

Memorandum

City of Lawrence

Police Department

TO: Tom Markus, City Manager
FROM: Tarik Khatib, Chief of Police
CC: Diane Stoddard, Assistant City Manager
Casey Toomay, Assistant City Manager
Bryan Kidney, Finance Director
Brandon McGuire, Assistant to the City Manager
DATE: April 11, 2016
RE: Mental Health Squad – 2017 Budget Process Request

Background

The first Crisis Intervention Team (CIT) was established in 1988, in Memphis Tennessee, after the tragic shooting of a man with serious mental illness by a police officer. This tragedy, as well as countless others, has stimulated a community collaboration between law enforcement, mental health providers, family members, consumers and advocates across the country. CIT programs across the United States have achieved remarkable success due to the improved police training and procedures in response to persons with mental illness.

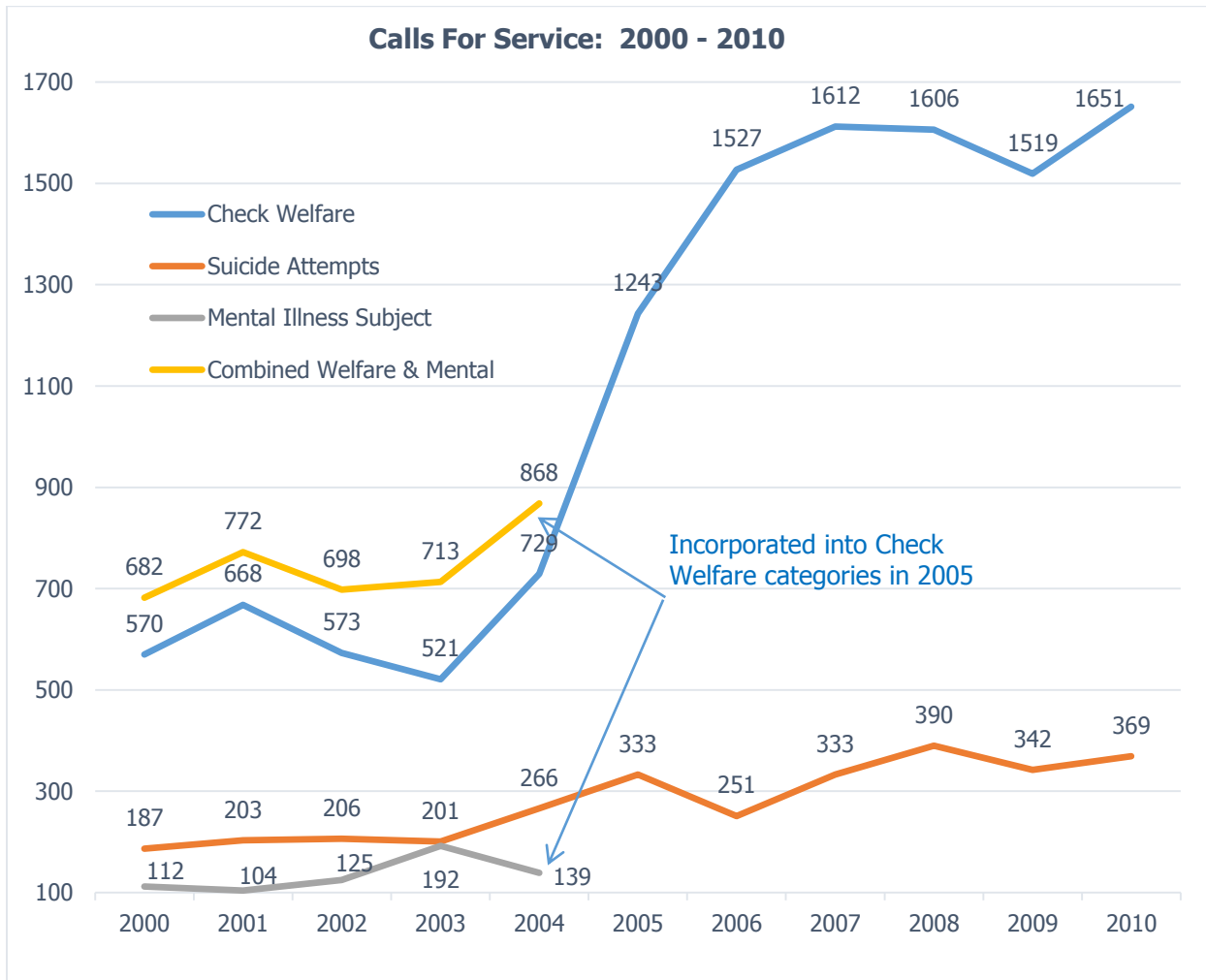
Since early 2012, the Lawrence Police Department has been researching and examining what would constitute the best crisis intervention training for officers. This resulted in a handful (19) of officers attending Crisis Intervention Team (CIT) training at various locations outside of Lawrence. Several of those who attended the training envisioned a more local approach to officer training which could be tailored to our community and the needs of its citizens. In February, 2014, the Douglas County CIT Council was created. The Douglas County CIT Council consists of members from the Lawrence Police Department, Douglas County Sheriff's Office, Baldwin Police Department, Eudora Police Department, Douglas County Emergency Communications, Lawrence Douglas County Fire and Medical (LDCFM), University of Kansas Public Safety Office, University of Kansas School of Social Welfare, Douglas County District Attorney's Office, Lawrence Municipal Court, The Shelter Inc., Bert Nash, Headquarters, DCCCA, Lawrence Memorial Hospital, Kansas Department for Children and Families, and the National Alliance on Mental Illness-Douglas County (NAMI-DG). One of the objectives of the Douglas County CIT Counsel is to ensure local CIT training for all Douglas County law enforcement.

To date, 64 (42%) of Lawrence Police Department officers have received CIT training. In addition, 48 individuals from other agencies within Douglas County have received the training. It is a Department goal to have all officers CIT trained by the end of 2017.

Mental Health Call Statistics

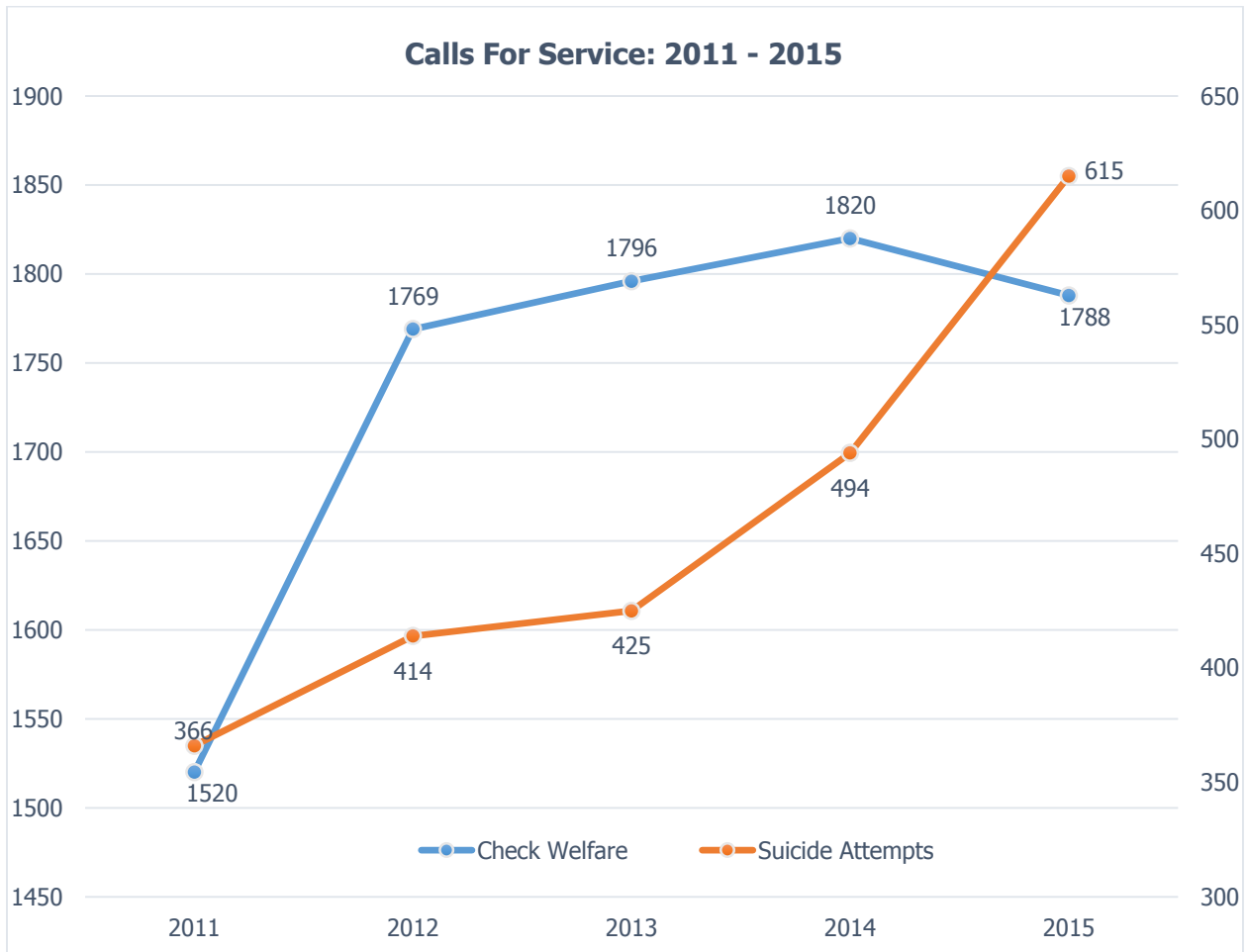
The number of Calls for Service (CFS) officers respond to that have a mental health aspect has grown dramatically over the last sixteen years. Table I details the calls from 2000 – 2010:

Table I



The trend appears to be growing. Table II charts the continued increases in two specific call types associated with mental health. Check Welfare and Suicide Attempts:

Table II



Statistics for 2016 (as of April 1) are:

- Check Welfare – 487 CFS
- Suicide Attempts – 159 CFS

Mental Health Squad

In April, 2015, I had the opportunity to join a City and County delegation that visited The Center for Health Care Services in San Antonio, Texas. This visit provided the delegation with an abundance of information regarding how Bexar County, Texas has implemented several successful programs to address mental health and substance abuse. One of the presentations the delegation received was provided by San Antonio police officers who spoke about their department's mental health squad. In addition to providing CIT training to its officers, The San Antonio Police Department has a dedicated mental health squad. The squad is responsible for things such as:

- Coordinating CIT training at the department and to other agencies. This includes teachers, emergency medical personnel, and others that may have contact with persons experiencing a mental health crisis.
- Assisting in crisis situations to allow patrol officers to go back on duty.
- Following-up with individuals. This allows one officer or a small group of officers to be the principle contact point for the individual and or his/her family. This builds trust and results in better outcomes due to the relationship that is built.
- Officers work with partner service provider agencies to ensure processes are streamlined, lines of communication remain open, problems are addressed, and rough spots in agency relationships are smoothed. This is difficult for an officer assigned to shift work to effectively do.
- Mental health squad officers check up on individuals and can offer assistance before a crisis occurs.

Mental Health Co-Responder

Another strategy to assist with mental health related CFS is employed by the Olathe Police Department. Olathe's "Mental health Co-Responder Program is designed to increase earlier identification and intervention for citizens with mental illness who have contact with law enforcement. This program provides an opportunity to assist citizens of our community who are in a crisis situation and help them get access to the treatment and resources they need to have a positive impact on their life. This is accomplished by having a licensed mental health professional, in addition to the officers, respond to law enforcement calls that are likely to involve citizens with mental illness. The mental health co-responder is typically asked to respond to a location at the request of officers, once the scene is stable. A clinical assessment is made to determine the extent to which the citizen is a risk to self or others. A decision is then made about the type of intervention that would be most beneficial to the individual to help them remain safe or regain a level of stability to be able to function in society. In the days and weeks following the call for service, the mental health co-responder continues to follow-up with those individuals as needed".

According to a 2013 presentation, some of the benefits of the Olathe program have been:

1. Reduction in repeat CFS to the same individual:
 - 12 – month pre-contact average: 1.4
 - 12 – month post-contact average: .79
2. For citizens:

- Increased knowledge of resources available.
 - Provides a point of contact for questions and concerns.
3. For the community:
- Decreased use of the hospital for mental health reasons.
 - Increased access for citizens with mental health issues.
4. Law Enforcement has benefited by gaining increased education and training about mental health.

Discussion

The Lawrence and Douglas County community is currently working on plans for a crisis stabilization facility. Similar to what was observed by the delegation that traveled to San Antonio, the facility would be a resource for law enforcement and citizens. Like the San Antonio model, I believe our citizens would benefit from having a crisis stabilization facility. In addition, I think it is also important to incorporate the mental health squad concept that San Antonio utilizes. Incorporating a mental health co-responder as Olathe does would further enhance our capabilities and ensure the best outcomes for the community.

A Lawrence Police Department mental health squad could be comprised of:

1. Two police officers. These would likely be experienced, CIT trained officers. An important selection criteria for officers to be considered would be their passion for CIT and assisting citizens. The duties of the officers assigned to the mental health squad would be similar to what was previously mentioned as the San Antonio squad's duties. In addition, the officers would fulfill coordinator duties to include:
 - Develop Department policy for care and treatment for mentally ill persons, intoxicated persons, and those with substance abuse problems.
 - Develop memorandums of understandings with mental health community partners.
 - Work to identify guidelines for the documentation of persons with Serious and Persistent Mental Illness (SPMI) and any access to firearms they may have.
 - Develop and facilitate of methods to allow for communication between officers on different shifts in regards to law enforcement contact with individuals to avoid retracing the same steps; continuation of care.
 - Examine the potential for the Computer Aided Dispatch (CAD) system to recognize CIT trained officers on duty and utilize these resources for mental health related CFS; most skilled resources dispatched.
 - Perform data collection tracking sustainability and impact of CIT, and for future grant opportunities.
 - Improve potential for on-scene diversion from the criminal justice system and contribute to the development of a mental health/alternative sentencing court.
 - Develop a process for a continuous circle of communication; from the responding officer, to the CIT officer, to the mental health professional/co-responder, to the treatment facility, to the courts, and back to the mental health squad officers.
 - Conduct public education and engagement.
 - Communicate and coordinate with community partners.

- Develop continuing education for advanced CIT and participate in CIT International and CIT Summit presentations.
 - Maintain involvement in area CIT leadership and other CIT related groups and councils to remain informed of best practices CIT training and updates.
2. Civilian mental health co-responder. This would be a clinical case manager or a licensed Master's level social worker with at least 4 years of experience providing therapy and assessment as well as case management services. In this program, the Department and Bert Nash would work together to provide the mental health co-responder position. The mental health co-responder would be an employee of Bert Nash due to the state requirements for assessment for hospitalization. The mental health co-responder would be housed at the police station, have access to police reports, and spend all of their time working with the Department. This would provide the mental health co-responder a better understanding of how police respond to individuals with mental illness. It also allows for on-going training of officers about the mental health system. It allows for the mental health co-responder to follow-up with individuals that have received care.
 3. Supervision. Several years ago, the Department re-tasked a supervisory position from the School Resource Officer (SRO) and Neighborhood Resource Officer (NRO) programs to fill a need in the Investigative Division. At that time, the supervision of the SROs and NROs was divided between the Training Unit sergeant and the Department's Public Affairs Officer (PAO), a sergeant. This has been somewhat manageable, but not preferable in terms of maximizing the impact those positions can have on the community. Adding additional officers to the mix would necessitate the additional supervisory resource. It is envisioned that this sergeant would supervise the mental health squad, the SROs, and the NROs under the greater umbrella of community relations and engagement. The mental health co-responder would be formally supervised by Bert Nash as an employee of that agency, however, there would be some daily technical interaction and guidance provided by the police sergeant.

Funding

It is very unlikely that the mental health squad concept can be realized without additional resources for the Department or Bert Nash. For purposes of determining a cost estimate if the proposal was to be considered, the following are personnel costs associated with the positions:

Police Officer - \$74,553

- Base salary (step 1): \$44,042
- Add assumed benefits (22.54%): \$9,927
- Add health care benefit (employee + spouse benefit): \$12,584
- Add cost of outfitting officer: \$8,000
- Total cost: \$74,553 per position

Clinical Case Manager - \$49,894 (base) - \$55,000 (more experienced)

- Base salary: \$39,436
- Add assumed benefits (18%): \$7,098
- Add equipment (lap top, cell phone), mileage: \$3,360.

Police Sergeant - \$132,092

- Base salary: \$86,732
- Add assumed benefits (22.99%): \$19,940
- Add health care benefit (employee + family benefit): \$17,420
- Add cost of outfitting officer: \$8,000
- Total cost: \$132,092 per position

It is anticipated that the funding required would be \$331,052. This includes City funding for the Bert Nash position, which would be my recommendation. Costs for vehicles, computers, and other equipment could be managed within the Department's current budget to control costs.

Recommendation

It is recommended that as part of the 2017 Budget Process, consideration be given to the formation of a Lawrence Police Department Mental Health Squad as outlined in this memorandum.