

Best Practices Review

With the generous support of the Ford Foundation, **PARC** supports and assists those responsible for the oversight of police departments – law enforcement executives, monitors, civil officials, and government agencies – to advance effective, respectful, and publicly accountable policing.

Civilian Oversight

Complaints Against NYPD Up

The number of citizen complaints filed against the New York City Police Department during 2002 increased 9 percent over those lodged in 2001, according to a recent report published by the city’s Civilian Complaint Review Board. (In 2001, the number of complaints filed dropped considerably following the September 11 attacks.) During 2002, the use of discourteous words and unnecessary physical force were the two most common complaints filed.

The CCRB closed 2,210 full investigations in 2002, with 224 of those resulting in substantiated allegations against 295 subject officers. Officers’ use of discourteous words was the most frequently substantiated allegation (89 allegations), followed by unnecessary physical force (76 allegations). The report includes an in-depth examination of the allegation that, in some cases, officers refuse to provide their names or shield numbers at a civilian’s request. The CCRB urged the NYPD to consider clarifying related patrol guide procedures. The full report can be accessed at:

<http://www.nyc.gov/html/ccrb/pdf/ccrbann2002.pdf>.

Cincinnati Overseer Resigns

The first executive director of Cincinnati’s Citizen Complaint Authority, (CCA), Nathanael L. Ford, recently resigned, citing family obligations. Prior to his announcement, Ford released the CCA’s first decision on a police shooting, clearing an officer in the February 8 fatal shooting of a burglary suspect during a physical struggle. The City Manager appointed Daniel Baker as the interim director until a permanent replacement is found.

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Baker, who served in the Dayton (OH) Police Department for 25 years, worked as a consultant to help establish the CCA. The City expects to have a new Executive Director by the end of the year. *Cincinnati Enquirer*, June 19, 2003.

Austin Monitor Issues First Annual Report

Austin's Office of the Police Monitor (OPM), responsible for the oversight of the Austin (TX) Police Department, has released its inaugural annual report. In the report's introduction, the Police Monitor, Iris Jones, describes the accomplishments and challenges the OPM faced during its first year of operation.

During the year, the OPM made dozens of recommendations and requests for information to the police department. Among the suggestions made and accepted by the department were to: improve training to combat racial profiling; have officers carry Braille identification cards for the visually impaired; and have the department create a telephone number reserved for reporting officer misconduct.

The OPM reported that the police department failed to provide it with requested information regarding the number of officers who had received training on the subject of racial profiling, the work schedules for officers involved in shooting incidents for the 30 days prior to those incidents, and a copy of all standard operating procedures of the police department. The OPM also noted that its staff was unable to attend interviews with witnesses to alleged police misconduct because the police department failed to provide the OPM

with sufficient notification of the times and locations of those interviews. The full report can be accessed at: <http://www.ci.austin.tx.us/opm/report.htm>.

Editors Note: As the BPR was going to press, we learned that Iris Jones, Austin's monitor, was resigning. More details to come in the August edition.

Birotte Is New L.A. Inspector



Andre' Birotte, Jr. was recently named the new Inspector General in the Office of the Inspector General (OIG), the agency that oversees the Los Angeles Police Department's internal disciplinary process. Birotte, who had served as Assistant Inspector General before his promotion, is the third inspector to hold the post since the office became operational in 1996. He announced that, under his leadership, the OIG would provide more comprehensive and thorough analysis of complaints, enhance community outreach, and improve policy development efforts. Birotte formerly investigated and prosecuted violent crime, fraud, and narcotics trafficking cases for the U.S. Attorney's Office in Los Angeles. *Sacramento Observer*, May 28, 2003, and *Office of Inspector General Website*.

Northern Ireland Police Reform

In their latest report on the Northern Ireland Police Service, the Office of the Oversight Commissioner (OOC), describes the pace of progress in making reforms as "excellent" and "encouraging." The OOC is a team of senior law enforcement experts and academics assigned to oversee the implementation of a series of recommendations and reforms

established by the Independent Commission on Policing for Northern Ireland's Police Service. The report commends the Police Service for developing a comprehensive human rights plan; employing a thorough human resources planning strategy; installing policies and procedures to manage and record the use of plastic baton rounds; and designing and employing an improved recruitment program. Despite these accomplishments, the OOC criticized progress and made recommendations in several areas, including the need to: incorporate a human rights component into all training sessions; expand problem-solving training for officers and supervisors; and conduct additional research into alternatives to the plastic baton round. The full report can be accessed online at:

www.oversightcommissioner.org/reports/pdfs/may2003.pdf.

Consent Decrees/Memorandum of Understanding

Detroit Police Sign Two Decrees

On June 12, the Detroit (MI) Police Department signed two consent decrees with the U.S. Department of Justice (DOJ) that mandate reforms to the department's policies on use of force, arrest and detention of witnesses, training, and officer discipline for the next five years. Sheryl L. Robinson, of the security consulting firm Kroll Associates, was named as the independent monitor of federal oversight.

The decrees follow a 30-month DOJ investigation that identified more than

175 problems in the police department's policies and practices. Justice Department officials reportedly told Detroit's police chief that they had never seen problems "as embedded and entrenched" as found in Detroit's police force. The consent decrees require the department to:

- revise the use-of-force policy and training with an emphasis on de-escalation techniques;
- require written supervisory review of arrests for probable cause, as well as prohibit the detention of an individual without reasonable suspicion, probable cause, or consent from the individual;
- analyze trends in uses of force, searches, seizures, and other law enforcement activities;
- improve procedures for investigating allegations of misconduct;
- develop a comprehensive medical and mental health screening program; and,
- facilitate the public's access to citizen complaint forms and to information about the outcome of complaint investigations.

Department of Justice Press Release, June 12, 2003, Detroit Free Press, June 12, 2003, and Detroit News, June 13, 2003.

Community Policing/Problem Oriented Policing

Informal Contacts Improve Public Opinion of Police

In a report entitled, "Factors that Influence Public Opinion of the Police," researchers funded by the National Institute of Justice concluded that police can improve the public's opinion of them if they increase the number of informal contacts they have with residents.

The researchers, who surveyed residents in four geographic areas patrolled by the Los Angeles Police Department, categorized informal contacts as visibility in neighborhoods, participating in community meetings, and talking with citizens. They found that such contacts had a positive impact on job approval ratings and lessened the negative impact that formal interactions with police – such as arrests or questioning – may have had.

The researchers also found that residents' level of satisfaction with the police was more related to their perception of police efforts to address violent crime and other community problems than with critical media coverage of the police or other factors. The full report can be accessed online at: <http://www.ncjrs.org/pdffiles1/nij/197925.pdf>.

Legal Affairs

\$170,000 for Improper Sweep

The city of Los Angeles agreed to pay nearly \$170,000 to settle a lawsuit filed by dozens of homeless people who claim

they were improperly arrested. About \$75,000 will go to as many as 58 people arrested in a November 2002 sweep through downtown's skid row.

The settlement was approved by a 10-4 vote from the City Council.

The agreement stems from a questionable sweep entitled "Operation Enough," that was conducted by the Los Angeles Police Department and the California Department of Corrections. More than 200 people reportedly were arrested, 84 of them for supposed parole violations. The suit asserts that police had warrants for only 26 of the parolees and no legitimate reasons existed for the detention of the others. *Los Angeles Daily News*, July 10, 2003 and the *Los Angeles Times*, June 12, 2003.

Mental Illness

Arizona Enhances Training

The Arizona Peace Officer Standards and Training Board agreed to develop training for new state police recruits to assist them in dealing better with mentally disabled individuals. The training is expected to begin next year and will teach officers how to identify symptoms of mental disability, communicate more effectively with mentally disabled residents, and avoid deadly confrontations with them. *Arizona Republic*, May 27, 2003.

SFPD: \$500,000 Settlement

The San Francisco Police Commission recently agreed to a \$500,000 settlement with the family of a mentally ill man who was fatally shot by police in 2001. The man waved a knife during the screening of a film, threatened patrons, was unresponsive to pepper spray, and sliced the uniform of one officer before

he was shot 10 times by San Francisco Police Department (SFPD) officers.

The civil rights lawsuit, filed in federal court by the man's mother, claimed that police had used excessive force and were not properly trained or supervised to deal with mentally ill suspects. The mother's attorney said that the city has agreed to develop a one-week crisis intervention training course for all SFPD officers. In addition, her attorney said that the department is expanding the use of non-lethal force techniques, including substituting bean-bag rounds for bullets. The settlement, one of the largest in the city's history involving police use-of-force, will be reviewed by the Board of Supervisors. *San Francisco Chronicle*, June 5, 2003.

Racial Profiling

New Profiling Policy for Feds

The U.S. Department of Justice recently issued a policy guidance banning federal law enforcement officials from engaging in racial profiling, yet permitting race and ethnicity to be used to identify suspected terrorists.

The guidance states that profiling is forbidden in routine law enforcement decisions, but that it may be used "when there is trustworthy information, relevant to the locality or time frame at issue, that links persons of a particular race or ethnicity to an identified criminal incident, scheme or organization."

Critics, including the American Civil Liberties Union and the NAACP Legal Defense Fund, contend that the new guidelines contain too many exceptions and ambiguities to be effective, and that

they do not actually prohibit racial profiling.

Department of Justice Press Release, June 17, 2003, and ACLU Press Release, June 17, 2003.

Seattle Racial Profiling Roundtable

The Organization of Chinese Americans, in conjunction with several other civil rights organizations, recently hosted an inaugural racial profiling roundtable. The meeting focused on interactions between Asian-Americans and the police in Seattle (WA). Topics included the history of racial profiling, treatment of immigrants since the September 11 attacks, and police accountability. Participants also shared their personal experiences relating to racial profiling by the police. *Seattle Post-Intelligencer*, May 31, 2003.

Standards/Training

Supervisory Style Affects Officer Behavior

In the report entitled, "How Police Supervisory Styles Influence Patrol Officer Behavior," the National Institute of Justice (NIJ) suggests that a field supervisor's style can substantially influence patrol officer behavior. Researchers funded by the NIJ examined four supervisory styles: traditional, innovative, supportive, and active (leading by example). Researchers observed operations and interviewed sergeants and lieutenants in the Indianapolis (IN) Police Department and the St. Petersburg (FL) Police Department.

No supervisory style was determined to be the best model. An active style

proved to be most influential, but not necessarily ideal since it can have a positive or negative effect, depending on the example. Traditional supervisors were characterized as more controlling; innovative supervisors were more apt to be friends with their subordinates and encourage new methods and philosophies of policing; and supportive supervisors were classified as protectors since they often shield officers from disciplinary action that they perceive as unfair.

The researchers examined how the varying styles influenced the likelihood of an officer making arrests, using force, partaking in community policing, and also how often an officer engaged in self-initiated activities. The full report can be accessed online at: <http://www.ncjrs.org/pdffiles1/nij/194078.pdf>.

Study Examines Police Sexual Abuse of Teens

In the report, "Police Sexual Abuse of Teenage Girls," Professor Samuel Walker and doctoral student Dawn Irlbeck of the Criminal Justice Department of the University of Nebraska, Omaha, examine the issue of sexual abuse of teenagers by police officers. The authors, who relied on press articles in the absence of official, publicly available information on this topic, found 72 cases of sexual abuse of teenage boys and girls by police officers in a 12-month period in 2002 and 2003, with thirty cases reported in the media during the last year.

In a very disturbing finding, the report reveals that 31 of the 72 cases examined involved teenagers who had participated in the Explorers program, operated

nationally by Learning for Life, a non-profit organization based in Irving (TX). The program is designed for young people between the ages of 14 and 20 to learn about professional careers by placing them with lawyers, medical providers, lawyers, police officers, and others.

The report recommends several reforms to deal with police abuses committed against teenagers, urging departments to: implement a clear policy that specifically prohibits any abuse of women during traffic stops and that subjects violators to serious discipline; maintain an open and accessible complaint procedure; and ensure prompt and thorough investigations of allegations of misconduct. The report includes specific recommendations regarding the Explorers program, including urging command staff to assign male and female officers to serve as Explorers co-leaders and calling for extensive background checks for officers involved in the program. The full report can be accessed online at: <http://www.policeaccountability.org/dwf/teen.htm>.

NYPD Reviews Raid Death

According to a May 30 report by the New York City Police Department (NYPD), communication lapses, poor supervision, and failure to follow policies and procedures were among the factors that contributed to the death of 57-year-old Alberta Spruill following a botched May 16 raid at her home.

According to the report, the NYPD raided the wrong apartment looking for a drug dealer, based on a bad tip from a confidential informant. Ms. Spruill was in her bedroom when the Emergency

Services Unit forced entry into her apartment, deployed a flash grenade, and handcuffed her. The Commanding Officer requested medical attention and the removal of the handcuffs after Ms. Spruill informed him of her heart condition. Ms. Spruill went into cardiac arrest while being transported to the hospital and died shortly after arriving at the facility. Her death was ruled a homicide by the New York City Chief Medical Examiner.

The Internal Affairs Bureau investigation identified three primary areas of concern:

- the interaction between the confidential informant and the NYPD;
- the gathering and development of information preceding the execution of the search warrant; and,
- the tactics used in the execution of the search warrant.

The examination yielded the discovery of deficiencies and/or a need for improvement in the following areas: accountability within the search warrant process; data tracking of search warrant activities; tactical planning, critique and execution of the search warrant; approval process for use of distraction devices; registration procedures for confidential informants; development of a centralized database for confidential informants; evaluation of an informant's reliability; borough level oversight; formal post-search critiques; and enhanced training. *NYPD Police Commissioner's Office, "The Police Department's Examination of the Circumstances Surrounding the Death of Ms. Alberta Spruill, Following the Enforcement of a Search Warrant on May 16, 2003, at 310 W. 143rd Street,*

Apartment 6F, in Manhattan," May 30, 2003.

UK: Drug-Related Deaths in Custody Preventable

In "Drug-Related Deaths in Police Custody," the Police Complaints Authority of England reported on 43 drug-related fatalities of individuals while in police custody or following encounters with the police. While the number of cases studied is a small percentage of the total number of arrests in England, the report concludes the cases are significant because substance abuse and related deaths are common among those in custody and many of the drug deaths could have been prevented.

According to the report, police officers, jail officials, and medical personnel assigned to assess the health of detainees must take responsibility for ensuring the well-being of those in custody. Yet police and jail officers are not trained to detect drug abusers -- or may disregard any indication of abuse -- leaving addicts in custody without appropriate medical care. The report recommends increasing officer training to assist them both in communicating better with medical staff and in identifying potential drug abusers who could overdose. The full report can be accessed at:

http://www.pca.gov.uk/pdfs/PCA%20Report_Les24.pdf.

Use of Force

Less-Lethal Weapon Issued

The Cook County (IL) Sheriff's Office recently adopted a new less-than-lethal alternative, the Sage SL-6 Launcher. Several officers will have access to the

department's six guns, which are outfitted to fire different types of ammunition including rubber pellets, pepper spray, and other gases. The 37-mm Launchers are designed to stun and incapacitate unruly individuals and provide officers with an alternative to batons or guns. *Chicago Tribune, June 2, 2003.*

News Briefs

Benton Harbor, MI: The Office of the Prosecuting Attorney for Berrien County released a report concluding that the Berrien County sheriff's deputy and the Benton Township officers involved in the pursuit of Terrance Shurn were not "accountable or responsible for Shurn's actions or death." Shurn was an African-American man whose fatal motorcycle crash during the pursuit ignited racial tensions and led to two nights of rioting on June 17 and 18. Police, fire and private vehicles were damaged, and at least 21 homes were destroyed by fire. The prosecutor's report concluded that the pursuit was not motivated by race because Shurn was wearing a full-face helmet, jacket, and gloves, which made it impossible for the officers to determine his race. *Detroit News, June 23, and July 8, 2003.*

Inglewood, CA: Los Angeles County prosecutors rested their case against two Inglewood (CA) police officers charged in last summer's videotaped beating of Donovan Jackson, an African-American teenager. Officer Jeremy Morse is charged with assault under the color of authority and Officer Bijan Darvish is charged with falsifying a police report related to the case.

Civil rights leaders expressed disappointment in the prosecutors' efforts and indicated they would consider pressing for federal civil rights charges if the officers were acquitted. Much of their criticism stemmed from the testimony of the prosecutor's use-of-force expert who said that he would not have filed charges against Officer Morse. *Los Angeles Times, July 16, 2003.*

Portland, OR: City and police officials in Portland (OR) participated in a five-hour public forum to discuss the fatal May 5 police shooting of Kendra James, an African-American woman who was killed during a traffic stop. The July 1 forum, which was organized by community organizations, civil rights groups, and James' family members, drew a crowd of more than 450 residents.

Portland Police Bureau officials presented a videotaped re-creation of the shooting and provided a detailed explanation of the incident. Chief Mark Kroeker and police officials responded to questions about the quality of the police investigation and inconsistencies in officers' statements, many in the audience expressed dissatisfaction with the officials' answers. Since the shooting, the Bureau has formed a Community Police Organizational Review Team to conduct a review of the department's training, policies, and recruitment. At the same time, a debate continues regarding the appropriate mandates of the city's police oversight agencies, the Citizen Review Committee and the Independent Police Review Division. *The Oregonian, July 2, 2003 and Portland Tribune, July 15, 2003.*


 Interview

Major Sam Cochran is the Coordinator of the Crisis Intervention Team, (CIT), a specialized group of officers within Memphis Police Department's (MPD) Uniform Patrol Division. The CIT is trained to respond to crisis events involving mentally ill individuals. Major Cochran also serves as the Coordinator of the Critical Incident Services program and is one of several coordinators for the Hostage Negotiation Team. A 28-year police veteran, Major Cochran joined the Memphis Police Department in 1974. The MPD consists of 1,900-plus officers, of those, about 242 are CIT-trained officers.

PARC: *How and why was the Crisis Intervention Team established?*

SC: The CIT program was formally established in 1988, however the development process began in 1986 when the local chapter of the National Alliance of the Mentally Ill began to speak out and allege that officers were insufficiently trained and unprepared. Several months later in 1987, our department responded to a crisis call involving a young man who was reported to be mentally ill. Information was also given that he was armed with a knife, was cutting himself, and threatening neighbors and family members. After a brief standoff, officers shot and killed this individual, which prompted a community outcry. Following that incident, the Mayor formed a community task force to study the issue and comprise a plan. The task force began to look at various models throughout the country. They looked at

numerous cities and found that very little was happening in this field as of late 1987. The task force concluded that the police were the best prepared resource to respond to a crisis situation and that a special team of officers needed enhanced training. Memphis was already training officers on how to deal with mentally ill individuals for 8.5 hours, more than many other departments in 1987. Since that time the CIT program developed the following steps and standards:

- 1) Officers volunteer for the CIT program.
- 2) Officers are given 40-hours of training.
- 3) Officers understand the goals and objectives of the CIT program.
- 4) Officers accept responsibility and accountability.
- 5) Officers self-identify as CIT members.

PARC: *Please describe the role, responsibilities, and function of the CIT?*

SC: The primary role of the CIT is to respond to crisis calls involving mentally-ill individuals (also referred to as consumers) and attempted suicides. In responding to this question, it is important to note that CIT is more than just training. The CIT model is based on the premise that special people deserve special care and have special needs. This approach means that we place officers in the crisis arena who are not only driven and fortified by specialized training, but are supported by his or her own passion for service and care.

The CIT program relies on two very significant terms: responsibility and accountability. When an individual is transported for mental health services, the responsibility and accountability

must transfer to a providing mental health service or “triage facility.” Many facilities require law enforcement officers to wait up to eight hours (if not longer) for the completion of a mental health evaluation.

In many communities law enforcement officers have very limited or nonexistent community mental health services at their disposal. Law enforcement officers often choose the easy process of the criminal justice system (county jails), out of frustration in order to expedite what the public demands - police officers available and ready to respond to community law enforcement calls.

PARC: *Can you describe what steps the CIT typically takes upon being notified of a situation where they are needed?*

SC: A call will come through our 911 system. A trained dispatcher listens and takes down information, noting anything that might indicate the existence of mental illness. The dispatcher also asks pointed questions in order to detect if it is a mental illness crisis call. If the call event is classified as such, the dispatcher will utilize a computer to locate the nearest available CIT officer.

CIT officers are deployed throughout precincts – they perform other patrol police duties, but during a call event where mental illness issues are present the CIT officer can be dispatched anywhere within the city. Appropriate staffing allows for most CIT officers to remain within the geographical bounds of their assigned precinct.

Once a CIT officer is assigned to a call event the dispatcher will then assign other officers to the same incident. In

most events, all of the dispatched officers will meet and travel together to the event location. Our policy directs the lead CIT officer to oversee the crisis.

Once on the scene, CIT officers will help stabilize the crisis and assist with any negotiations. In some instances the officer will appropriately refer community resources, and/or will transport the individual for an emergency commitment evaluation.

PARC: *What characteristics differentiate the CIT program from other law enforcement models that address mental illness?*

SC: Some agencies have a professional mental health person or a mobile mental health crisis team available for crisis calls. However, crisis response times or multiple crisis events occurring closely together can jeopardize the overall intent of a specialized crisis response plan. Sometimes things happen very rapidly and a delay in deployment can be extremely disadvantageous. Some communities have mental health and law enforcement officers riding together, and others will have CIT and mobile crisis teams working in unison – separate, but cooperating. Ultimately, each community should perform a needs-assessment within the context of their community’s issues and circumstances. An honest assessment of existing services and operating systems should be one of the first priorities.

PARC: *What are the training requirements and standards for CIT officers and how do they differ from basic officer training?*

SC: The CIT training model begins with

the right person. Many CIT officers volunteer for the program for personal reasons such as having a close or distant relative who has a mental illness. Others volunteer because of the role that they envision themselves performing as a police officer. Whatever the reason, CIT strives to motivate - I cannot tell you the countless times that our CIT officers have performed their duties, not on fundamental levels of training, but on degrees of passion, kindness, sincerity, and understanding.

Training is designed to educate and help the officers understand the different diagnoses of mental illnesses. Officers need to understand the many side effects and life threatening issues relating to drug and alcohol abuse. Officers are taught role-playing techniques and verbalization skills in order to help defuse crisis episodes. One of the most important and rewarding parts of CIT training is the 8 hours of officer and consumer interaction. Officers and consumers meet each other openly and build new relationships of understanding. This has been a very positive component and serves to offset some of the stigmas often associated with the mentally ill.

PARC: *How do you determine which officers are well-suited for CIT?*

SC: First, we closely review their background and the past disciplinary action they received. Many times disciplinary charges are a good measure of the officer's maturity level and ability to make appropriate judgments.

Officers also participate in an interview process in order to see how well they express themselves. In addition, officers

take a skills and traits test in order to determine their level of interest and motivation. Seniority points also factor into the selection process -- our police association in particular, appreciates this aspect.

PARC: *What tactics do CIT officers use to detect signs of mental illness and calm suspects?*

SC: Please do not apply a litmus test or place CIT tactics into a scientific context. How much the officer knows about the crisis event is very important. It is preferred that the officer and the mentally ill individual are familiar with each other; or at the very least, that the officer is familiar with the individual's history, likes, and dislikes in order to facilitate the process of establishing a line of communication when a crisis situation occurs.

The officer's speech, movement, positioning, and approach are also very important. You must speak slowly, in short sentences, repeat things, show care, actively listen, and ensure that other officers are not being disruptive. It is also necessary to understand that fear is a terrible enemy at a crisis scene and devastating to the person who is experiencing a psychiatric crisis. It is not always an A-B-C methodology; sometimes trial and error is necessary in order to reach common ground in establishing communication. It depends on how sick the individual is; sometimes the lines of communication are just not there.

PARC: *Do CIT officers have a wider scope of less-lethal options available to them, and if so, what are they?*

SC: Yes, many CIT programs have their CIT officers equipped with additional less-lethal equipment. Examples of some of the most common less-lethal equipment are: impact weapons that shoot hard plastic, hard rubber, or another projectile; tasers that deliver shock energy by means of a battery power source; nets – though very difficult to use; and different kinds of chemical agents.

PARC: *How does the present CIT program differ from the original version that was established in 1988?*

SC: In 1988, CIT was founded with the hopeful expectation of bringing safety to officers, family members, and consumers. This was achieved, and since then CIT has become a specialized first crisis responder model.

We have come along way in learning more about mental illness issues. This learning process is integrated within the context of seeing and understanding the human side of mental illnesses. The training process is very much about people – those who struggle and cope with their illness.

Another remarkable change occurred within the department. Officers have stated that the status derived from being a CIT officer changed their life – CIT officers are very committed advocates for consumers and families, and speak out on local issues concerning appropriate community services. I am not sure you can say that the CIT program of 1988 is that much different from today's version. I believe that the CIT model has matured, but has maintained a tradition.

PARC: *What effects, benefits, and achievements have resulted since the inception of the CIT program?*

SC: The CIT Program helped to identify the lack of mental health services within our community. The CIT program also helped identify other pressing community needs. One of our most important objectives was to establish a detoxification (detox) program. It took several years, but with a community effort we were able to accomplish this task. Prior to the establishment of our detox program, intoxicated individuals were arrested on a criminal public intoxication charge. Now officers are able to transport an intoxicated individual to the detox center. Many times when an individual is coming off of alcohol or drugs, it will be discovered that mental illness issues are also present.

PARC: *How many other jurisdictions have adopted a CIT Model?*

SC: My best guess is that somewhere between 50 and 80 departments have established a similar program throughout the country.

PARC: *What national trends have you observed, or do you foresee, regarding law enforcement's interaction and handling of mentally ill suspects?*

SC: The American public is realizing that people who have a mental illness and/or substance abuse issues are disproportionately represented in correctional facilities across our country. People are realizing that individuals with mental illness are often inappropriately placed into the criminal justice system, and many times, it is due to a lack of

service care within the community. These issues are beginning to receive a significant amount of state, local, and federal attention.

Many new jail diversion programs are being implemented with the expressed intent of reducing the mentally ill population size. There must be a balance within each community. That is, between jail diversion programs, (including mental health courts) and the CIT model. The existence of jail diversion programs can aide in assisting individuals who have a mental illness and/or substance abuse issues, but there should also be a pre-jail diversion program, so that people with mental illnesses are not inappropriately placed into the criminal justice system.

This balance of systems is not optional, and anything less should not be tolerated. I want to reiterate that a lack of services and accessibility of law enforcement to such services is, in effect criminalizing the mentally ill. I shudder at the thought of law enforcement officers being forced to arrest and place individuals in jails because there is nowhere else to go.

PARC: *What criticisms, if any, have been made of the CIT program?*

SC: I think that you must be careful to not portray the CIT program as a panacea for all of the problems that we are facing. Even with any flaws the CIT program may have, I think it is much more desirable to have it in place rather than suffer the consequences when no other options for dealing with the mentally ill or substance abusers are in place.

PARC: *Is the CIT program evolving, and if so, what new initiatives have been proposed?*

SC: The CIT Model has maintained strong community support. The fact that the program can be just as effective for large, medium, or small jurisdictions is very positive. I suspect that you will see more community outreach programs working with CIT models. I believe CIT will become somewhat of a court-standard when determining whether cities and/or counties are adequately prepared to handle mental illness crisis events.

PARC: *Do you foresee any major changes in law enforcement's approach towards mentally ill suspects in the next 20 years?*

SC: Yes I do. You will continue to see the creation of more community partnerships. These partnerships will specifically address crisis issues relating to criminal justice, community, and mental health issues. Such new, empowered coalitions will have a significant influence on policy issues pertaining to mental health and law enforcement services.

You cannot ask this question within the context of law enforcement alone – you cannot expect to have changes within one category – the scope of the issues will not allow this to be a valid question. The problems, circumstances, and issues that our nation is facing within the context of mental illnesses and substance abuse issues should not be confined to one profession. People with mental illnesses have died and have been inappropriately incarcerated because of past and present failures and our failure

to address the most simplistic issues – providing and funding for appropriate linkages of system infrastructures. I am not saying that any one-group is at fault, but rather suggesting a much broader condemnation.

One major issue that has not been fully addressed pertains to the stigma that the mentally ill face. The issues are complex and I am not suggesting that they can be resolved quickly. However, major changes are underway in the planning process – i.e. first crisis responder programs/pre-jail diversion (CIT), post-jail diversion, and system linkages of assessable mental health and community services.

I am hopeful that major changes will continue, and that law enforcement efforts, combined with others, will ensure a better future and improved services for the mentally ill, who are so deserving and worthy of the best of care.

PARC: *How could the CIT program be improved?*

SC: CIT must be preserved within an infrastructure that provides a continuity of care and services. One that is mutually linked by terms and conditions with outlined policies and procedures founded on responsibility and accountability.

PARC: *What challenges and obstacles might police departments face if they incorporate a CIT-type program within their department?*

SC: Sometimes communities miss the total concept of what CIT is and what CIT can do. Some communities are surrounding themselves within the

concept of “magical CIT Training.” There are those who misunderstand and advocate only the 40-hour training program, declaring this as CIT. This presumption fails to capture the purity of CIT, and the empowering transformation of self-awareness that its officers attain and the personal commitment that follows.

The incorporation of CIT should be within the context of partnerships, specialization, systems/services, and infrastructures that pronounce that CIT is more than just training. It is important to understand that special people have special needs and therefore are deserving of special services and special care.

**Conferences**

July 28-30, 2003 – National Institute of Justice 10th Annual Conference on Criminal Justice Research and Evaluation, to be held in Washington, D.C. More information is available at: www.nijpcs.org/RE/RE2003/index.htm.

July 31-August 3, 2003 – National Association of Women in Law Enforcement Executives 8th Annual Conference, to be held in Tempe, Arizona. More information is available at: www.nawlee.com/conference/html.

August 11-16, 2003 – Hispanic American Police Command Officers Association 30th Annual National Training Conference, to be held in Chicago, Illinois. More information is available at: www.hapcoa.org/conference/.

September 21-24, 2003 – National Association for Civilian Oversight of Law Enforcement 9th Annual Conference, to be held in Los Angeles, California. More information is available at: www.nacole.org.

September 29-October 1, 2003 – Americans for Effective Law Enforcement Police Civil Liability and

the Defense of Citizen Misconduct Complaints seminar, to be held in Las Vegas, Nevada. For more information, visit www.aele.org/wkscivil.html.

October 5-8, 2003 – National Internal Affairs Investigators Association Annual Training Conference to be held in Phoenix, Arizona. More information is available at: <http://www.niaia.org/members/events/default.asp>.

October 21-25, 2003 – International Association of Chiefs of Police Annual conference to be held in Philadelphia, Pennsylvania. More information is available at: theiacp02.expoexchange.com/.

October 23, 2003 – Police Executive Research Forum Town Hall Meeting, to be held in conjunction with the 2003 IACP conference in Philadelphia, PA. More information available at: www.policeforum.org/conference.html.

November 22-24, 2003 – Police Executive Research Forum Problem-Oriented Policing Conference, to be held in San Diego, CA. More information available at: www.policeforum.org/conference.html.

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