While there is a lot of variability across CIT development, the Core elements can provide direction for communities to positively assess their CIT program.

Most developing CIT programs go through common growth stages. From its inception to a committed group of people that bring an initial training to their community, to a policy driven, data rich CIT program, the core elements provide a way to guide the growth of programs. Such elements also create consensus on what CIT is NOT. It should always be considered and treated as a PROGRAM and not “just training”.

It is when the Core elements are used to define “fidelity” within CIT programs, that natural tensions arise regarding how to address program individuality such as rural vs. urban, large vs. small departments, disparities in resources, and how well developed other Criminal Justice initiatives are within a county, like specialized courts and/or jail diversion programs. The CJ/CCOE recognizes all of these issues impact how the core elements are addressed in individual programs. Three common areas of tension are 1) the length of courses; 2) who goes through the course (volunteers or mandated); and 3) how the de-escalation/role play blocks of the training are taught.

The reviewer’s goal is not to determine “fidelity” within the Champaign/Logan County program, but rather use the Core elements to focus discussions on program development and increased formalization of local processes. To illustrate this, the reviewers provided a handout “The CIT Pyramid” depicting the typical path CIT program development can take (see Attachment #2). The planning committee and reviewers concurred the program has successfully created specialized training for other CIT groups (splitting out corrections officers from patrol officers at certain times during the CIT course and Dispatch trainings) and offered CIT graduates advanced trainings (level #3) on a limited basis through annual Ohio CIT events at the Columbus Police Training Facility. Also, the planning committee is interested in moving towards level 4 where departments would be setting goals for % of officers trained, collecting data on safety outcomes of CIT calls, reviewing CIT incidents, % of times CIT officers were dispatched appropriately, and identifying safety and training trends/issues.

As CIT develops beyond training and into a full- fledged diversion/risk reduction program, the essential elements can become more formalized with written policies, procedures, protocols, data collection, and evaluation processes that help build a solid foundation that can better position the program to weather funding and leadership cycles. It is within this program development context the Peer Process can provide observations on the County’s program, highlight their strengths, and, through the CJ/CCOE, help bridge the connection between the county’s needs and CIT resources that exist across the state.

CIT Program Strengths

- 1. Program Oversight** – The County’s Self-Assessment identified two program strengths: Its collaboration between mental health and law enforcement since offering these courses which has opened doors to communication. It was obvious to the Reviewers that a true partnership has been nurtured just by the attendance at the Peer Review meeting by mental health, advocates, corrections, police departments, and county prosecutors from both counties, all of whom appeared to have a good working relationship and open mindedness to improving upon their program. Another strength indicated was the number of experts on particular topics that are able to give presentations to the class. The Review Team was impressed by the detail given to legal issues by a renowned police chief, county prosecutors, and attorneys. On occasion an instructor just does not fit well in a law enforcement classroom setting or there are other issues that result in a less than satisfactory evaluation from the class. These instructors are then replaced, which is a somewhat common occurrence with most CIT courses throughout Ohio. This program also has a great relationship with the CJ/CCOE and sends representatives to our semi-annual CIT Coordinators meeting in Columbus. They also reach out to other CIT Communities as a networking initiative. Their funding stability which is provided by the Logan/Champaign Board is a big part of the reason the community has been able to support such an aggressive training schedule, along with the commitment of the CCI staff delegated to CIT.
- 2. CIT Coordination** – Molly Smith and Jan Rhoades from Consolidated Care Inc. have been two of the driving forces behind the development and implementation of CIT in Champaign and Logan counties. The local NAMI affiliate and the Mental Health/Drug Addiction/ Substance Abuse Board also support the course. From law enforcement there are several coordinators: Ed Burkhammer from the Urbana Police Department, who was also selected as the Ohio CIT Officer of the Year in 2010; Chief Sam Faulkner from the Mechanicsburg Police Department, who has long been a nationally respected instructor and author on law enforcement safety and other pertinent issues; Sheriff Andy Smith from the Logan County Sheriff’s Office; Sgt. Ed Peters of the Bellefontaine Police Department, and Ed Bristoll from the Tri-County Regional Jail. It is very unusual to find a top law enforcement administrator take such interest in a CIT program that they do not assign someone else to handle the day-to-day activities. Yet, this program has two top administrators taking active roles in its development and sustainment. It is also highly unusual to have someone from the County Prosecutors Office so involved. Here there is representation from both Logan and Champaign Counties Prosecutors Offices.

3. **NAMI of Champaign/Logan County** – They have provided family members as speakers for the CIT training to ensure that officers have the opportunity to hear how their loved ones' recovery affects them and their president is on hand during the week and is also a presenter.
4. **Champaign/Logan County CIT Education Collaboration** – The “splitting –out” of police officers from corrections officers during the week for an hour to deal with their respective legal issues, then again for two hours when corrections officers get a course titled “Managing the Suicidal Inmate” while officers get “Lethality Assessment and De-escalation Issues” is very innovative. As is the separate role-play scenarios that were developed for the street setting and the corrections setting so as to be relevant for the students work setting. The reviewers have found that by keeping these two entities in the same classroom for most of the course there is an exchange of ideas and bonding which results in a better appreciation for what the other one is doing and may actually be an empathy builder.
5. **CIT graduate Connection** – Efforts to keep local CIT graduates informed about CIT related issues and upcoming trainings is coordinated through C.C.I. by giving information to graduates on Ohio advanced CIT trainings, special events and programs of interest, “The Dutiful Mind” Ohio CIT newsletter and “The Team” CIT International Newsletter.
6. **Recognition of CIT Program & CIT Officers** – When Ohio asked for nominations for “CIT Officer of the Year” Champaign/Logan County responded with their well thought out nominee.

CIT Training Strengths

1. **Overall Training** – The County (s) has offered 7 sessions of their 35 hour training since its inception in 2007 and seems to be on track to have 2 courses per year. Both Champaign and Logan have put 36% of their sworn Ohio police officers through the course, which makes them 4th out of 88 counties in percentage of officers trained. This is quite an accomplishment since they have only been at this since 2007. There are 91 sworn officers in Champaign County and 33 of them have gone through the course. There are 132 sworn officers in Logan County with 48 having graduated from a CIT course. A review of the 35 hour training schedule shows that approx. 5 hours is dedicated to the actual practice and demonstration of the skill set (role-plays) and requires each student to participate in two such scenarios. This is supported by approx. 6 hours (CIT de-escalation and intro to EAR model, Applying EAR model to Cops video, Mini CIT Role-Play, De-escalating Adolescents, Lethality Assessment and De-escalation

issues) on de-escalation and tactical safety skills. They make use of the Hearing Voices that are Distressing Exercise and have a large group debriefing afterwards. They kick off their program by bringing in veteran CIT officers from the community to tell them how this course has impacted them, which adds significantly to their “buy-in” of the course. The legal section which is very thorough is actually accomplished in an hour. They receive an hour on Commitment and Hospital protocols and have an hour on dissecting a CIT Case Study with discussion. Classes pertaining to Mental Health foundation building include: Mental Illness – 1 hour; An Overview of Substance Abuse and Co-Occurring Disorders – 1 hour; Excited Delirium – 1 hour; MRDD and Spectrum Disorders – 1 hour; Alzheimer’s – 1 hour. A perspective from the consumers and family members is approx. 1 hour and 15 minutes accomplished with a half hour Consumer Perspective on Recovery and 45 minutes on a Consumer and Family Panel presentation.

- 2. De-escalation Block** – The program uses the EAR model as developed in Hancock County as a way to organize, teach, and help officers retain the various de-escalation skills. While the training contains a variety of mental health conditions, most of the content has specific information related to how the de-escalation encounter is affected by the condition. They also dedicate a class to applying the EAR Model to Cops videos. When time has allowed, COPS videos are shown and EAR model techniques are discussed.
- 3. Role Play** – At the end of the first day there is a Mini-Role Play that lets officers participate to demonstrate skills. This gives them an idea of what will be expected of them on Thursday when their learned skills are tested. Role-Play actors are provided by Residential Administrators, housing and support program for those with mental illness or addictions. Students go through relevant scenarios with a partner and each one is required to take the lead on at least one of the two scenarios they go through. We were very impressed with the Skills Building Facilitators Check List and the Correction Role Play Scoring Sheet on engagement. This is an organized and complete way to meet objective standards that were taught during the week and to give feedback to the officers after the completion of a scenario.
- 4. Consumers & NAMI** – They play a role in the training in two separate classes. First is the Consumer Perspective on Recovery which is facilitated by the president of the local NAMI affiliate. Second, are a Consumer and Family Panel in which they share their stories of mental illness and dealing with law enforcement.
- 5. Formal Evaluations** – The formal evaluations from every class was reviewed. It appears from this analysis that when there is an instructor who just does not gel with the students they are replaced. It would appear from these evaluations that the

overwhelming majority of course participants are highly satisfied with the training and feel it will greatly help them help others and keep everyone safer.

CIT Program Suggestions

1. Consider the benefits of developing a more formal approach to growing your CIT program. While all CIT programs in Ohio are still maturing and developing in this area, a basic level of formality can position the program to better withstand changes in leadership and weathering financial hardships. The Champaign/Logan County Program lacks a certain degree of formality that may impede the group's effort to sustain and grow CIT. Presently there is not:
 - a. A formal selection process of CIT officers that includes a written application, an interview, and a background investigation (think how much prouder officers would know that they were hand selected due to their character and reputation).
 - b. Formal tracking mechanisms to collect CIT encounter data across all departments utilizing CIT. This would be helpful in cases of litigation and Grant requests. And, we believe that in the not too distant future CIT officers around the state will be able to access these reports to find out what the last officer who went on a call with this individual found that worked or did not work (as we know a lot of mentally ill/homeless people roam from place to place and frequently cross jurisdictions). This could also include annual reports based on analysis of encounter data as well as training numbers. These types of reports can be provided to the Sheriffs and police chiefs and mental health funders supporting the program. It can also be used as a recruitment tool for those law enforcement jurisdictions not yet participating. Formal policies/practices that can be developed by the committee can include program evaluation and review of encounter/incidents, and per-shift training goals by participating agencies. Individual enforcement agencies may create policies regarding on-scene command of CIT officers.
 - c. Policies and procedures that support the implementation of CIT; e.g. – policies governing the dispatch process, goals related to % of officers trained, CIT officers authority and scene management. Some of these policies can help LE agencies who are seeking or maintaining CALEA certification. This will help move their training into a true diversion/risk reduction program.

- d. A formal way to receive officer feedback on encounters that could then feed future trainings. Implement a procedure to collect CIT encounter data. This will serve as a way to evaluate the programs (by encounter outcome), review trends related to these encounters (how the calls initiated and what are the observable characteristics officers are facing), and prepare the content for future core/advance training.
 - e. Written CIT program goals around safety of encounters at local hospitals for consumers needing medical clearance order to divert from arrests 7 subsequent placement in jail.
 - f. A delineation of roles and functions of various CIT coordinators, including how new ones are recruited to keep continuity across the program.
 - g. Though this program has nominated individuals for Ohio recognition they have not set up a process by which they honor deserving officers/ corrections officers, instructors, CIT coordinators, administrators etc. with celebrations and awards in their own community. This generally attracts the attention of the local news media and further imbeds CIT as something to be very proud to have.
- 2. Tracking of CIT graduates** – The Advisory Board does a good job tracking the number of trainees since they started in 2007. We would recommend that this tracking also include a way to track the number of those trained that are still employed with local law enforcement agencies.
3. Consider creating a listserv and/or website as many communities have done (look at Portage County’s CIT site) to keep CIT officers “plugged in”. Also consider the use of CIT pins that can be worn by trained officers with pride. In addition to a symbol of accomplishment, the use of these pins is part of a larger public relations and awareness campaign that allows consumers and family members in crisis to ask for a CIT officer and recognize them as one.
4. Consider developing a crisis communication policy that delineates what happens should the involved communities have a bad encounter outcome (the death or injury of an officer or consumer). This policy would answer who deals with the media and general public on inquires and the role of the supporting actors (ADAMHS Board, NAMI, etc.)

CIT Training Suggestions

1. Consider expanding your course to 40 hours. Generally speaking most CIT graduates of a 40 hour course put in their evaluations that it needed to be longer (you might want to ask this question in your evaluation sheet). Field trips usually take up an entire 8 hours and usually are in the middle of the training week in order to break up the classroom setting situation. These field trips always get the highest of ratings from students as they are usually unaware of the services that are out there and a firsthand look at them is invaluable. Ride-a-longs with Caseworkers are always eye-openers for the officers as they learn to empathize with the dangers that go along with this profession. This also provides an opportunity for dialogue between the officer and CPST/MH professional that might not happen in a classroom setting. You might want to have CIT graduates come back for this assignment if your community does not have enough caseworkers to go around. Also, with our soldiers coming home from Afghanistan and Iraq with PTSD and TBI in ever increasing numbers these types of courses are becoming more and more a part of the CIT Course (If you look at the Memphis Model CIT Course you will see that 1 hour is devoted to PTSD and 1 hour to TBI along with a field trip to a Veterans Hospital where the students meet with our wounded warriors.

Currently the CJ/CCOE is working with Justice Stratton of the Ohio Supreme Court and the 5 Veterans Justice Outreach Specialists assigned to Ohio to partner them with CIT Courses and make them available to teach on these subjects.

5. **Review feasibility of offering refresher/advanced trainings at least annually for CIT graduates.** While the county has sent small number of officers to the annual Ohio CIT Advanced Training it is often beneficial for students to refresh their skills through continued learning opportunities. These types of annual trainings assist in strengthening the skill sets of the officers and providing them with updated system information pertinent to their jobs (can you even imagine SWAT officers not having on-going training to keep up their skill level). For those officers on the street, refresher or advanced training courses allow for a review and practice with what officers are facing on the streets since going through their initial training. Your program is at the point where you could actually consider dropping down to one annual CIT Course per year instead of two and replacing it with an advanced course where maybe you could have a one-day training that gets repeated every day for the entire week in order to get all the officers in.

6. Have the committee continually develop new role plays for each of the training/refreshers based on actual incidents facing officers.
 7. Consider offering a pre-training survey that seeks to uncover officers perceptions of mental illness and how prepared they feel to safely de-escalate encounters with the special needs population. Re-asking these questions on the final evaluation will give the committee some idea of the impact the training had on officer perception/knowledge and their self reported readiness to de-escalate.
-

CORE ELEMENTS OF A CIT PROGRAM

Many communities claim to have embraced the Crisis Intervention Team philosophy. However, some merely provide a training course that is just a project philosophy instead of a program philosophy. A Crisis Intervention Team (CIT) program must include:

1. A statement or procedures whereby officers return to their agencies after completing the training with the assurance that they will be kept informed and updated on issues learned in the classroom. This can be done through:
 - a. Newsletters, memos, notifications, etc;
 - b. On-going training/education that meets the needs of the CIT officers.
2. There will be a CIT Coordinator who monitors the officer's activities/contacts with persons in crisis.
 - a. A "CIT Stat Sheet" or some like form of documentation should be sent to the CIT Coordinator or designee.
 - b. The CIT Coordinator will be the "troubleshooter" and handle concerns/ problems that the team members cannot handle themselves.
 - c. There may be multiple, discipline-based (law enforcement, services board, advocacy board) coordinators in some communities. If this occurs, the coordinators will constantly communicate with one another to ensure consistent communication.
3. The law enforcement agency will select volunteer officers for the program in a timely manner to make up the percentage needed to have CIT officers available to the public 24/7.
 - a. Candidates should be chosen by their desire, maturity, experience, communication skills, past practices and other commendable qualities.
 - b. Priority should be given to officers in the patrol function.

4. If a law enforcement agency feels compelled to have all officers attend a CIT core training course, the agency should still strive to select only those officers who have demonstrated knowledge, skills, and abilities to be CIT members.
 - a. This caveat will only apply to an agency that could handle runs 24/7 with a select group of officers, but chooses instead to train all.
 - b. The purpose of using the select group is to give those officers more experience which is the key to building expertise (generalist/specialist).

5. CIT Officers will wear a pin that signifies that they have the knowledge, skills, and abilities to effectively interact with persons in crisis.

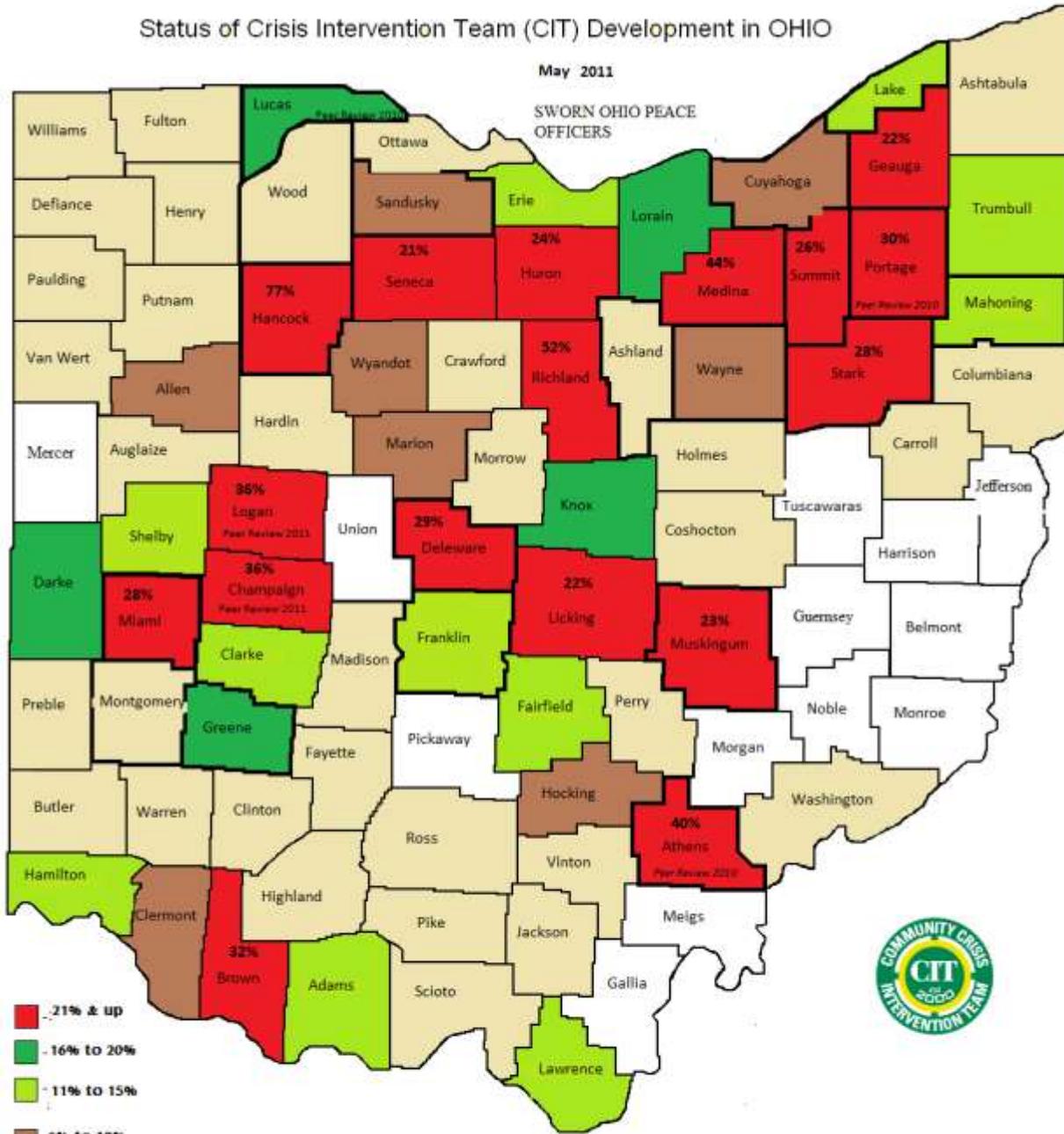
6. At a minimum, training/education on the Crisis Intervention Team program will be provided to law enforcement dispatchers and call takers to help them:
 - a. Ascertain that the call involves someone in mental crisis;
 - b. Ask appropriate questions that will gather needed data for the responding officer to help ensure safety for all;
 - c. Gain knowledge of medications used by mentally ill persons so they can ask the caller for that information;
 - d. Direct these calls for service to CIT officers in the field.

7. A means of formally recognizing an outstanding effort made by a CIT officer.

Status of Crisis Intervention Team (CIT) Development in OHIO

May 2011

SWORN OHIO PEACE OFFICERS



- 21% & up
- 16% to 20%
- 11% to 15%
- 6% to 10%
- 1% to 5%
- No Sworn Law Enforcement trained

