

EXHIBIT B



Cleveland Division of Police

SPECIALIZED CRISIS INTERVENTION PLAN



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Specialized Crisis Intervention Plan

The Cleveland Division of Police is committed to ensuring that a specialized CIT officer is available to respond to all calls and incidents that appear to involve an individual in crisis. Therefore, the following Specialized Crisis Intervention Plan will provide the information, analysis, training, and implementation to reach this worthwhile goal, providing best possible outcomes possible for people in crisis and special need populations.

This plan includes the following:

1. An assessment of the number of Officers necessary to ensure coverage of all calls for an individual in crisis across all shifts and all Districts.
2. A description of the procedures for identification of any gaps in coverage.
3. The mechanisms that the Division will use to fill gaps in coverage.
4. An analysis of barriers to full coverage and possible steps to overcome these barriers.
5. A list of ways to identify officers who are appropriate to be assessed for suitability to be specialized CIT officers.

1. Number Of Specialized CIT Officers Necessary To Cover All Crisis-Related Calls Throughout The City Of Cleveland.

The nationwide standard, established by the “Memphis Model” is to have 25% of the uniformed officers which handle crisis-related calls be CIT trained and we are following that model here.

The following chart shows a breakdown of the number of patrol officers by each shift in each Police District. This number represents only patrol officers assigned to Basic Patrol (uniform officers that handle radio calls in a marked zone car). It does not include police supervisors in Basic Patrol, or officers in support or investigative unit roles. The chart then shows the number of specialized CIT officers needed for each shift to reach a minimum of 25% of all officers assigned to a shift. This is not the number working on any given day but 25% of the total number on the shift, ensuring that on any given day, there will be specialized CIT officers available to handle crisis calls.

The final line establishes the minimum number of officers that need to be trained to be specialized CIT officers for city-wide coverage of calls (148), provided that the officers are deployed as indicated in the chart.

Cleveland Division of Police City-Wide Specialized CIT Officer Staffing Plan

District 1

A Platoon: 22 Patrol Officers/ 6 CIT Officers. 28%
B Platoon: 35 Patrol Officers/ 9 CIT Officers. 26%
C Platoon: 32 Patrol Officers/ 8 CIT Officers. 25%

District 2

A Platoon: 36 Patrol Officers/ 9 CIT Officers. 25%
B Platoon: 49 Patrol Officers/13 CIT Officers. 27%
C Platoon: 38 Patrol Officers/10 CIT Officers. 27%

District 3

A Platoon: 29 Patrol Officers/10 CIT Officers. 28%
B Platoon: 48 Patrol Officers/ 12CIT Officers. 25%
C Platoon: 36 Patrol Officers/ 9 CIT Officers. 25%

District 4

A Platoon: 40 Patrol Officers/10 CIT Officers. 25%
B Platoon: 59 Patrol Officers/15 CIT Officers. 26%
C Platoon: 41 Patrol Officers/11 CIT Officers. 27%

District 5

A Platoon: 33 Patrol Officers/ 9 CIT Officers. 27%
B Platoon: 41 Patrol Officers/11 CIT Officers. 27%
C Platoon: 29 Patrol Officers/ 8 CIT Officers. 28 %

Totals: 568 Patrol Officers. 148 CIT Officers. 27%

This report made use of a breakdown of CIT calls citywide by District, by Shift for the year of 2016, attached hereto as Supplement A. It should be noted that the total

number of calls dispatched for the year citywide is 266,407. The total number of CIT calls citywide is 7,121, approximately 3% of all calls. Also, the breakdown of calls by shift points to the need to assign more officers on the afternoon shift, when the greater number of calls occurred, with fewer officers assigned to days and nights, when fewer calls occurred. These numbers indicate the Staffing Plan should be sufficient to ensure full coverage of all CIT calls, once the Plan reaches full deployment.

2. Procedures For Identification For Gaps In Coverage.

The following procedures will be established to identify gaps in coverage of crisis-related calls handled by specialized CIT officers once a sufficient number of specialized CIT officers have been trained and deployed. Two monthly reports will be generated.

- The first report will identify the number of specialized CIT officers on each shift in each District. This will reveal how close each shift and District are to having the goal number of specialized CIT officers per the Staffing Plan.
- The second report is a study of how many crisis-related calls were received and assigned by radio per shift and District, and how many of those calls were handled by a specialized CIT officer and how many were not handled by a specialized CIT officer. An analysis of this report will reveal where gaps exist in the Division *having sufficient specialized CIT officers on each Platoon to handle the volume of calls received and assigned by police radio* or if this number must be adjusted. This may result in the numbers on the Staffing Plan being adjusted. This report would also reveal gaps wherein Districts may have sufficient numbers of specialized CIT officers, but they are unevenly distributed between the Platoons, resulting in gaps in coverage. This information will have to be gathered from the CAD system.

3. Mechanisms The Division Of Police Will Use To Fill Gaps In Coverage

The challenges of reaching and maintaining the proper number of specialized CIT officers on each shift in each District are many, but with proper use of the mechanisms described here, the goal of all crisis-related calls being handled by specialized CIT calls *is attainable. Though the Division has 600 CIT trained officers available, there are currently no specialized CIT officers who have received the 40 hour training described in the Settlement Agreement.* Therefore, this report will start with mechanisms to start identifying, vetting, and training

officers to move toward our goal numbers, and move to mechanisms to ensure that the specialized CIT officers are distributed properly throughout the Division on an ongoing basis.

- The Cleveland Division of Police is currently developing the curriculum for the 40 hour specialized CIT training for submission to the Monitoring Team and Judge for approval. The Division is also submitting for approval, in conjunction with this document, the standards for the selection process for specialized CIT officers. *Upon approval of the selection process, the Division will issue a Departmental Notice for general distribution announcing acceptance of volunteers for the position of Specialized CIT Officer. The Form-1 listing the qualifications and recommendations will be required.* While developing the 40 hour specialized CIT officer training curriculum, the Division will begin the selection process for specialized CIT officers. This will result in the Division having a number of officers ready to begin training upon approval of the curriculum;
- The Division will begin the process of reaching goal numbers of specialized CIT officers citywide by making selections for 40 hour specialized CIT training classes from each Platoon, in each District. Early training classes will continue this protocol, with the initial goal being the widespread distribution of specialized CIT officers throughout the Platoons. As subsequent training classes are given, officers from Platoons that have low numbers of specialized CIT officers, relative to goal numbers, will receive priority. The Division will fill as many Platoons up to goal numbers, or beyond, with volunteers who pass the selection process.
- In the event that there are insufficient volunteers able to pass the selection process for particular Platoons or Districts, the Division will institute other procedures for reaching goal numbers, for example:
 - Outreach to Platoon Basic Patrol Supervisors to request names of officers who have shown an aptitude for handling crisis-related calls and/or have special training or education that would make them good candidates for specialized CIT officer training. This outreach would be performed by the CIT Coordinator.
 - Identify officers who show interest/aptitude/suitability for specialized CIT training during the annual 8 hour CIT training. These officers could then be invited to type a request for training.
 - Review the list of officers who have previously volunteered for (non-specialized) CIT training and reaching out to the individuals who are assigned to Basic Patrol but have not requested specialized CIT training.

- Review officers who have received awards for their extraordinary performance in crisis-related incidents and contact them to gauge interest in training.
- As officers return from specialized CIT training, Platoon OIC's will align V-Day assignments to ensure that specialized CIT officers are evenly distributed throughout the V-Day classes (to ensure their days off are staggered). The CIT Coordinator will review distribution of specialized CIT officers V-day classes on a monthly basis
- Districts with sufficient numbers of specialized CIT officers that are distributed unevenly throughout the Platoons, leaving shortfalls in goal numbers are a more problematic issue. Specialized CIT officers could be requested to voluntarily change Platoons, but this would have to be offset by other officers re-aligning Platoons, as it could leave Platoons with a shortfall in overall numbers. Shift picks are a contractual seniority right and any involuntarily movement between shifts (e.g. by District Commander's orders) would have to be contractually addressed.

4. Barriers To Full Coverage And Steps To Overcome Those Barriers

There are a number of barriers to the Division reaching full coverage of all crisis-related incidents by specialized CIT officers. A number of these have already been addressed previously in this report. Following is a list of barriers and possible solutions, both the simple and the complex.

- CPPA Labor Contract: This contract governs all Patrol Officers employed by the Division of Police (The Supervisors contract is separate). Seniority rights apply to yearly Shift Bids, limiting alignment of specialized CIT officers within each District to Platoons that are undermanned. Officers can voluntarily move between shifts when they have sufficient seniority, but may not be moved involuntarily unless in emergency situations. A more practical solution would be to identify officers on the undermanned shifts and train those deemed appropriate.
- Officer "portability": this term refers to the constant shifting of patrol officers – between shifts, between Districts, to non-patrol jobs, or promotion to Supervisor positions. This will be an ongoing challenge, as officers tend to be promoted or transferred in groups, leaving gaps in coverage. The monthly reports should reveal these gaps quickly. However, normal recruitment and training should be sufficient to fill these gaps, accounting for lag time, which will be an ongoing issue.

- CIT Staffing Plan is insufficient: Though following the national model of 25% of basic patrol officers as specialized CIT officers, 25% may not be enough, either citywide, District-wide, or by individual Platoons. The monthly reports should quickly reveal the efficaciousness of the staffing plan, once the Division is up to full deployment. Adjustments will then be made, according to any gaps or needs revealed by the reports.
- Attitudinal Factors: it would be disingenuous to fail to include this in a list of barriers to full coverage. The Settlement Agreement entered into by the City of Cleveland has caused a certain amount of confusion among the rank and file in the Division of Police concerning the CIT Program. There have been no formalized surveys of officers' attitudes, but anecdotal evidence would point to confusion between the current "CIT Officer" and the new "Specialized CIT Officer", as well as resentment toward what is seen as repeating training and the devaluing of the current CIT Program as it is supplanted by the new Settlement Agreement-approved CIT Program. Officer attitudes and perceptions could become a powerful barrier to full deployment. Education will certainly be the best tool to overcome these issues. As the Division moves forward with the 8 hour annual training in CIT, officers will begin to gain more clarity on the program and the direction the Division is moving in with regards to CIT. Focus shall remain on the positive aspects of the program and outreach must be done to the core group of volunteers that have taken CIT training in the past, and adhere to the CIT concept. Shaping the perspective of younger officers, starting during the Academy CIT Training, will also help to ensure a steady stream of volunteers requesting inclusion in the ranks of specialized CIT officers in the future.

5. List Of Ways To Identify Officers Who Are Appropriate To Be Assessed For Suitability To Be Specialized CIT Officers

Although many of the ways to identify appropriate officers for assessment for suitability to be trained as specialized CIT officers have been mentioned in previous sections of this report, they will be listed here for clarity.

- Release a Departmental Notice requesting volunteers for training to be a specialized CIT officer, listing all requirements and information required for consideration, including date of appointment (3 year requirement), work experience, awards, discipline, education, previous experience in related fields, and the endorsement of a Platoon Supervisor and the District Commander.

- Identify officers who show interest or aptitude during 8 hour annual CIT training or other CIT training. Officers would then be contacted to request assessment/training.
- Outreach – contact Basic Patrol Supervisors to request names of officers who have shown an aptitude for handling crisis-related calls and/or special training or education that would make them good candidates for training. Outreach would be by the CIT Coordinator.
- Review the list of officers who have previously volunteered for (non-specialized) CIT training and reach out to individuals who are assigned to Basic Patrol but have not requested specialized CIT training.
- Review Awards to identify officers who have received awards for their extraordinary performance in resolving crisis related incidents and contact them to gauge their interest in training. Outreach could be in person , phone, or email.

SUPPLEMENT A

Cleveland Div. of Police Incoming Calls & CAD Incidents: Citywide

Time Period: Jan. 1, 2016 - Dec. 31, 2016

Totals (All Districts):

| 911 Calls | 1234 Calls | All Calls | Incidents Dispatched |
|-----------|------------|-----------|----------------------|
| 498,193 | 317,791 | 815,984 | 266,407 |

Mental Health Crisis CAD Incidents: Citywide

Time Period: Jan. 1, 2016 - Dec. 31, 2016

Total Incidents (All Districts):

| Mental/Non-Violent | Mental/Violent | Suicide/Threats | Suicide/In-Progress | Totals |
|--------------------|----------------|-----------------|---------------------|--------------|
| 2,118 | 1,662 | 2,141 | 1,200 | 7,121 |

Mental Health Crisis CAD Incidents: District 1

Time Period: Jun. 1 - Dec. 31, 2016

District 1

- A Platoon (0630-1430)
- B Platoon (1430-2230)
- C Platoon (2230-0630)

| Mental/Non-Violent | Mental/Violent | Suicide/Threats | Suicide/In-Progress | Totals |
|--------------------|----------------|-----------------|---------------------|-------------|
| 112 | 97 | 127 | 72 | 408 |
| 143 | 132 | 224 | 148 | 647 |
| 66 | 39 | 110 | 76 | 291 |
| | | | | 1346 |

Mental Health Crisis CAD Incidents: District 2

Time Period: Jan. 1, 2016 - Dec 31, 2016

District 2

- A Platoon (0630-1430)
- B Platoon (1430-2230)

| Mental/Non-Violent | Mental/Violent | Suicide/Threats | Suicide/In-Progress | Totals |
|--------------------|----------------|-----------------|---------------------|--------|
| 140 | 107 | 151 | 90 | 488 |
| 215 | 156 | 259 | 157 | 787 |

| | | | | | |
|-----------------------|----|----|-----|-----|-------------|
| C Platoon (2230-0630) | 72 | 61 | 137 | 108 | 378 |
| | | | | | 1653 |

Mental Health Crisis CAD Incidents: District 3

Time Period: Jan. 1, 2016 - Dec 31, 2016

| District 3 | Mental/Non-Violent | Mental/Violent | Suicide/Threats | Suicide/In-Progress | Totals |
|-----------------------|--------------------|----------------|-----------------|---------------------|-------------|
| A Platoon (0630-1430) | 200 | 130 | 121 | 62 | 513 |
| B Platoon (1430-2230) | 210 | 166 | 207 | 80 | 663 |
| C Platoon (2230-0630) | 109 | 75 | 127 | 56 | 367 |
| | | | | | 1543 |

Mental Health Crisis CAD Incidents: District 4

Time Period: Jan. 1, 2016 - Dec 31, 2016

| District 4 | Mental/Non-Violent | Mental/Violent | Suicide/Threats | Suicide/In-Progress | Totals |
|-----------------------|--------------------|----------------|-----------------|---------------------|-------------|
| A Platoon (0630-1430) | 153 | 148 | 124 | 57 | 482 |
| B Platoon (1430-2230) | 238 | 199 | 170 | 87 | 694 |
| C Platoon (2230-0630) | 114 | 77 | 95 | 62 | 348 |
| | | | | | 1524 |

Mental Health Crisis CAD Incidents: District 5

Time Period: Jan. 1, 2016 - Dec 31, 2016

| District 5 | Mental/Non-Violent | Mental/Violent | Suicide/Threats | Suicide/In-Progress | Totals |
|-----------------------|--------------------|----------------|-----------------|---------------------|-------------|
| A Platoon (0630-1430) | 113 | 89 | 91 | 31 | 324 |
| B Platoon (1430-2230) | 169 | 129 | 132 | 67 | 497 |
| C Platoon (2230-0630) | 64 | 57 | 66 | 47 | 234 |
| | | | | | 1055 |