

# Law Enforcement and Community: Crisis Intervention Training Model

## SOLICITATION FOR APPLICATIONS

---

PLEASE COMPLETE THE ATTACHED APPLICATION IN ITS ENTIRETY TO ENSURE THAT WE HAVE ACCURATE BACKGROUND INFORMATION ON YOUR COMMUNITY AND THAT THE APPROPRIATE LEVEL OF COMMITMENT AMONG AGENCIES IS DEMONSTRATED. ADDITIONAL ATTACHMENTS ARE REQUIRED (LETTERS OF SUPPORT AND COMMITMENT).

INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED.

---

**APPLICATIONS DUE NO LATER THAN APRIL 20, 2018**

**PLEASE DIRECT ANY QUESTIONS AND RETURN APPLICATIONS VIA POSTAL MAIL OR E-MAIL TO:**

Policy Research Associates, Inc.  
345 Delaware Avenue  
Delmar, NY 12054  
Attn: Colette Scott

Phone: 518.439.7415

E-mail: [cscott@prainc.com](mailto:cscott@prainc.com)



# Law Enforcement and Community: Crisis Intervention Training Model

## The Opportunity:

U.S. law enforcement agencies are invited to apply to participate in the Crisis Intervention Training Model project which is a part of a larger program within the Bureau of Justice Assistance's (BJA) Preventing Violence Against Law Enforcement Officers and Ensuring Officer Resilience and Survivability (VALOR) Initiative. This project is managed through Policy Research Associates (PRA) with its partners: the International Association of Chiefs of Police (IACP), CIT International (CITI), and the National Alliance on Mental Illness (NAMI).

BJA's VALOR Initiative is an overarching program that addresses officer safety, wellness, resilience, and survival through multifaceted training, technical assistance, and specialized programs. Since its inception, VALOR has provided critical education and resources to law enforcement on officer safety and wellness topics that directly impact officers' safety. The VALOR Initiative addresses officer safety and wellness through seven distinct programs.

1. **VALOR Program** – A tactical-, skill-, and awareness-building training and technical assistance (TTA) program that aims to improve officer safety, resilience, and wellness.
2. **Active Shooter Response Training Program** – A tactical TTA program that educates law enforcement on how to more safely respond to an active shooter event.
3. **T3 – Tact, Tactics, and Trust Training Program** – An evidence-based TTA program educates law enforcement officers on how to manage difficult encounters to improve outcomes and relationships between officers and the communities they serve.
4. **Destination Zero Officer Safety and Wellness Recognition Program** – This program identifies, recognizes, and highlights innovative and promising officer safety and wellness best practices and programs at a national level that could serve as models for law enforcement agencies seeking to implement similar programs.
5. **Law Enforcement and Community: Crisis Intervention Training Model Program** – This program delivers Crisis Intervention Team (CIT) Training TTA within law enforcement agencies to assist in the implementation of a comprehensive and sustainable CIT strategy for those agencies. Through this program agencies will improve their response to and interaction with persons with mental illness.
6. **Law Enforcement Agency and Officer Resilience Training Program** – This TTA program identifies, develops, implements (delivers training), and analyzes the effectiveness of resiliency concepts and skills taught within a law enforcement agency.
7. **Officer Safety and Wellness Pilot Research and Evaluation Model Program** – This program assesses the impact and success of VALOR Initiative TTA within three law enforcement agencies.

For additional information on the VALOR Initiative please visit [BJA's VALOR Initiative page](#).

**This solicitation seeks applications from law enforcement agencies to participate in the Crisis Intervention Training Model Program (see program number 5 above). A total of four (4) agencies will be selected and will work directly with PRA and its partners to strategically implement BJA's CIT (*Effective Community Responses to Mental Health Crisis*) Training Model as the agency's CIT strategy and program. Agencies will also receive training and participate in an evaluation of the program. It is anticipated that agency participation in this project will be from June 2018 to May 2019. The implementation of this CIT program will 1) assist agencies in creating and adopting a complete CIT strategy and program; 2) enhance knowledge and skills in responding to community members with mental illness; 3) directly impact officer safety; 4) build positive community relations and trust; 5) enhance officer knowledge or mental health resources and diversion opportunities; and 6) result in safer communities.**

Selected agencies will not receive any funding but will receive intensive technical assistance, resources, training, and expertise from a national pool of subject experts in order to adopt and operationalize a CIT strategy agency-wide. Selected agencies will engage in comprehensive strategic planning for program rollout, including program design, implementation, and partnership-building to promote effective and safer responses to persons experiencing a mental health crisis. Agencies participating in this project will assist BJA and PRA to develop a model CIT implementation program and guide that other law enforcement (LE) agencies and communities may use to create their own CIT strategies and programs.

CIT is a law enforcement-based model of specialized response to people experiencing a mental health crisis in the community. CIT programs comprise a volunteer cadre of officers who have completed a 40-hour training on recognizing the signs and symptoms of psychiatric disability, identifying a mental health crisis situation and managing and resolving difficult encounters. Crisis Intervention Team (CIT) programs are a form of community partnership among local law enforcement agencies, local mental health agencies, mental health advocacy groups, mental health consumers and families.<sup>i</sup>

### **The Issue:**

Law enforcement agencies are called to protect and serve the communities they reside in, and frequently, that means more than enforcing the laws that apply in their jurisdiction. Citizens often expect LE Officers (LEOs), by default, to serve in community support, public health, and social work, or whatever other role is needed when a call for service is placed. Perhaps the most difficult calls LEOs must respond to are those that involve persons in a crisis or affected by mental illness (MI). Since LEOs may be first to arrive on-scene and to initiate contact with the person(s) with MI, scenarios like this require partnerships among LE, the corrections system, mental health (MH) professionals, the courts, and community members.<sup>ii</sup>

The number of interactions involving LEOs and people with MI has been increasing in recent years. These difficult situations require LEOs to use their discretion in how to apply the law. Their agency's policies may require them to arrest persons with mental illness in spite of the MI, or their level of training may lead them to use less-lethal or lethal force. *The Washington Post* notes that roughly 25% of civilians killed in officer-involved shootings in 2015 had a MI or were in crisis, while a separate study states that persons with MI were 16 times more prone to be killed by LEOs than other civilians.<sup>iii</sup> In some tragic situations, these fatal officer-involved shootings were initiated by people seeking that exact end result, commonly known as "suicide by cop."<sup>iv</sup>

When LEOs arrest people with MI and proper treatment and diversion are not administered, people may face a cycle of incarceration, release, and recidivism due to the lack of attention to their emotional crisis or mental state. In fact, a 2014 report revealed that 10 times more people affected by MI were incarcerated in correctional facilities than were in psychiatric hospital beds.<sup>v</sup> Without proper partnerships in place to divert people with MI or emotional crises to treatment, or proper training for LEOs to recognize signs of mental/emotional distress in civilians they encounter and fully understand the resources to divert such persons, these statistics will not improve.

Chief executives and command staff must form policies and train LEOs for when their first-line officers encounter people with MI during their calls for service. Split-second decisions made on the part of LEOs that lead to injury or death can have lasting impacts on the lives of people affected by MI, their families, surrounding community members, and the officers and agencies themselves.<sup>vi</sup> Promising and evidence-based practices such as the CIT response model provide LE leaders the opportunity to train their officers to recognize the signs of MI or emotional crisis in people, manage difficult encounters, and partner with MH experts to successfully divert people to the necessary and most appropriate care.

This program seeks to help agencies and their community stakeholders build positive partnerships, create an agency culture that is savvy regarding MI issues, and develop and implement a comprehensive CIT program strategy for agency adoption based on the specific needs of the agency. A law enforcement agency with excellent training but lacking in partnerships with mental health providers and community organizations representing people with MI and their families, faces significant challenges with community trust, diverting people to needed mental health services, and identifying successful approaches to long-term change.

### **Project Overview:**

This project is designed to deliver BJA's CIT Training Model to four (4) law enforcement agencies within the United States and its territories. The goal is to form a new culture of CIT within the selected agencies. Those agencies will receive:

1. Comprehensive technical assistance to implement and sustain a CIT program.
2. A plan for, and the execution of, a consecutive 5-day, 40-hour CIT training covering 26 modules of varying lengths for a variety of learning styles.
3. Delivery of a CIT train-the-trainer course to further develop and build CIT program sustainment.
4. A variety of resources including materials for the 40-hour training and the Train-the-Trainer course (companion Instructor Guide, Participant Guide, and pre/post evaluation forms).
5. Follow-on technical assistance in the delivery and implementation of the CIT strategy within each agency including a long-term sustainability plan.

The 40-hour curriculum was developed after the Memphis Model Crisis Intervention Team (CIT) approach, with the capability to be customized to local community resources and special topic areas. The training helps responding officers build community and mental health partnerships, gain a better understanding of the types of challenges persons with MI face, and manage difficult encounters and situations involving people with MI in crisis to include redirecting them from the justice system to a health care setting.

Additionally, this project is designed to provide a follow-up CIT train-the-trainer (TTT) delivery focused on further developing and building local expertise to implement and then deliver subsequent CIT trainings within the agency's jurisdiction. This assists in expanding the number of law enforcement officers who are CIT trained and better prepared to offer community responses to persons who are experiencing a mental health crisis.

### **Demonstration Site Eligibility and Selection:**

Applicants must be U.S. law enforcement agencies (municipal, county, or tribal) with the capacity and commitment to participate in this comprehensive program. Written support of commitment must be provided from the agency executive, proposed community partners, and the city/county manager, mayor, or equivalent. Agencies selected for CIT implementation and training must be able to provide appropriate facilities and audio visual (AV) equipment to comfortably accommodate up to 40-45 people (25-30 law enforcement participants plus additional trainers and support staff) for trainings and meetings. Further details will be provided to agencies selected to participate. To be considered, all applications must be received by Friday, April 20, 2018. It is anticipated that selected agencies will be notified approximately on or before Tuesday, May 22, 2018.

PRA seeks to choose agencies that demonstrate strong commitment and capacity to meet, or exceed, the project requirements. PRA and its partners will base agency selection on several factors, including data-driven analysis of need and agency agreement to full participation and commitment. The selection evaluation team and PRA will strive for maximum objectivity. The selection process, by its nature, is subjective; and therefore, professional judgment is implicit throughout the entire process.

### **Application and Participation Requirements and Additional Support:**

It is required that each agency submitting an application (**see attached *Crisis Intervention Training Model Site Application form***) for consideration identify leaders in their organization and in the community that can support the implementation and training responsibilities of the CIT Program. Similarly, these leaders must be dedicated to allocating ample staff time to participate in the CIT implementation and training. This will include the identification of a dedicated on-site agency coordinator who will identify and bring together all necessary collaborating partners/stakeholders. See the below list of partners and stakeholders. Each application must include letters of support and commitment from the applying agency (Chief, Sheriff, etc.) as well as lead administrators of the collaborating partners and stakeholders to include, but not limited to:

- Law enforcement,
- Mental health authority,
- Substance abuse, housing, and other wrap around service agencies, and
- Advocacy/community organizations representing people with MI and their families.

In addition, agencies selected must agree to participate in the following:

- Pre-training kick-off video conference.
- Significant pre-work and strategic planning to design, develop, and implement comprehensive CIT strategies. This includes the development of a CIT implementation strategy and assistance in determining the number of CIT-trained officers needed.

- A review of existing policies and procedures with careful consideration given to recommended modifications for adoption.
- One or two CIT trainings (the 5 consecutive day, 40 hour training) dependent upon agency need. The agency must be able to provide a training space that comfortably accommodates 40-45 people (25-30 law enforcement and stakeholder participants, agency trainers, CIT program instructors, and other critical staff (e.g. 911 call takers/dispatchers, etc.)
- Follow-on CIT TTT course (2-3 days) to build agency training capacity for future deliveries of the CIT training program within selected communities. This TTT course will include detailed instruction on pre-planning steps/requirements needed in order to deliver and implement the CIT training model in a community. CIT TTT will require that all necessary stakeholders – including non-law enforcement stakeholders – attend the training together. TTT will be delivered to each participating agency as part of the strategic CIT implementation plan.
- Ongoing technical assistance throughout CIT program implementation, including intensive strategic planning, implementation support, training deliveries, program sustainability planning and implementation, and an on-site follow-up consultation approximately 60 days following the CIT TTT event.
- Training evaluations pre- and post-CIT training delivery(ies), as well as pre- and post-CIT TTT delivery.
- An impact/outcome evaluation (training outcomes, partnerships, use of force, person level outcomes, etc.) which will include on-site focus groups.

#### Estimated Timeline of Events:

April 20, 2018—Solicitation responses due to Policy Research Associates, Inc.

May 22, 2018—Agencies notified of selection

June 2018—Site kickoff meetings

July-August 2018—Pre-CIT implementation and training Strategic Planning Site Visits

July 2018-May 2019—Technical assistance provided to sites regarding CIT program implementation

September-December 2018—CIT training(s) delivered to each selected agency

January-February 2019—CIT TTT events delivered to each selected agency

March-April 2019—Technical assistance site visits

April-May 2019—Follow-up evaluations and on-site focus groups

---

<sup>i</sup> “3 Part Series on Supporting the Recovery of Justice-Involved Consumers”, *STAR Center* accessed March 12, 2018, <http://www.consumerstar.org/site/?q=node%2F41>

<sup>ii</sup> “Improving Police Response to Persons Affected by MI,” *International Association of Chiefs of Police*, accessed February 24, 2017, <http://www.iacp.org/Portals/0/documents/pdfs/ImprovingPoliceResponsetoPersonswithMentalIllnessSymposiumReport.pdf>.

<sup>iii</sup> “Mentally Ill Are 16 Times More Likely to Be Killed by Police,” *Sott.net* (Signs of the Times), <http://www.sott.net/article/308250-Report-Mentally-ill-are-16-times-more-likely-to-be-killed-by-police>.

<sup>iv</sup> *Ibid.* *International Association of Chiefs of Police.*

<sup>v</sup> *Ibid.* *International Association of Chiefs of Police.*

<sup>vi</sup> *Ibid.*