Ohio Crisis Intervention Team Program Peer Review

Clermont County CIT Program

CRIMINAL JUSTICE COORDINATING CENTER of EXCELLENCE
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The State's Voice on Mental Illness

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Participants

Lee Ann Watson
Executive Director
Clermont County Mental Health and Recovery Board

Denny Moell
Associate Director
Clermont County Mental Health and Recovery Board
Clermont County CIT Program Coordinator – MH

Officer Jeff Futo
Criminal Justice Coordinating Center of Excellence
Kent State University Police Services
Ohio CIT Coordinator - Law Enforcement
Peer Review Lead Facilitator

Christopher Bowling, MS. Ed.
Commander (ret.) Columbus Division of Police
Consultant – Public Safety/CIT Consultant
Peer Reviewer

Jessica Hartman
Executive Director
Wood County CIT Coordinator - ADV
NAMI Wood County
Peer Reviewer

Robert Kasprzak
Manager of Community Engagement
Mental Health & Recovery Services Board of Lucas County
Peer Reviewer

Officer Chad Lutson
Union Township Police Department
Clermont County CIT Program Coordinator-LE

Sergeant Chris Wilson
Union Township Police Department

Chief Jamey Mills
Milford Police Department

Investigative Sergeant Josh Bail
Miami Township Police Department

Chief Deputy Chris Stratton
Clermont County Sheriff's Office

Julia Saldanha
Director of Programs
NAMI- Southwest Ohio

Jessica Wiederhold
Director
Clermont County 911

Laura Smith, Ph.D.
Chief Clinical Officer
Child Focus/Clermont County Mobile Crisis

Major B.J. Boerger
Jail Administrator
Clermont County Sheriff's Office

Joshua Jowers, LISW-S
Community Engagement & Partnership Coordinator
Department of Veterans Affairs

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 the National Alliance on Mental Illness of Ohio (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 Clermont County CIT Program volunteered to participate in an Ohio CIT Program Peer Review from March to June 2023. Participants included members of the Clermont County CIT Program and experienced current or former CIT program coordinators from other Ohio programs acting as peer reviewers.

The review is designed to help the Clermont County 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 Clermont County CIT 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:

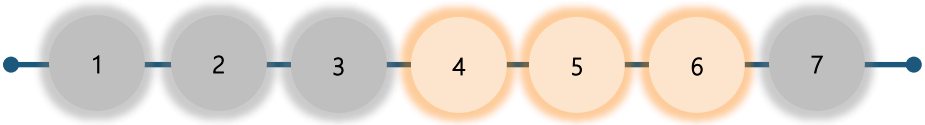
- Law Enforcement
- Mental Health
- Training
- Coordination

On the next page is a summary describing where the Peer Reviewers believe the Clermont County 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

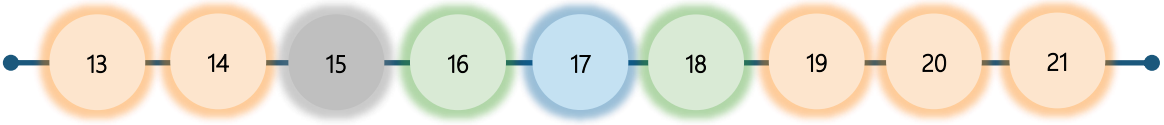
This visual representation shows the Clermont County CIT Program's practices in comparison to each of the 31 core elements for Ohio CIT programs using the standards rubric found in the *Ohio Crisis Intervention Team Program Peer Review Guide*.

Law Enforcement

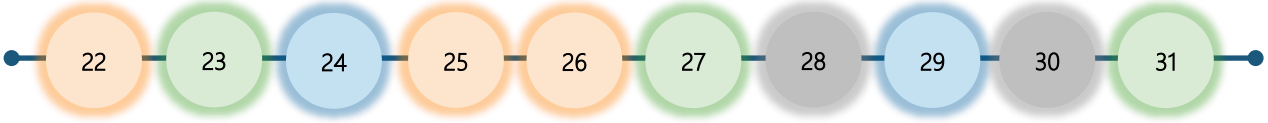


Mental Health

Training



Coordination



The Clermont County 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 March 2023, the CIT program organized its members for their participation, learned about the process, completed the Peer Review Questionnaire, and provided documentation.

On April 12th, 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 April to May, reviewers assessed the CIT program against the Ohio CIT Core Elements and created a draft report.

In June, the draft report was completed, and the reviewers met for an on-site meeting with CIT program members on June 28th.

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, in PDF format, 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

Clermont County CIT Program Background

In early 2011, Clermont County created a CIT steering committee that developed and delivered their first CIT Patrol Officer Training Course later that year. Since then, the 32-hour training course has graduated over 274 team members. They have trained law enforcement officers in almost every agency in the county. They have delivered the following types of training:

- CIT Patrol Officer Training Course
- CIT Public Safety Telecommunicator (PST) Training Course
- Advanced training

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

- Advocacy
- People with lived experience
- Behavioral Health
- Law Enforcement

The Clermont County CIT Program is currently coordinated through the Clermont County Mental Health and Recovery Board. The CIT program coordinators are:

- Denny Moell, MSW, LISW-S, Associate Director
  Clermont County Mental Health & Recovery Board
  Mental Health Coordinator
- Officer Chad Lutson, Union Township Police Department
  Law Enforcement Coordinator

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

- Monthly CIT steering committee meetings
- Law enforcement information sharing and data collection
- Policy development and implementation
- CIT marketing campaigns
- Ongoing training for officers - CIT Patrol Officer Training Course, advanced training
- Periodic training for dispatchers – CIT PST Training Course

Clermont County is involved with other behavioral health initiatives. They include:

- Quick Response Team (drug overdose follow-up team)
- Stepping Up
- Criminal Justice/Behavioral Health Linkage Program
- Crisis Services Jail Liaison
- Clermont County Mobile Crisis Team
- Ohio Handle with Care (youth trauma-sensitive strategies program)
- Expanding receiving center services

Crisis Response System

Clermont County offers 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)
Emergency communications centers (2)

- Clermont County Communications Center
- Union Township Communications Center

Someone to respond
Mobile crisis services - Clermont County Mobile Crisis Team
Law enforcement agencies (13) - Agencies participating with CIT (11):

- Batavia Police Department
- Bethel Police Department
- Clermont County Sheriff's Office
- Felicity Police Department
- Goshen Township Department
- Miami Township Police Department
- Milford Police Department
- Owensville Police Department
- Pierce Township Police Department
- Union Township Police Department
- Williamsburg Police Department

Somewhere to go
Receiving centers (1)

- Mercy Health – Clermont Hospital (24/7)

Clermont County also provides 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
Employment support programs
Food programs
Housing programs
Income support programs
Inpatient care services
Peer support programs
Veteran programs
Youth programs

Criminal Justice
Court specialty dockets
Diversion programs
Jail reentry programs
Probation programs
Assisted outpatient treatment programs

CIT Program Review – Law Enforcement

1. Policies and Procedures

Not Practicing

- 0 of 13 law enforcement agencies have CIT-specific crisis intervention policies

No proof has been presented that any LE agency has adopted CIT-specific crisis intervention policies. The Clermont County Sheriff's Office's policy references the county's mobile crisis team. The Miami Township Police Department's policy references CIT but does not guide how it incorporates CIT concepts.

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 agency, provide guidance with decision-making, and establish sustainability within the agency. CIT-specific policies include topics such as:

- A statement that the agency is committed to sustaining a CIT program that requires ongoing collaboration between CIT stakeholders.
- The CIT role-based training of all agency personnel, including initial and ongoing training, in interacting with people experiencing a crisis.
- The training of PSTs to recognize calls involving persons in crisis and to dispatch CIT officers when available and appropriate.
- A statement that personnel must be selected and trained to become CIT officers.
- The selection, training, and empowerment of a CIT coordinator.
- The assignment and organization of CIT officers within the agency so they are sent to persons in crisis calls at any time.
- A statement that CIT officers are to be the primary responders to people experiencing a crisis.
- The use of a Crisis Intervention Contact Sheet.
- The process of reporting frequent contact with a person experiencing a crisis to service providers so that they can locate and engage that person in treatment.
- Stipulations that the agency must continually evaluate its CIT, make changes in response to collected data to improve program efficiency and effectiveness, 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 process to distribute CIT officers

No proof has been presented that any LE agencies study their service call activity and use methods to distribute their CIT officers. LE agencies have not designated specific officers as primary responders to people experiencing a crisis. No provided policies reference any practices specific to this core element.

Next Steps:
LE agencies that actively participate in training and other CIT initiatives should adopt policies that address how their agency distributes select CIT officers. If an agency has a "train all officers" philosophy, they should designate specific officers to serve as their CIT officers. Designating all patrol officers as first responders to persons in crisis is counterproductive to creating a specialized team 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

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

Next Steps:
Law enforcement agencies that actively participate in training and other CIT initiatives should adopt policies that address how their agency selects CIT officers. If an agency has a "train all officers" philosophy, it should designate specific officers to serve as CIT officers. Designating all patrol officers as first responders to persons in crisis because they attended CIT training is counterproductive to creating a specialized team and is not encouraged.

4. CIT Officer Identification

Emerging Practice

- 1 of 13 law enforcement agencies has CIT officers wear an obvious CIT pin or emblem

Although not found in its provided policy, the Miami Township Police Department has CIT officers wear a pin designed by the agency. The practices of other LE agencies vary since no policies reference pin or emblem wearing.

Next Steps:
LE agencies that actively participate in training and other CIT initiatives 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. Wearing a pin or emblem also alerts non-CIT officers that the person is trained to respond to persons in crisis.

5. Law Enforcement Coordinator

Emerging Practice

- 5 of 13 law enforcement agencies have a designated person within the agency to coordinate its CIT and liaise with other agencies and partners

The Clermont County Sheriff's Office and the Miami Township, Milford, Owensville, and Union Township Police Departments have designated points of contact for CIT. Although not formalized in policy, these designated representatives are valuable to developing a CIT program's organizational structure. The Clermont County CIT Program and these agencies are commended for building pathways where coordination can begin and communication with community partners is enhanced.

Next Steps:
These LE agencies should elevate their involvement in CIT by developing policies that formalize the roles and responsibilities of their points of contact as "CIT coordinators." Other LE agencies participating with CIT should designate a CIT officer as a point of contact to help coordinate their respective CITs and liaise with other agencies and partners.

6. Information Sharing and Data Collection

Emerging Practice

- 1 of 13 law enforcement agencies share information with program partners about contact with a person in crisis to engage in available behavioral health services
- 0 of 13 law enforcement agencies extract data from contacts to monitor and assess its CIT and interactions with persons in crisis

The Clermont County Sheriff's Office shares information with the Clermont County Mobile Crisis Team about contacts with a person in crisis to get that person engaged in available behavioral health services. No information was provided to show that other LE agencies are sharing information or monitoring their activity related to persons in crisis.

Next Steps:
Participating LE agencies are encouraged to begin sharing information with program partners about contacts with persons in crisis. This sharing will allow program partners to engage persons in crisis in available behavioral health services. This information should be provided in a format (e.g., Crisis Intervention Contact Sheets) where data can be easily extracted to monitor and assess the CIT Program and their CIT's interactions with persons in crisis.

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 there are no LE agencies in the Clermont County CIT Program extracting data from contacts to monitor and assess their CITs and interactions with persons in crisis, no documentation or data shows the use of receiving centers and community resources by law enforcement agencies. Policies that were provided did not reference any practices specific to this core element.

Next Steps:
The Clermont County Sheriff's Office and the Miami Township, Milford, Owensville, and Union Township Police Departments are encouraged to begin sharing information with program partners about contacts with persons in crisis in a format (e.g., Crisis Intervention Contact Sheets) where data can be easily extracted to monitor and assess the CIT Program and their CITs' interactions with persons in crisis.

CIT Program Review – Mental Health

8. Policies and Procedures

Emerging Practice

- 1 of 3 service providers have CIT-specific policies and procedures

Child Focus, Inc. is commended for adopting policies that outline their practices related to their crisis services. They have a policy entitled "CARF Accredited Crisis Intervention." This policy outlines their crisis services, and CIT is referenced. It provides general information about the CIT Model and the Clermont County CIT Program. It also provides guidance about the Mental Health (MH) CIT program coordinator's role. No other information was provided to show that Greater Cincinnati Behavioral Health Services or Mercy Health – Clermont Hospital have policies specific to CIT.

Next Steps:
Child Focus, Inc. is encouraged to further develop their policies related to their agency's CIT. Two areas that should be expanded are their CIT coordinator's responsibilities, along with program monitoring and data collection.

Greater Cincinnati Behavioral Health Services and Mercy Health – Clermont Hospital are encouraged to develop policies specific to a CIT and how they can participate in a CIT Program. Their policies should focus on their interactions with law enforcement and monitoring related activity. 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. All mental health policies and procedures should be covered in the CIT Patrol Officer Training Course and the CIT PST Training course.

9. Service Linkage and Outreach

Emerging Practice

- 1 of 3 relevant service providers have a process to prioritize service linkage and outreach to persons in crisis that have had contact with law enforcement

In Child Focus, Inc.'s "CARF Accredited Crisis Intervention" policy, they outline several of their service linkage and outreach initiatives and procedures on how law enforcement can access them. These services include but are not limited to their mobile crisis team, crisis hotlines, and non-emergency crisis assessments. No other information was provided to show that Greater Cincinnati Behavioral Health Services or Mercy Health – Clermont Hospital have policies specific to service linkage and outreach to persons in crisis that have had contact with law enforcement.

Next Steps:
Greater Cincinnati Behavioral Health Services and Mercy Health – Clermont Hospital are encouraged to develop policies specific to a CIT and how they can participate in a CIT Program. They are encouraged to develop policies specific to linkage and outreach to persons in crisis that have had contact with law enforcement.

10. Mental Health Coordinator

Practicing

- 2 of 3 service providers have a designated person within their agency to coordinate and liaise with other agencies and partners

Child Focus, Inc. and Greater Cincinnati Behavioral Health Services have designated a staff member as an agency CIT coordinator. Both agency coordinators are on the Clermont County CIT Program Steering Committee.

Next Steps:
Mercy Health – Clermont Hospital is encouraged to designate a staff member to act as a point-of-contact, or better, a CIT coordinator for the agency. Having coordinators for all three providers will enhance collaboration.

11. Program Monitoring and Data Collection

Emerging Practice

- 1 of 3 service provider collects and analyzes data relevant to the service provider's interactions with a person in crisis, either transferred or referred to them by a law enforcement agency

The Clermont County Mobile Crisis Team collects data on their referrals from law enforcement. Data provided showed the number of referrals to the MCT from law enforcement and dispositions from March 2022 to March 2023. No information was provided from Child Focus, Inc., Greater Cincinnati Behavioral Health Services, or Mercy Health – Clermont Hospital showing data is being collected or analyzed relevant to their interactions with a person in crisis, either transferred or referred to them by a law enforcement agency. We recognize that Child Focus, Inc. staffs and operates the MCT.

Next Steps:
If the MCT is collecting more data beyond what was provided, it should be analyzed and shared with the Clermont County CIT Program and its partners. Greater Cincinnati Behavioral Health Services and Mercy Health – Clermont Hospital are encouraged to begin collecting data relevant to their interactions with a person in crisis, either transferred or referred to them by a law enforcement agency. Once enough data is collected, the agencies and the CIT Program should analyze them and attempt to identify emerging trends. The agencies and CIT Program are encouraged to associate their findings with the Goals of Ohio CIT Programs and create improvement strategies accordingly. A report should be created and shared regularly with all community partners.

12. Receiving Centers: Emergency Services

Emerging Practice

- 1 receiving center is operating all the time in the service area

Mercy Health – Clermont Hospital is the only receiving center serving Clermont County's law enforcement agencies. It is always open. The hospital does not have policies specific to transferring a person in a behavioral health crisis from law enforcement.

Next Steps:
Mercy Health – Clermont Hospital is encouraged to develop procedures to receive people in crisis from law enforcement 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

- Provides the CIT Patrol Officer Training Course

The Clermont County CIT Program regularly provides the CIT Patrol Officer Training Course. Since their initial training in 2011, they have trained over 262 full-time sworn officers in almost all Clermont County law enforcement agencies. They have also opened the training to corrections officers, court personnel, and mental health professionals. Their training course has traditionally been 32 hours, but the program is increasing it to a full 40-hour course in May of 2023. They have previously provided the CIT PST Training Course but do not offer it regularly. The last training was in May 2021. Eleven PSTs (dispatchers) attended.

Next Steps:
The CIT Program is encouraged to expand 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 in Clermont County would benefit from training. The CIT Program should focus their training sessions on two CIT-targeted member roles: patrol officer and PSTs. 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, based on a needs assessment from collected data, and include advanced and refresher training that progressively increases desired performance.

14. Advanced Training and Refresher Training

Emerging Practice

- Has provided advanced and refresher training but not regularly

The Clermont County CIT Program has provided advanced training in the past. Advanced training topics have included enhancing de-escalation skills (2021) and responding to youth experiencing a mental health crisis (2022). They are planning to provide advanced training in 2023. They have not provided 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 for officers to attend the CIT Patrol Officer Training Course

In Clermont County, participating law enforcement agencies prefer to send all their officers to the CIT Patrol Officer Training Course. The law enforcement agencies and the Clermont County CIT Program do not use a selection process.

Next Steps:
The CIT Program and participating law enforcement agencies should adopt policies that address which officers will attend the CIT Patrol Officer Training Course. Selected officers should be experienced, attend voluntarily, and be assigned to patrol. When selection standards are adopted, the number of officers to be trained decreases, allowing other types of training to be delivered.

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. Funding for these courses does not come from instructional fees.

Next Steps:
The CIT Program should explore whether monetary reasons hinder law enforcement agencies within Clermont County from participating in CIT functions, including training. In the past year, only one law enforcement agency took advantage of available scholarship funds to assist in offsetting the costs to the agency associated with an officer attending the CIT Patrol Officer Training Course (ie. Overtime for patrol coverage, etc.). If costs to attend are determined to be a factor, the CIT Program should explore available funding sources to reimburse law enforcement agencies for sending staff to CIT 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 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 Clermont County CIT Program is commended for their training efforts. They instruct their CIT members on their criminal justice and crisis response systems. Instructors are locally sourced and are experienced in the local conventions and methods within Clermont County.

Next Steps:
Agencies participating with CIT 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 CIT steering committee should develop strategies to build and sustain instructor 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 (communication, de-escalation, etc.), and
- Most training courses include role-specific crisis scenarios and practicum ("role plays"), and
- Training courses include instruction on determining fact-based probable cause for emergency hospitalization when assessing a person in crisis (Applicable only to CIT Patrol Officer Training Course)

The CIT Patrol Officer Training Course provides instruction on interacting with a person in crisis, and officers are provided time to practice what was taught. 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.

Next Steps:
The CIT Program should evaluate if the amount of time provided to officers for "de-escalation practice" in the CIT Patrol Officer Training Course is sufficient, given the number of officers attending. The Program is encouraged to increase the time devoted to de-escalation instruction

and practice. The Program should also add a training block on CIT officers' legal issues. The anticipated expansion of the Program's CIT Patrol Officer Training Course from 32 to 40 hours may provide the time necessary for this increase and addition.

19. Training Must be Grounded in Adult Learning Principles

Emerging Practice

- Training course topics are sequenced in a carefully considered manner, or
- Training courses have learning/performance objectives

A review of the schedule provides evidence that consideration was given to sequencing training topics within the CIT Patrol Officer Training Course. Primarily, topics are delivered in a sequential manner that is conducive to learning. However, no overall training goals nor learning/performance objectives for individual topics were provided.

Next Steps:
The CIT Program's training committee should continue to evaluate the sequencing of topics within their training courses to ensure they are appropriately sequenced to be most impactful. They should also develop goals for their training courses and work with instructors to create learning/performance objectives for each topic.

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

Emerging Practice

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

The Clermont County CIT Program Coordinator – MH stated that instructors' materials and content are reviewed before training. No other information was provided to review specific to this core element.

Next Steps:
The CIT Program is encouraged to develop a training subcommittee to review instructors' materials and enhance other areas of their training. The CIT Program should put their practices in writing related to how they coordinate, prepare, and support their instructors. Formalizing these practices will inform future program coordinators 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 Clermont County CIT Program uses a Kirkpatrick Level 1 (reaction) survey instrument to evaluate their CIT Patrol Officer Course. A blank survey form that appears to have been used in the September 2021 and April 2022 course offerings was provided. The form uses a five-point Likert scale to answer the same three questions about each training topic and an additional open-field comment block. The scale ranges from disagree/poor to strongly agree/excellent, with neutral as a median score. Participants are asked about the presentation and delivery, the relevance of the material to their jobs, and if something new or helpful was learned. An open-field question about daily observations was added each day. One open-field question was added to the end of the survey instrument to obtain overall thoughts about the CIT training. A summary of the evaluations from the April 2022 course offering was also provided. The summary provided participant agency demographics, highest and lowest-rated topics, open-field comments, areas to be revamped, and a breakdown by percentage of Likert-scaled scores provided by the participants.

The Clermont County CIT Program also uses a Kirkpatrick Level 2 (learning) skills checklist for their role-play scenarios. This checklist should be a part of the training records.

Next Steps:
The CIT Program should add questions to gather information about the instructor. The current instrument does mention presentation and delivery, but more information should be obtained to determine if instructors are appropriate for topics. Information should be shared with instructors to provide feedback about training delivery. Additional questions should also be asked about the training facilities and environment. It is also recommended that the "N/A" ratings be removed since participants should evaluate all topics. Open-field feedback can provide some of this information, but it must be extracted.

The CIT Program can further evaluate at Kirkpatrick Level 2 by creating pre-tests and post-tests to check for learning of material presented that is not specifically applicable to interaction with a person in crisis. Finally, the CIT Program should consider removing the three possible overall ratings from its skills checklist. The checklist should be rated as either "pass" or "fail."

A summary report of evaluations should be provided as feedback to program partners, including site-visit locations (when applicable), instructors, law enforcement leadership, and steering committee members.

CIT Program Review – Coordination

22. Agency Coordinator

Emerging Practice

- 7 of 16 agencies have designated agency coordinators in the program

Seven agencies have designated a person in their agency to coordinate their CIT. Five are law enforcement agencies and two are mental health service providers.

Next Steps:
Law enforcement and mental health agencies should continue to 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. CIT Program coordinators should continue to 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

Practicing

- 2 of 3 disciplines have a designated program coordinator

The Clermont County CIT Program has designated CIT program coordinators in the mental health and law enforcement disciplines. The program is commended for establishing a CIT Law Enforcement Coordinator.

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 identify and install a qualified person as a coordinator for advocacy.

24. CIT Steering Committee

Exemplary Practice

- A CIT steering committee is identified, and
- All three disciplines have representatives, and
- A chairperson is identified for the CIT steering committee, and
- The CIT steering committee has scheduled meetings, and
- The CIT steering committee meetings have an agenda and activity records, and
- A person with lived experience or a family member is a committee member

By adhering to these exemplary practices, a CIT steering committee creates an environment of collaboration, inclusivity, leadership, and structured decision-making. This approach enhances the likelihood of developing and implementing successful CIT programs that address the needs of the community while empowering and supporting individuals and families affected by the issues being addressed.

The Clermont County CIT Program has demonstrated excellence through the composition of its CIT Steering Committee. By ensuring representation from all three disciplines, the program benefits from a diverse range of perspectives that greatly enhance the quality of its outcomes. The program has also established a solid framework for ongoing development and longevity of their program. Through these strategies, the Clermont County CIT Program has established a strong foundation for sustained growth and continued success in the years ahead.

Next Steps:
The CIT steering committee is strongly encouraged to enhance their documentation of CIT initiatives and activities, ensuring that meeting minutes are thorough and easily accessible. It is important to create well-defined agendas, establish action plans and goals, and diligently track progress towards those objectives. Consideration should be given to the formation of subcommittees dedicated to training, crisis response system navigation, and program evaluation.

CIT steering committee members are enthusiastic advocates of their program. Clermont County CIT steering committee members are encouraged to actively promote and support its initiatives, ensuring its success and impact within the community.

The CIT Program is also encouraged to actively develop strategies for acquiring and nurturing advocacy leaders, fostering their continued involvement in their program. The participation of individuals with mental illness, their family members, and those who have firsthand experience

with law enforcement and the criminal justice system brings invaluable perspectives that enrich the committee's work and insights. Embracing and incorporating these unique perspectives will continue to provide valuable guidance and enhance the effectiveness of the committees.

25. Prioritizing Law Enforcement Ownership

Emerging Practice

- CIT Program actively engages one or more law enforcement agencies about CIT

About 85% of the law enforcement agencies in Clermont County participate in the CIT Program. Through the program coordinators (LE and MH), the CIT Program continues to engage participating and non-participating law enforcement agencies about CIT. No other information was provided to review specific to this core element.

Next Steps:
The program is encouraged to continue to find ways to get 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 CIT program is encouraged to document these activities in meeting minutes or other records.

26. Maintaining Partnerships and Sustaining CIT Programs

Emerging Practice

- Assessment and improvement strategies are used, or
- Communications with CIT partners is ongoing

The Clermont County CIT Program is commended for beginning the implementation of assessment and improvement strategies, engagement of their community partners, and the creation of formal record-keeping practices. With firm commitment and participation from community partners, the CIT Program has a great foundation to develop and build their program.

Next Steps:
The CIT Program is encouraged to allocate time to further develop different sustainability strategies. These strategies could include 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, and
- Advocacy leaders participate

The Clermont County CIT Program is commended for their efforts toward ensuring advocacy participation. A representative from NAMI Southwest Ohio participates along with a peer supporter from Hope Community Center. People living with mental illness and their family members also participate in training CIT members for their roles within their CITs.

Next Steps:
The 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.

Although the CIT Patrol Officer Course has participation from advocacy, people living with mental illness, and their family members, it appears to be limited to about 2 hours on day two. The Program should consider increasing advocacy participation and spreading it throughout the week. Training blocks that are not fundamental elements of CIT training courses could be eliminated to provide for this extra time.

28. Advancing Diversity, Equity, and Inclusion

Not Practicing

- There are no strategies in place to advance diversity, equity, and inclusion for team members who bring different perspectives and backgrounds to the program

The Clermont County 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

Exemplary Practice

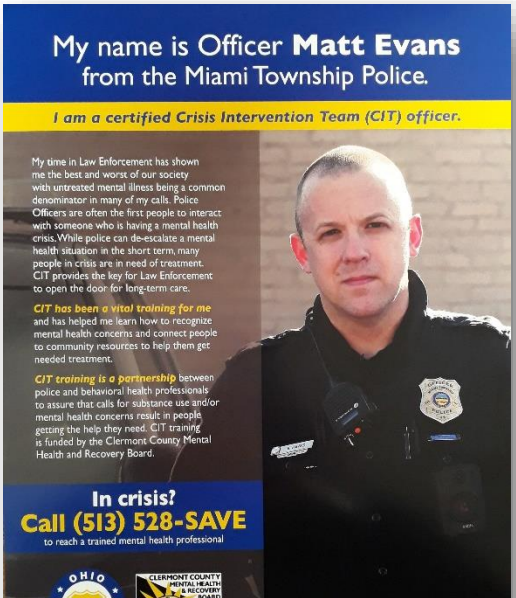
- Strategies are in place about how to request and identify CIT officers, and
- Strategies are in place to educate the community about when to call for police services or to use other community resources

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. The Program is commended for their 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. Trust plays a vital role in cultivating effective relationships between the community and members of the crisis response system, and the Program is commended for their diligent efforts to enhance and fortify this bond.

Next Steps:
The CIT Program should continue exploring funding opportunities and developing strategies to inform their community members about CIT, the Clermont County Mobile Crisis Team, its crisis response system, and how best to access these services. To ensure positive outcomes for people in crisis, the CIT Program should continue to educate community members on their crisis response system and the best service(s) to access. The CIT Program and its community partners are encouraged to promote crisis services not involving law enforcement or the criminal justice system (social media, events, print marketing, etc.).

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.*

Awareness campaigns in Clermont County focus on informing community members about CIT officers and how to access crisis services.



30. Recognition and Honors

Not Practicing

- The program does not continuously recognize and honor their CIT members

The Clermont County CIT Program has previously recognized and honored a Clermont County CIT Officer of the Year. However, it has not done so since 2019. Since the award was tied to an annual banquet, it has not been awarded to an officer because that banquet has not been held since the coronavirus pandemic. No other information was provided to show that the Clermont County CIT Program or their 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 CIT Program is encouraged to explore ways to annually honor other members, such as PSTs, coordinators, mental health professionals, people with lived experience, and administrators. Recognizing members in these additional roles can improve morale, stimulate further program growth, and increase CIT Program awareness.

31. Community Expansion and Statewide Contribution

Practicing

- Non-participating agencies are engaged, and
- Members of the program participate in activities and planning at the state level

The Clermont County CIT Program actively engages non-participating agencies. They continue to find ways to prioritize law enforcement's involvement and foster positive partnerships. The program is commended for participating in state-level activities and planning, contributing their knowledge and experiences, and helping further the collective understanding of CIT in Ohio.

Next Steps:
The CIT Program is encouraged to continue to engage non-participating law enforcement agencies and document their efforts and strategies in their steering committee meeting minutes and program records. All Clermont County CIT members are encouraged to participate in state-

level activities and planning. 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 Clermont County CIT Program.

Next Steps Worksheet

Law Enforcement

☐ Participating LE agencies to adopt CIT-specific policies (1,2,3,4,15,17,22)

☐ Clermont County Sheriff's Office and Miami Township, Milford, Owensville, and Union Township Police Departments to designate CIT coordinators (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

☐ Child Focus, Inc. to further develop their policies related to their agency's CIT (8,17,22)

☐ Greater Cincinnati Behavioral Health Services and Mercy Health – Clermont Hospital to develop policies specific to a CIT and how they can participate in a CIT Program (8,9,17,22)

☐ Mercy Health – Clermont Hospital to designate a staff member to act as a point-of-contact (10,22)

☐ Greater Cincinnati Behavioral Health Services and Mercy Health – Clermont Hospital to collect data relevant to their interactions with a person in crisis, either transferred or referred to them by a law enforcement agency (11)

☐ Mercy Health – Clermont Hospital to develop procedures to receive people in crisis from law enforcement (12)

Training

☐ Increase the hours of training for their CIT Patrol Officer Training Course (13)

☐ Regularly deliver a CIT PST Training Course (13)

☐ Regularly deliver advanced and refresher training (14)

☐ Develop a multi-year training plan (13,14)

☐ CIT Program and LE agencies to adopt policy 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 with CIT Initiatives (16)

☐ Develop strategies to build and sustain instructor involvement (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 (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)

☐ Record practices in writing 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 and environment (21)

☐ Evaluation of training courses- Remove "N/A" ratings from evaluations (21)

☐ Evaluation of training courses- Add pre-tests and post-tests (21)

☐ Evaluation of training courses- Remove the three possible overall ratings from its skills checklist. The checklist should be rated as either "pass" or "fail." (21)

☐ Record role-play scenarios checklist in program training records (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)

☐ Build strategies to obtain and develop advocacy leaders and sustain their participation (23)

☐ CIT steering committee to enhance their documentation of CIT initiatives and activities (24)

☐ Develop strategies to further include and nurture the involvement of persons with lived experience and their family members (24)

☐ Develop strategies to get investment and participation from LE leadership or other influential community leaders (25)

☐ Develop sustainability strategies (26)
- ☐ Leadership succession planning
- ☐ Enhancing record-keeping practices
- ☐ Workload distribution

☐ 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)

☐ Explore funding opportunities for continued awareness campaigns (29)

☐ Promote crisis services not involving law enforcement or the criminal justice system (29)

☐ Develop practices to regularly honor and recognize CIT officers and PSTs (30)

☐ Engage non-participating law enforcement agencies and document their efforts and strategies in their steering committee meeting minutes and program records (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 staff of the CJ CCoE, consultants, peer reviewers, and CIT program community partners. For more information or to make inquiries please contact:

cjccoe@neomed.edu
330.325.6861