

Thank you Pennsylvania Commission on Crime and Delinquency. Your Staff services with passions of hope sustains CIT for our future. *Sam*

Major Sam Cochran, (ret) presented *CIT and the Community: Partnerships, Responsibility, Accountability AND “MORE”* to the PCCD State CIT Meeting on March 23, 2016, State College, Pennsylvania.

This PPT is submitted to PCCD to further assist the March 23rd attendees. The PPT lesson material is intended to imprint images and thoughts of CIT beyond training. From the beginning CIT encompassed a structure of **MORE** – more than “**just**” training. Some CIT programs have lost their “identity” whereby a loss of community ownership followed. CIT has a purpose beyond “great” training and with partners like Pennsylvania Commission on Crime & Delinquency, CIT will flourish sustaining a true identity of CIT as a **Community Program** – assisting and caring for special citizens who struggle and cope with mental illness and sometimes other co-occurring disorders. Please discover the **MORE** of CIT.

CIT must have an Identity – Specialization: Whereby, CIT becomes engaged with Community Ownership – an ownership that is critical and necessary to ensure the “MORE”.

Sam Cochran, M.S -- CIT International
2016 CIT Summit (PCCD) – State College, PA

March 23, 2016

Phone: 901-826-3833 / sam.cochran@shelby-sheriff.org

**CIT and The Community:
Partnerships, Responsibility, Accountability**

AND

“ More ”

CIT is “more” than just training:

You have to care before they care what you know

Sam Cochran, M.S

CIT International

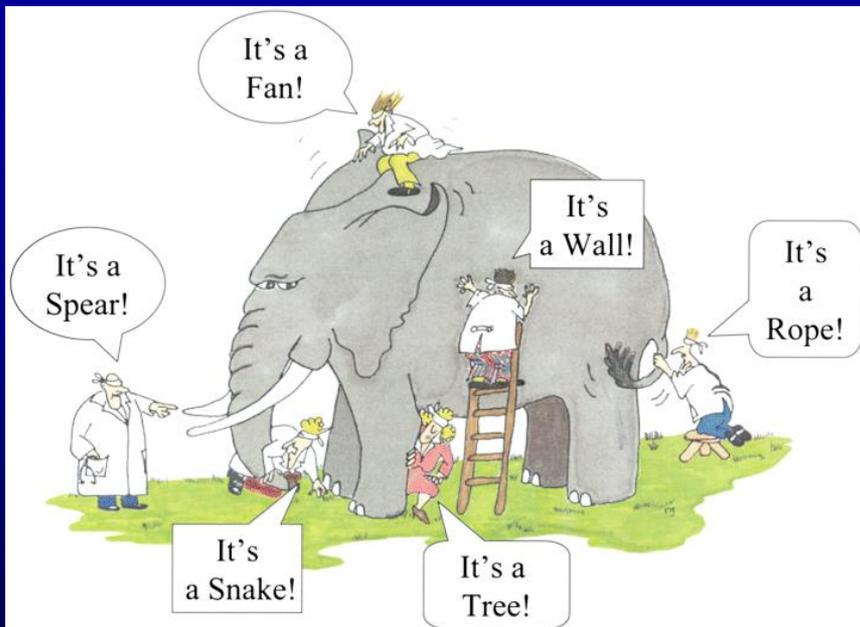
March 23, 2016

Phone: 901-826-3833

sam.cochran@shelby-sheriff.org

CIT Presentation

- To assist communities wanting to start CIT
- To assist communities to further enhance CIT
- Presenting core elements moving to sustain CIT



CIT is “more” than just Training

- *Which Prompts Attention To* -

understanding the “**MORE**”



Important To NOTE !

CIT is “**Not**” a law enforcement program:



It's a Community Program

✓ Partnerships

□ Partnerships engage to create a **CIT Identity**

➤ **Whereas:** CIT Identity brings **CIT Ownership**

Question 1

Can CIT Be Defined?

Yes – No – Maybe – Depends

Question 2

Is Defining CIT a “Roadblock”

Or

A Starting Point ?

CIT is.....

Sam says CIT is **“Green”**

Mary says – “Yes “Green” **but** not that “Green”
she thinks CIT is this ---- **“Green”**

John says, “No, no you’re both wrong –
CIT is **not** **Green** it’s **“Blue”**

➤ Defining CIT can sometimes be a little challenging

From the beginning ...

Understanding CIT ...

- ✓ Law enforcement (corrections too) structure CIT as a first crisis response program

And

- ✓ Pre-jail diversion model

What is CIT?

From the beginning ... it was all about:

✓ **Safety – Safety – Safety (everyone)**

Curing Police Problems with Mentally Illness

February 1999

Donald Turnbaugh, President, NAMI Pinellas County Florida. [The Police Chief](#)

“This unique partnership of police, mental health providers and advocates is more than just training for the police.

It can change the way society looks at and deals with mental illness.

It is community policing at its best – an opportunity for police to enhance their image, gain public trust, show professionalism and demonstrate their sensitivity to community needs.”

Implementing & Sustaining CIT by various **Pathways and/or Journeys**

Some common CIT Themes / Experiences...

1. Unique partnerships
2. Community Reaction: mental illness crisis event
3. Tenacious Advocacy: community engagements
4. Proactive Leader(s) – foresight – vision of “Better”
5. Promoting / Supporting community services
6. Awareness of community issues / circumstances

“Those who cannot remember the past are condemned to repeat it.”

George Santayana (1863-1952)

Before CIT

METRO
 THE COMMERCIAL APPEAL
 MEMPHIS, WEDNESDAY, SEPTEMBER 30, 1987

Furor sparks call for crisis team

New options needed on handling of mentally ill, says alliance

By William C. Boyce
 Staff Reporter

Approached aggressively, a person with severe mental problems may react aggressively—either fighting or fleeing from law enforcement officers or others trying to help.

"There's magic in the manner," said Ann Dizio, president of the Alliance for the Mentally Ill of Memphis, the organization that suggested the task force approach for dealing with uncontrollable people with mental illness.

She said a better approach to Joseph Robinson, the 27-year-old man who was shot repeatedly and killed last Thursday by police, might have "prevented the tragedy."

On Monday, Mayor Dick Hackey announced he would speed up plans to create a crisis intervention team, which would include mental health professionals to deal with people who have mental problems and are violent.

No evidence has emerged to show Robinson had a history of mental illness. A relative who had called police to subdue him said he was "trying to cut his throat, acting like he's on drugs," police reported.

Mrs. Dizio and others with the alliance met with Police Director John Holt before Thanksgiving last year asking for a task force approach to handling the uncontrollable mentally ill.

She said Holt seemed receptive to the idea and assigned Patrolman John Dwyer to research the proposal.

"You have to have the research in order to see what best will work in connection with the assets you have," she said yesterday. "Los Angeles has the best one in the country. But it took them two years to work out the kinks in their operation."

Part of the research, she said, pointed out changes needed in ordinances and rules that have about the handling of emergency commitments.

She praised Dwyer's work as excellent and said the cooperation was tremendous between the Police Department and City Hall. She said the first-year study up costs for the task force would be about \$500,000.

Police Department and other agencies, Mrs. Dizio said.

Why it took so long for the city to announce the plan, she said, "Sometimes it just takes some hollering and screaming to get something done. We said that it took this tragedy for something to happen, but maybe something good is going to come out of it."

Please see **TWBR**, Page B1

Memphis 1987

After CIT

The Washington Post
METRO
 WEDNESDAY, DECEMBER 27, 2000
Force of Empathy



As part of a Montgomery training program to improve officers' understanding of the problems of the mentally ill, Sgt. Rodney Hill tries to form shapes with toothpicks while hearing a cacophony of voices on a headset.

Md. Police Are Trained to Respond Better to Mentally Ill

By PRUDENCE LY
 Washington Post Staff Writer

Sgt. Ron Smith's first task was to buy a newspaper, get his change in nickels and ask the clerk her name.

Easy enough, usually. But this day, screaming voices filled his head, channeled through a headset he was required to wear. And when he started talking, the 7-Eleven employee stepped away from him, wondering about his requests.

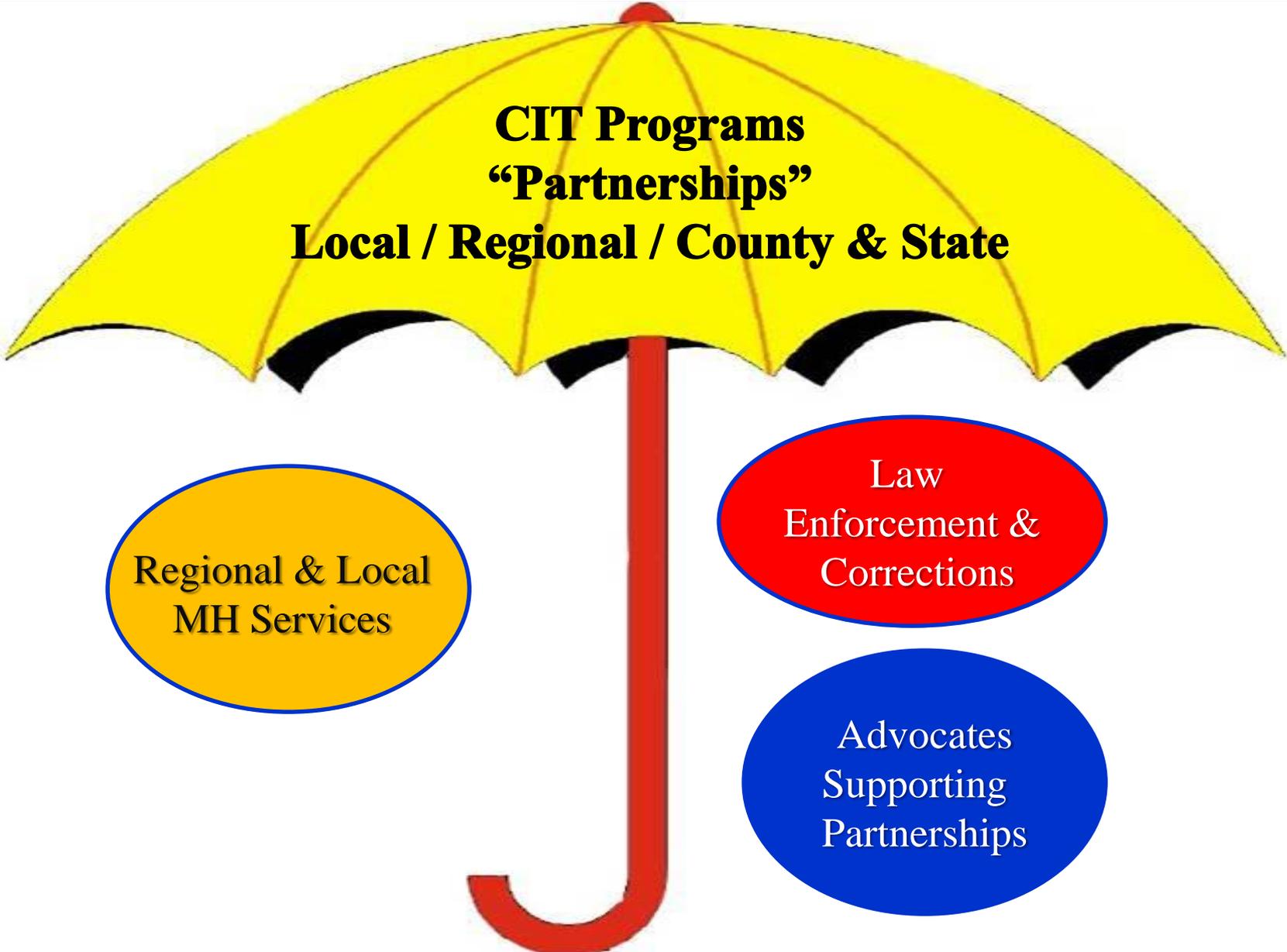
Other Montgomery County officers—all with voices screaming in their ears—lacked other tasks. Two read a story with the earphones off. "You're a public spectacle."

The exercises were part of a revolutionary training course for Montgomery police officers that simulates the everyday reality of many of the mentally ill. The goal is to teach police how to better handle emergency calls involving mentally ill citizens and reduce the use of dead-

Officers Aaron Butler, left, and Sgt. Rodan Esten to a mentally ill patient.

See **POLICE**, B5, Col. 1

Washington Post 2000



**CIT Programs
“Partnerships”
Local / Regional / County & State**

Regional & Local
MH Services

Law
Enforcement &
Corrections

Advocates
Supporting
Partnerships

CORE ELEMENTS / “Structuring”

<http://citinternational.org/cit-research.html>

<http://citcenter.memphis.edu>

Basic Goals:

- *Improve Officer and Consumer Safety*
- *Redirect Individuals with Mental Illness from the Judicial System to the Health Care System*

In order for a CIT program to be successful, several critical core elements should be present. These elements are central to the success of the program’s goals. The following outlines these core elements and details the necessary components underlying each element.

Ongoing Elements

1. Partnerships: Law Enforcement, Advocacy, Mental Health
2. Community Ownership: Planning, Implementation & Networking
3. Policies and Procedures

Operational Elements

4. CIT: Officer, Dispatcher, Coordinator
5. Curriculum: CIT Training
6. Mental Health Receiving Facility: Emergency Services

Sustaining Elements

7. Evaluation and Research
8. In-Service Training
9. Recognition and Honors
10. Outreach: Developing CIT in Other Communities

Ongoing Elements – *The Community*

- The Assembly and Engagement of Partnerships
 - Law Enforcement -- Role as Specialist (see next slide) *
 - Advocacy -- *Education (training) and Support* *
 - Mental Health – Training / Resource / Community Care *
 - Other Key Stakeholders – Veterans, Children & Youth...

On-Going Elements for CIT Community Identity & Ownerships

- Working together: CIT is **Not** a law enforcement
- **Ownership of CIT starts with an “Identity”**
- CIT Identity **must** be maintained

Ongoing Elements – *The Ownership*

- The Community and The Partners (assuming roles)
- Mayor, Sheriff, Chief, ... Ownership of Leaders / next Slide
- ✓ US Department of Justice Civil Rights Division, December 4, 2014
*“Approach to Individuals in Crisis Is Underdeveloped.
... crisis intervention policies and practices are underdeveloped,
and has not yet fully integrated these practices into its response to
individuals in crisis, resulting in the use of unreasonable force
against these individuals....”* page 52 – Cleveland. (**Ownership**)
http://www.justice.gov/sites/default/files/opa/press-releases/attachments/2014/12/04/cleveland_division_of_police_findings_letter.pdf
- ✓ Engagement of the planning group members / task assignments
- ✓ Recognition of “specialization” – CIT Pin / CIT Status
- ✓ Multiple stakeholders (community working on system issues)

Ongoing Elements – Leadership

Leadership = CIT Success -- “ All Layers ” of CIT

Pennsylvania Commission on Crime and Delinquency (PCCD)

WHO WE ARE



Our Role ...

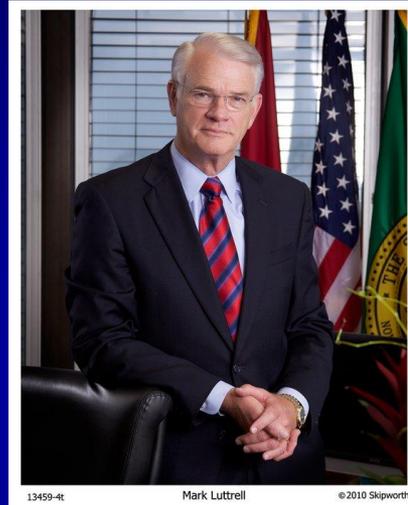
By statute, the Commission provides **leadership** in system-wide coordination and in building collaboration among public servants and private citizens representing all aspects of the criminal and juvenile justice systems and victim services.

<http://www.pccd.pa.gov/AboutUs/Pages/default.aspx#.Vu1lOH4o62w>

“The More” - Requires Engagement of Community Leaders



Mayor Sandra Bradbury
Pinellas Park, FL



Mayor Mark Luttrell
Shelby CO., TN



Mayor A C Wharton
Memphis, TN

“The More” - Requires Ownership of Criminal Justice Leaders

Sheriffs



Sheriff Billy Sollie
Lauderdale CO, MS



Sheriff Bill Oldham
Shelby CO, TN

Police



Tony Armstrong
Police Director
Memphis, TN

Corrections



Rod Bowers, ret.
Corrections Director
Shelby CO, TN

“The More” - Requires

Community Mental Health Services - Engaging CIT Ownerships

- Mental Health Crisis Services

Emergency Services and other Crisis Services

- a. Long Term and Short Term Goals: “On-Going”
- b. Seamless Access and Delivery of Service
- c. Specialized Mental Health Crisis Services
- d. Will (Should) CIT Play a Role as to Future Crisis Services ?



The MORE of "CIT" – Requires Advocates (The Nurturing & Ownership of CIT)



Operational Elements - *Roles*

- CIT: Officer, Dispatcher, Coordinator
 - a. CIT Officer
 - b. Dispatch -- (911 Communications – next slide)
 - c. CIT Law Enforcement Coordinator
 - d. Mental Health Coordinator
 - e. Advocacy Coordinator
 - f. Program Coordinator (Multi-jurisdictional)

Operational Elements: Crisis Call Event (policy)



Collecting
information &
Call Classification
& Dispatching CIT



CIT Specialist

Uniform Patrol



Generalist

Question 3: Friday afternoon – After CIT Graduation

What are “new” CIT Officers walking into?

? YES – Officers are walking away from ‘great training’ –
But – What are they walking into ?

Also:

Core Elements were never intended to be a “litmus test”

(1) Some elements are essential

AND

(2) Some elements are works in progress

Operational Community MH Services Supporting CIT

- ✓ Emergency Service (ER) & Assessment Center
- ✓ Convenient Access to health care services (near)
- ✓ Crisis Stabilization Services (on-site)
- ✓ Respite (referrals) and Mobile Crisis Services
- ✓ Alcohol / Substance Abuse Services (referrals)
- ✓ **Friendly & Seamless** - No refusal policy

Operational Elements - Training

Curriculum: CIT Training

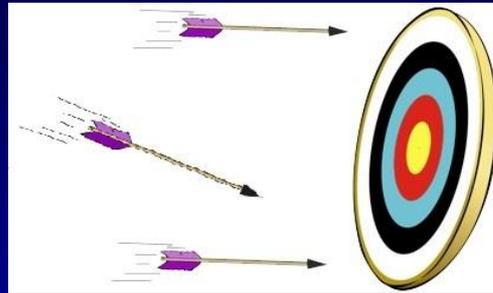
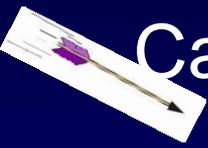
- a. Patrol: 40-Hour Comprehensive Training
 - i. Didactic
 - ii. Meeting People who live with MI *
 - iii. De-escalation -- Skills / Role Playing *

- b. Dispatch Training

Can CIT be “Lost” ?



Can CIT be “Lost” – *as in* – missing the Target ?



1. “Leaders” move-on: Failure to replace CIT “leadership”
2. Minimize role of “Coordinators” / Nurturing
3. Withdrawal of one-or-more Partners
4. Law Enforcement dominance / controlling
5. Minimize “focus” of CIT Core Elements
6. Training becomes “primary” (only) role
7. Absence: Addressing Long / Short Term Goals
8. Not supporting MH infrastructures / systems
9. No CIT Identity or losing CIT Identity --- *therefore,*
10. Without CIT Identity – **Ownership** cannot be achieved





From the Past – Yes, CIT can “stop”

Portland, OR
Started in 1994

Lessons
Learned

In Chasse Case, a System That Lost Its Way

August 6th, 2010 | Published in News

By Matthew Singer

“... But the deeper problem, according to Horey, is the continual “reinventing of the wheel” when it comes to dealing with the mentally ill. Every new official brings a different agenda, she says, when the most effective methods are already understood.”

From the Past – Yes, CIT can “stop”

Portland, OR CIT Started in 1994

DOJ 2012 Report: page 20, first paragraph

http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf

Lessons
Learned

- **While we commend PPB for training all officers on crisis matters, this approach assumes incorrectly that all PPB officers are equally capable of safely handling crisis situations and fails to build greater capacity among qualified officers.** Certainly circumstances will arise when a specialized crisis intervention officer is not immediately available, or when despite the training and experience, a specialized crisis intervention officer is unable to de-escalate a situation sufficiently to prevent the need of a significant use of force. However, **there is growing evidence that a crisis team response is likely to result in a better outcome and reinforce public confidence in policing.**

From the Past – Yes, CIT can “stop” Portland, OR CIT Started in 1994

Lessons
Learned

DOJ 2012 Report: page 20, second paragraph

[http://media.oregonlive.com/portland_impact/other/PPB
%20Letter%20of%20Findings.pdf](http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf)

- **First, not every officer is well suited to effectively deal with people with mental illness.**
- **For example, during our investigation a patrol officer stated that his job was “to put people in jail, not to provide social services.”**
- A team of crisis intervention officers reduces the likelihood of encounters of such officers with people in mental illness crisis.

From the Past – Yes, CIT can “stop”

Portland, OR CIT Started in 1994

Lessons
Learned

DOJ 2012 Report: page 20, third paragraph

[http://media.oregonlive.com/portland_impact/other/PPB
%20Letter%20of%20Findings.pdf](http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf)

- **Second, departments cannot rely on academy crisis intervention training to develop officer expertise in working with individuals with MI.**
- **New recruits in a basic police academy are not generally ready to receive, absorb and implement critical information about how mental illness calls need a different response than the more common police calls. Continued on Next Slide**

From the Past – Yes, CIT can “stop” Portland, OR CIT Started in 1994

Lessons
Learned

DOJ 2012 Report: page 20, third paragraph
[http://media.oregonlive.com/portland_impact/other/PPB
%20Letter%20of%20Findings.pdf](http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf)

Continued from previous slide:

Trainees at that level are overwhelmed with information and generally lack the maturity ...

Although basic MH training should be provided to all officers as part of the academy, it is not the optimal time to provide extensive crisis intervention training.

From the Past – Yes, CIT can “stop” Portland, OR CIT Started in 1994

DOJ 2012 Report:

Bottom of page 20, top of page 21 / fifth paragraph

[http://media.oregonlive.com/portland_impact/other/PPB
%20Letter%20of%20Findings.pdf](http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf)

.... Crisis intervention officers did not receive a special status like [other] trained officers.

From the Past – Yes, CIT can “stop”

US Department of Justice Civil Rights Division, December 4, 2014 - Cleveland, Ohio

http://www.justice.gov/sites/default/files/opa/press-releases/attachments/2014/12/04/cleveland_division_of_police_findings_letter.pdf

Approach to Individuals in Crisis Is Underdeveloped. (End of page 52 – Cleveland Report)

- *CDP’s crisis intervention policies and practices are underdeveloped, and has not yet fully integrated these practices into its response to individuals in crisis, resulting in the use of unreasonable force against these individuals....”*

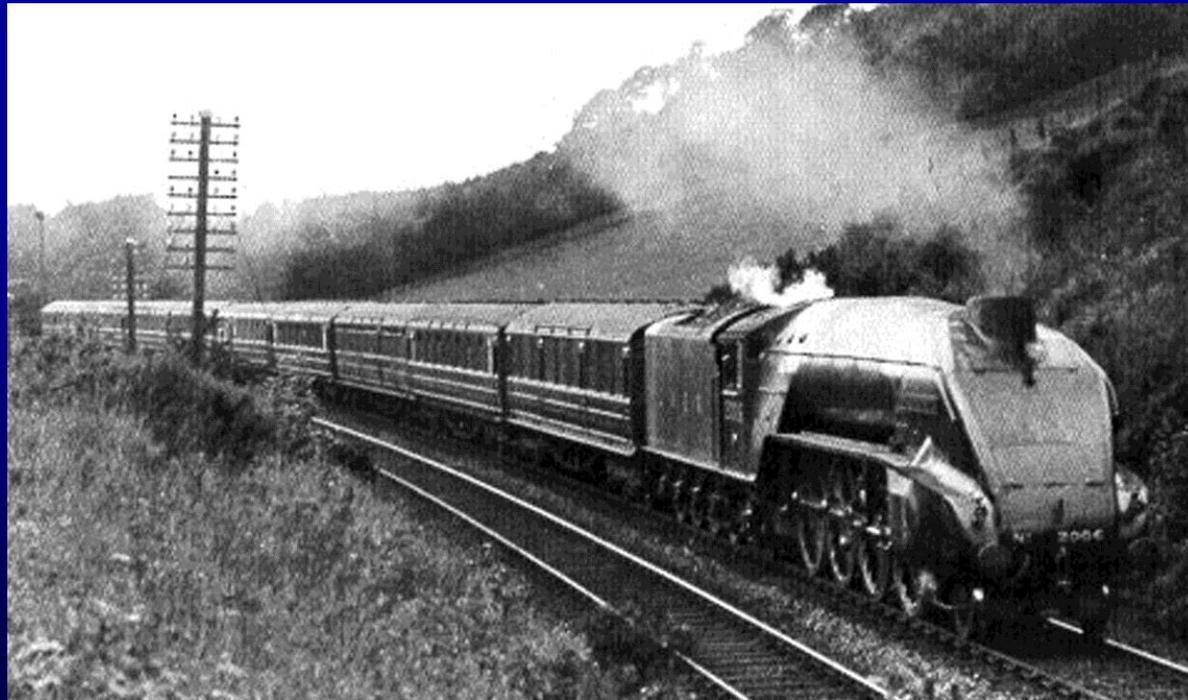
To Ensure CIT is “ MORE ”

- Review “*CIT Core Elements*” as a guide
www.citinternational.org and www.cit.memphis.edu
- Concerns of CIT becoming generic
- Warning: Minimizing of CIT elements:
 - i. Minimize - inclusion of people living with MI
 - ii. Minimize - hours of verbal de-escalation training
 - iii. Minimize - participation of advocates
 - iv. Miss-Understanding - *CIT Site Visits*

Keep the CIT “train moving” All aboard...

Do not allow set-backs or lack of full cooperation “derail” the momentum –

“The CIT Train is leaving, if you miss it, we’ll (partnerships) be back to pick ‘you’ up.”



The many Faces of CIT Partnerships

“OWNERSHIPS”

“Please Add Your Face”

