

## Call for Applicants to Participate in the Law Enforcement–Mental Health Learning Sites Program

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In partnership with the U.S. Department of Justice’s Bureau of Justice Assistance (BJA), [The Council of State Governments \(CSG\) Justice Center](#) is seeking applicants to expand the Law Enforcement–Mental Health Learning Sites Program. This program is designed to identify and highlight agencies from across the country with successful police-mental health collaboration ([PMHC](#)) programs between law enforcement and mental health systems that are willing to serve as models of effective [PMHC programs](#), while sharing their expertise with the field. The current learning sites represent a diverse cross-section of perspectives and program examples and are dedicated to helping other jurisdictions improve their responses to people with mental illnesses.

Learning sites are chosen not just for their programmatic successes, but also for their ability to provide insight and guidance to other jurisdictions interested in starting or expanding a PMHC program. For examples of police-mental health collaboration models, visit the [Law Enforcement – Mental Health Learning Sites webpage](#).

### Deadline

All applications are due by **11:59 p.m. ET on [October 27, 2017](#)**. (See “Deadlines,” page 4).

### Contact Information

For technical assistance with submitting an application, please contact Nicola Smith-Kea, Senior Policy Analyst – Law Enforcement Program – CSG Justice Center, at 301-915-9718 or [le-mh-learningites@csgjusticecenter.org](mailto:le-mh-learningites@csgjusticecenter.org)

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## **I. Overview of Learning Sites Program**

Jurisdictions across the country are exploring strategies to improve the outcomes of encounters between law enforcement and people with mental illnesses. As a growing number of communities develop or enhance their police-mental health collaboration (PMHC), many agencies are struggling with the planning process and how to tailor successful implementation strategies from other jurisdictions to address their own distinct problems and circumstances.

In an effort to expand the knowledge base for law enforcement agencies interested in starting or enhancing a PMHC, the Council of State Governments (CSG) Justice Center, with assistance from a team of national experts and the U.S. Department of Justice's Bureau of Justice Assistance (BJA), selected six police departments to serve as national law enforcement–mental health learning sites. These learning sites represent a diverse cross-section of perspectives and program examples and are dedicated to helping other jurisdictions improve their responses to people with mental illnesses. The original six learning sites are the Houston (TX) Police Department, the Los Angeles (CA) Police Department, the Madison (WI) Police Department, the Portland (ME) Police Department, the Salt Lake City (UT) Police Department, and the University of Florida Police Department.

Following a competitive application process, selected jurisdictions will gain national recognition as Law Enforcement–Mental Health Learning Sites, and will work closely with the CSG Justice Center to provide peer-to-peer learning opportunities to programs nationwide as well as fellow learning sites, stay abreast of current research and best practices, and improve their own programs. While learning sites do not receive funding directly from BJA or the CSG Justice Center, they are reimbursed for approved costs associated with hosting site visits from other jurisdictions, or travel to other jurisdictions to provide training and technical assistance, and have access to technical assistance provided by CSG Justice Center staff.

## **II. Target Population**

In an effort to increase the capacity of the Law Enforcement–Mental Health Learning Sites program to respond more effectively to all categories of law enforcement agencies, CSG Justice Center is seeking applicant agencies that fall under the following categories:

- Sheriff's department
- State law enforcement agency
- Rural law enforcement agency
- Regional law enforcement entity
- Probation and Parole agency/ authority

The expansion will be accomplished through a competitive selection process, and applicants are expected to have robust PMHC programs that effectively demonstrate the [essential elements of a police-based specialized program](#).

### III. Deadlines

All applications are due by **11:59 p.m. ET on October 27, 2017**. Applications must be submitted by email to Nicola Smith-Kea at [le-mh-learningsites@csgjusticecenter.org](mailto:le-mh-learningsites@csgjusticecenter.org). Scanned copies of supporting documents can be attached to the application; however, if you choose to send hard copies of supporting materials, please mail them to CSG Justice Center ATTN: NICOLA SMITH-KEA, 4630 Montgomery Avenue, Bethesda, Maryland 20814.

### IV. Eligibility

The Learning Site Program is open to PMHC programs that already have well-established initiatives in place to effectively respond to people with identified mental health needs. Programs must be willing and have the capacity to fulfill the duties of learning sites, including but not limited to:

- Responding to questions from the field in a timely and thoughtful manner;
- Hosting site visits with interested jurisdictions and providing brief summaries of these visits to the CSG Justice Center;
- Engaging in CSG Justice Center-hosted peer-to-peer learning activities (e.g., web meetings, webinars, conference calls, and conference presentations); and
- Consulting with the CSG Justice Center on projects or publications relevant to their program expertise.
- Assisting agencies with common goals and objectives as they develop, test, and refine their PMHC strategies; and assist with objectives related to: learning about PMHC strategies, planning and implementing a PMHC, training for a PMHC, managing a PMHC and measuring progress of a PMHC.

### V. Application Process

Please review the following application process, and email your completed application to Nicola Smith-Kea at [le-mh-learningsites@csgjusticecenter.org](mailto:le-mh-learningsites@csgjusticecenter.org) by **11:59 p.m. ET on October 27, 2017**

Scanned copies of supporting documents can be attached to the application. If you choose to send hard copies of supporting materials, mail them to CSG Justice Center ATTN: NICOLA SMITH-KEA, 4630 Montgomery Avenue, Bethesda, Maryland 20814.

#### **A. Submit:**

- i. A letter of interest**
- ii. The completed application**
- iii. Requested supplementary materials**

A letter of interest must be submitted by program leadership to Nicola Smith-Kea at [le-mh-learning sites@csgjusticecenter.org](mailto:le-mh-learning sites@csgjusticecenter.org). The letter of interest should address:

- ✓ Why you are interested in becoming a nationally recognized learning site;
- ✓ How the program would incorporate learning site duties (including responding to questions from the field, hosting site visits, visiting with jurisdictions that request assistance, reporting summaries of monthly activities to the CSG Justice Center, and engaging with peers); and
- ✓ How the program meets the selection criteria outlined in Section VI.

This letter should be double-spaced, using a standard 12-point font with not less than 1-inch margins, and should not exceed three pages.

Applicants must also submit a completed application (Section VII) and the requested supplementary materials.

#### **B. Telephone interviews and on-site observation**

After all applications received by **October 27, 2017** are reviewed, a subset of sites will be selected as finalists based upon the quality of the applications submitted and how well the sites demonstrate that they meet the selection criteria in Section VI. The CSG Justice Center will then schedule follow-up calls and/or an on-site visit to inform the final selection of learning sites.

#### **C. Final selection**

Based on the letter of interest, application, supporting materials, and information obtained through the telephone interview and/or on-site observation, the CSG Justice Center will identify sites that best fit the selection criteria stated below in section VI, and have the greatest capacity to serve as learning sites.

All application materials and findings, as well as recommendations, will be presented to BJA, CSG Justice Center staff, and outside expert consultants for final review and confirmation.

### **VI. Selection Criteria**

Learning sites will be selected to ensure a diversity of programs that meet the following criteria:

- ✓ Demonstrated leadership: Site has demonstrated support from leadership across collaborating partners, as evidenced by it being an agency priority through planning and budgeting documents, and/or the establishment of an organizational unit with an identified commander. Site has demonstrated commitment to working with their national peers to improve the field.
- ✓ Demonstrated an active partnership with behavioral health providers: Site shows strong commitment to partnerships with behavioral health treatment providers. Site also demonstrates a connection to, and shows involvement with, other relevant community partners.
- ✓ Demonstrated appropriate policies and procedures: Site has demonstrated the implementation of efficient and effective protocols that enable behavioral health and law enforcement professionals to divert individuals from the criminal justice system to treatment in the least restrictive setting that still meets public safety objectives.
- ✓ Commitment to comprehensive and quality training and education for all relevant personnel: Site has demonstrated that effective and appropriate training is a part of agency-wide strategies that provide needed structures and supports as well as coordination across systems.
- ✓ Data collection and information sharing capacity: Site demonstrates the capacity to routinely track and analyze performance using data on key measures that can guide collaborative decision-making going forward and evaluate the impact of their collaboration. Site has also demonstrated appropriate and effective information sharing practices across partnering agencies that enable behavioral health and law enforcement professionals to divert individuals from the criminal justice system to treatment in the least restrictive setting that still meets public safety objectives. *No individually identified personal health information will be shared or requested.*
- ✓ Demonstrated sustainability: Site has demonstrated commitment to sustainability through evaluations, data analysis, committed partners and champions, and identified processes and funding. Site also has funding identified and in place to sustain their operation and has identified one or more staff members to handle learning site needs.
- ✓ Willingness to fulfill the duties of a learning site: Site is willing and able to interact with the field as well as fellow learning sites, host visitors, answer calls, connect with programs nationwide, stay abreast of current research and best practices, advise on current CSG Justice Center projects, participate in CSG Justice Center programming when applicable, and report summaries of quarterly activities to the CSG Justice Center.

**For successful development, implementation and sustainability of PMHC programs,** jurisdictions must adhere to the elements highlighted in [\*Improving Responses to\*](#)

*People with Mental Illnesses: The Essential Elements of a Specialized Law Enforcement-Based Program (New York: Council of State Governments Justice Center 2008).*

**For more research, visit the following the links:**

- [Statewide Law Enforcement / Mental Health Efforts: Strategies to Support and Sustain Local Initiatives \(New York: Council of State Governments Justice Center 2012\)](#)
- [Information Sharing in Criminal Justice-Mental Health Collaborations: Working with HIPAA and Other Privacy Laws \(New York: Council of State Governments Justice Center 2010\)](#)
- [Improving Responses to People with Mental Illnesses: Tailoring Law Enforcement Initiatives to Individual Jurisdictions \(New York: Council of State Governments Justice Center 2010\)](#)
- [Improving Responses to People with Mental Illnesses: Strategies for Effective Law Enforcement Training \(New York: Council of State Governments Justice Center 2008\)](#)
- [Law Enforcement Responses to People with Mental Illnesses: A Guide to Research-Informed Policy and Practice \(New York: Council of State Governments Justice Center 2008\)](#)

*Please note: Efforts will be made to ensure the cohort of learning sites is diverse and equally represents rural, suburban, and urban jurisdictions.*

## Law Enforcement–Mental Health Learning Site Program | Application Form

### VII. Application – Please submit no later than **October 27, 2017** at 11:59 p.m. ET.

Please complete the application form, providing as many details as possible to each question. If you have questions or concerns, please e-mail Nicola Smith-Kea at [le-mh-learning sites@csgjusticecenter.org](mailto:le-mh-learning sites@csgjusticecenter.org)

#### Contact information

Name	
Title	
Agency	
Address	
Telephone	
Fax	
E-mail	

#### Jurisdiction characteristics

All law enforcement agencies, regardless of size, are eligible and encouraged to apply. Smaller departments may choose to collaborate and submit a single application for a regional program, and should indicate which agency will serve as the lead on the application. If applying as a regional collaboration, please describe the total catchment area for the initiative when responding to these questions.

1. Law enforcement agency name(s):
2. Total number of agency personnel:  
Number of sworn: \_\_\_\_\_ Number of non-sworn: \_\_\_\_\_
3. Jurisdiction and State:
4. Total population served (estimate):
5. What is the primary type of jurisdiction? (check the best match)  
 Urban                       Suburban  
 Rural                          State  
 Mixed (please describe) \_\_\_\_\_  
 Other (please describe) \_\_\_\_\_

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**Program information**

1) Please indicate the type of program currently in place:

<b>PMHC Program</b>	<input type="checkbox"/> Crisis Intervention Team (CIT) Program <input type="checkbox"/> Co-Responder Model <input type="checkbox"/> Mobile Crisis Team <input type="checkbox"/> Case Management Approach <input type="checkbox"/> Tailored Approach  <i>See Appendix B for brief overview of program types.</i>
<b>Other (please describe)</b>	

2) Briefly describe your program including its **mission, length of operation, and target population.**

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3) List any and all criminal justice and mental health partners who were involved in the **design, planning, and implementation of this program.**

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- 4) Describe the role of the mental health partners in the design and operation of the program.

- 5) Please list current, main collaborating partners.

- 6) List all relevant partnerships that currently contribute to your PMHC program(s), including but not limited to, mental health agencies and community-based service providers.

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- 7) Is there a local task force or advisory board that your program interacts with in your community? (e.g., Criminal Justice Coordinating Council)?

- 8) How is your program/initiative funded?

- 9) What year did your agency first implement a PMHC program?

If your agency has implemented more than one PMHC program (e.g., CIT, co-response, mobile crisis, LE case management, or hybrid), please list the earliest year of implementation.

### Population served

- 10) Does your PMHC program allot any of its resources and services to help other vulnerable populations in addition to adults with mental illnesses? (check all that apply)

- Juveniles or youth in mental health crisis
- University population
- People with co-occurring substance use disorders
- People who experience homelessness
- Other (please describe)
- There is no specific priority population beyond people with mental illnesses.

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### Program strength

**11) The Essential Elements of a Specialized Law Enforcement-Based Program<sup>1</sup>**

Check the three elements in which your PMHC (s) excels the most.

	<b>Essential Elements</b>	<b>Description</b>
	Collaborative Planning and Implementation:	Organizations and individuals representing a wide range of disciplines and perspectives and with a strong interest in improving law enforcement encounters with people with mental illnesses work together in one or more groups to determine the response program’s characteristics and guide implementation efforts.
	Program Design	The planning committee designs a specialized law enforcement-based program to address the root causes of the problems that are impeding improved responses to people with mental illnesses and makes the most of available resources.
	Specialized Training	All law enforcement personnel who respond to incidents in which an individual’s mental illness appears to be a factor receive training to prepare for these encounters; those in specialized assignments receive more comprehensive training. Dispatchers, call takers, and other individuals in a support role receive training tailored to their needs.
	Call-Taker and Dispatcher Protocols	Call takers and dispatchers identify critical information to direct calls to the appropriate responders, inform the law enforcement response, and record this information for analysis and as a reference for future calls for service.
	Stabilization, Observation, and Disposition	Specialized law enforcement responders de-escalate and observe the nature of incidents in which mental illness may be a factor using tactics focused on safety. Drawing on their understanding and knowledge of relevant laws and available resources, officers then determine the appropriate disposition.
	Transportation and Custodial Transfer	Law enforcement responders transport and transfer custody of the person with a mental illness in a safe and sensitive manner that supports the individual’s efficient access to mental health services and the officers’ timely return to duty.
	Information Exchange and Confidentiality	Law enforcement and mental health personnel have a well-designed procedure governing the release and exchange of information to facilitate necessary and

<sup>1</sup> These 10 essential elements are from a CSG Justice Center publication that is available for free download: [Improving Responses to People with Mental Illnesses: The Essential Elements of a Specialized Law Enforcement-Based Program \(2009\)](#)

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		appropriate communication while protecting the confidentiality of community members.
	Treatment, Supports, and Services	Specialized law enforcement-based response programs connect individuals with mental illnesses to comprehensive and effective community-based treatment, supports, and services.
	Organizational Support	The law enforcement agency’s policies, practices, and culture support the specialized response program and the personnel who further its goals
	Program Evaluation and Sustainability	Data are collected and analyzed to help demonstrate the impact of and inform modifications to the program. Support for the program is continuously cultivated in the community and the law enforcement agency.

12) Please describe why your agency would make a good learning site based on how your PMHC program excels in the three elements chosen above.

**Leadership Commitment**

13) Please explain how your leadership team has demonstrated a sustained commitment to the PMHC program. For example, are your leaders engaging stakeholders on a consistent basis and providing senior-level oversight and coordination of the program? Are they ensuring that directives and cross-system agreements align with the goals of the PMHC and that performance reviews and recognition systems reward personnel from all agencies who help advance PMHC goals? Do they prioritize funding and resource-allocation decisions to support PMHC?

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**Training**

14) Please indicate the type of mental health/ de-escalation training your agency conducts to prepare officers.

<b>Training Initiative</b>	<input type="checkbox"/> Crisis Intervention Team (CIT) Training <input type="checkbox"/> Mental Health First Aid Training <input type="checkbox"/> Crisis de-escalation training <input type="checkbox"/> Other, describe below  <b>Please attach a copy of the curriculum along with your application.</b>
<b>If you selected “other” above, please describe here.</b>	

15) How long is the mental health/de-escalation training course that your program currently provides to officers?

- 40 hours     
  24 hours     
  8 hours     
  4 hours     
  Other: \_\_\_\_\_

16) Please indicate who receives mental health/de-escalation training.

<input type="checkbox"/> Law enforcement personnel	<input type="checkbox"/> Mental health workers
<input type="checkbox"/> Call takers and dispatchers	<input type="checkbox"/> Emergency medical technicians (EMTs)
<input type="checkbox"/> Paramedics	<input type="checkbox"/> Firefighters
<input type="checkbox"/> Correctional officers	<input type="checkbox"/> Probation/parole officers
Other:	

17) For law enforcement personnel, at what level is training conducted?

- Recruit level     
  In-service level     
  Specialized

**Agency Protocols for Responding to People with Mental Illness**

18) Are there written protocols in place that guide personnel response to mental health related calls for service? If so, please provide language below or attach policies and procedures documents for review.

19) Which of the following response protocols best describes your agency’s approach to responding to mental health calls for service? Check all that apply.

- Traditionally-trained patrol officers respond to the call.
- Specially-trained law enforcement officers respond to the call for service to provide crisis intervention services and to act as liaisons to the mental health system.
- Mental health professionals partner with specially-trained law enforcement officers to provide joint on-scene crisis intervention and referral (e.g., co-responder teams).
- Mental health providers, often as members of a mobile crisis team, are called in by law enforcement to provide crisis intervention at the scene.
- Law enforcement officials partner with mental health clinicians to provide case management and follow-up services.

If responses above do not fully align with your agency’s current approach, please provide additional information below.

**Data Collection and Information Sharing**

20) What data does your program collect?

21) How is data collected and stored?

22) Who is responsible for the collected data and its analysis?

23) Is data used to drive practice? If yes, please explain further.

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24) Are there processes in place to share participant information between collaborating partners?

**Evaluations**

25) How is your program evaluated? Has your program’s data been used to generate evaluations? *Please submit a recent program evaluation, if available.*

## Additional information

26) Please provide any additional information about your PMHC program, including any other elements of your initiative that you believe are particularly strong and of value for other agencies to understand. This may include any information that demonstrates program sustainability, training and protocols for dispatchers, information-sharing policies, and/or any strong peer-support features. (Optional)

## VII. Attachments

### Supporting Materials

Please submit as many of the below items as possible, as well as any documentation you feel is necessary to support answers given on this application.

Items in bold are required to be submitted for your application to be considered.

- **Policy and procedures manuals** (e.g., written policies, tools, or guidelines that support any of your answers)
- **Letter of support from agency head or elected official** (as many as applicable)
  - **Law Enforcement Agency**
  - **Mental Health Agency**
  - County Commissioner/Manager
  - Other Collaborating Partners
  - Local Mental Health Advocacy Group(s)
- Mental Health/ De-escalation Training curricula
- Any annual reports and/or program brochures
- Program evaluations (either internal or from a third-party evaluator)

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### Appendix A: Checklist for Application

The following items must be submitted to Nicola Smith-Kea at [le-mh-learning sites@csgjusticecenter.org](mailto:le-mh-learning sites@csgjusticecenter.org) by October 27, 2017 at 11:59 EST.

- ✓ Letter of Interest (See Section V)
- ✓ Completed Application (See Section VII)
- ✓ Attachments (See Section VII)

#### *Required attachments:*

- Policy and procedures manuals
- Statistics on program size, demographics, average length of involvement and jail stays for participants, and participant outcomes (e.g., success, failure, remand)
- Letter of support from agency head or elected official (as many as applicable)
  - Law Enforcement Agency Leader
  - Mental Health Agency Leader
  - City/County Commissioner/Manager
  - Advocacy Board Member
  - Chair of Task Force/Advisory Committee (see question 7 above)

#### *Optional Attachments:*

- Any annual reports and/or program brochures
- Program evaluations (either internal or from a third-party evaluator)

### Appendix B: Brief Overview of PMHC Programs

#### Responding to Mental Health Calls for Service

At the street level, PMHC programs provide officers with the knowledge and skills they need to de-escalate encounters, promote the safety of all involved, and when appropriate, divert the person from further involvement with the criminal justice system and provide a timely connection to accessible and effective community-based mental health services. Five types of PMHC programs are briefly described below. It is important to note that there is no one “right” type of PMHC program. Agencies need to assess their community’s needs and resources to determine which type of PMHC is most appropriate.

- **Crisis Intervention Team (CIT):** CIT is the most commonly used approach by law enforcement agencies. The CIT model originated in the Memphis, Tennessee Police Agency and is therefore often called the “Memphis Model.” CIT is based on the idea that experienced officers who volunteer to participate in the program are best at responding to mental health calls. Agencies select a group of qualified patrol officers (representing approximately 25 percent of the patrol force) who volunteer to take on this responsibility, in addition to their normal patrol duties. After completing a 40-hour training course, CIT officers are dispatched to mental health calls or to assist officers who are not qualified in the CIT model. These CIT officers rely upon their expertise to work with mental health providers to determine appropriate dispositions.
- **Co-Responder Team:** In the co-responder team model, a specially-trained officer and a mental health crisis worker respond together to mental health calls for service. By drawing upon the combined expertise of the officer and mental health professional, the team is able to link people with mental illnesses to appropriate services or provide other effective and efficient responses. The most common approach is for the officer and crisis worker to ride together in the same vehicle for an entire shift, but in some agencies the crisis worker meets the officer at the scene and they handle the call together. Co-responder teams may respond throughout the entire jurisdiction, or they may work in areas with the greatest number of mental health calls.
- **Mobile Crisis Team:** The mobile crisis team is a group of mental health professionals who are available to respond to calls for service at the request of law enforcement officers. The mobile crisis team’s goal is to divert people from unnecessary jail bookings and/or emergency rooms. These crisis workers are skilled at helping to stabilize encounters and assume responsibility for securing mental health services for people—including those in crisis who may need further evaluation and treatment. Mobile crisis teams are not necessarily dedicated to assisting only law enforcement officers, but respond to requests directly from community members or their families and friends as well.
- **Case Management Team:** In the case management team approach, officers—often in collaboration with mental health professionals—carry a caseload of consumers. Officers do not treat or diagnose, but rather engage people who have repeated interactions with law enforcement or have a history of violence. Officers work with those people to develop specific solutions to reduce repeat interactions. This approach strives to keep people connected to mental health services and community resources to abide by treatment plans and meet other responsibilities, such as work, school, and training. Some agencies have designated full-time officers or detectives to perform this function, while in other agencies patrol officers can assume this responsibility in addition to other duties.
- **Tailored Approach:** A tailored approach is one in which an agency intentionally selects various response options from multiple PMHC programs to build a comprehensive program. This approach allows the agency to adhere to a consistent policing philosophy while being responsive to community needs. Factors that agencies consider when choosing this approach may include the size of the jurisdiction and the number of officers staffing a given shift. When using a tailored approach, a law enforcement agency begins with the expectation that every patrol officer must be able to respond effectively to mental health calls. Agencies enhance their patrol force with officers or detectives whose primary responsibilities are to liaise with stakeholders to coordinate criminal justice and mental health resources.