Seattle Police Department Crisis Intervention Team Culture Survey

FINAL REPORT

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This document reports results from a survey of Seattle Police Department (SPD) personnel regarding attitudes and perceptions of the Crisis Intervention Team (CIT) model.

Purpose of Study and Research Questions

The purpose of the survey was to obtain information regarding perceptions of the CIT model among SPD personnel to measure the extent to which the CIT model is understood and accepted within SPD organizational culture with attention to three questions of interest:

1) *What is the level of acceptance of the CIT model in the Seattle Police Department?*
2) *Does CIT training influence perceptions of support for CIT in the Seattle Police Department?*
3) *What factors influence level of support for CIT in the Seattle Police Department?*

Research Design

The research design involved administration of a web-based survey regarding perceptions and attitudes of the CIT model in law enforcement. The purpose of the development and administration of the survey to SPD personnel was to measure the degree to which the CIT model is accepted within SPD culture. The survey was administered electronically through *Qualtrics* from January 15 – February 15, 2015 to sworn and civilian SPD personnel. The survey included Yes/No, open-ended, and Visual Analog Scale (VAS) questions focused on eight content areas: 1) Background; 2) Incidents involving persons in behavioral crisis; 3) Familiarity with CIT; 4) Perceptions of CIT; 5) Organizational Value of CIT; 6) Crisis Response Team; 7) Organizational Value of Crisis Response Team; and 8) General Comments. All SPD personnel were invited to voluntarily complete the survey.

Summary of Findings

- There is general support for the CIT model among SPD Personnel with 76.8% of personnel surveyed indicating support for utilizing the CIT concept in law enforcement, 59% indicating wide support including familiarity with the concept, utilization of CIT officers, and satisfaction with the implementation of CIT, and 73.5% indicating support for directing resources to the Crisis Response Team.
- SPD personnel (73.5%) indicate that they are confident in their ability to respond to behavioral crisis incidents.
- Support for CIT and confidence in handling behavioral crisis incidents increases with level of CIT training.
- Non-patrol personnel are more supportive of CIT than are patrol personnel.
- SPD personnel perceive the highest organizational value placed on CIT and CRT among command staff and command staff is more supportive of and perceive greater organizational value for CIT and CRT.
- Qualitative results support the quantitative findings of general support for the CIT model revealing a higher number of positive than negative-toned comments , offer insight regarding the ways in which CIT is perceived within SPD organizational culture, and add to the understanding of how CIT is perceived in terms of balancing strengths identified with issues that may hinder implementation and support including threats to safety, training logistics, access to training for civilian personnel, relevance of CIT to practical realities of line officer responsibilities, resource issues and availability of CIT officers to patrol, and the voluntary nature of CIT training.

Conclusion

Findings suggest that there is general support for the CIT model in the SPD and that support for CIT is related to level of CIT training. Results offer important information regarding the impact of CIT training on perceptions of incidents involving behavioral crisis, level of support for CIT, and highlight issues perceived by SPD personnel that hinder implementation of the CIT model. Findings add to the existing literature on perceptions of CIT within police culture, provide a measure of effectiveness within SPD as a component of a larger data collection effort to assess CIT effectiveness, offer a piloted instrument that can be administered longitudinally by the SPD, and identify organizational-level factors that may influence the successful implementation of the CIT model to inform CIT training, policy, and practice.

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CHAPTER 1

Introduction

Project History

In 2013-14 the Seattle Police Department's Crisis Intervention Committee Data Outcome Subcommittee developed a data plan incorporated into the SPD CIT Policy to evaluate five components of CIT: 1) Communications Procedures; 2) CIT Trained Officers; 3) CRT Unit; 4) CIT Curriculum; 5) CIT and SPD Culture (See Appendix).[1] This report presents results on component 5 of the comprehensive data collection plan – Perceptions of CIT within the larger SPD Culture.

One measure of the success of CIT in any police department is the degree to which the larger law enforcement culture supports the initiative. Understanding the nature of attitudes and perceptions of law enforcement personnel regarding CIT is a critical piece in determining the effectiveness of implementation of the CIT model within an agency. Law enforcement culture has historically been inherently crime control-oriented and militaristic (Kraska, 2007; Salter, 2014) resistant to initiatives that may be viewed as social service or community justice-oriented (Clear, Hamilton, & Cadora, 2010; Hafner, 2003). However, the service aspect of law enforcement and the benefits of social work-orientation and initiatives in policing has long been discussed (Michaels & Treger, 1973; Henderson, 1976). Collaborative initiatives such as Crisis Intervention Team model have become steadily integrated into law enforcement agencies and special settings in the United States and around the world (Chappel, 2013; Compton et al, 2010; Douglas & Lurigio, 2010; McGriff et al, 2010). Previous research has found that CIT programs are positively regarded within police culture, that perceptions are not influenced by CIT training alone, and that CIT training and opportunities for officers to put the innovation into practice produces the strongest support for CIT (Morabito, et al, 2013).

Perceptions of CIT within the larger SPD Culture offer a measure of implementation success that can inform training, policy, and practice. This study examines SPD personnel perceptions of CIT and regarding incidents involving individuals in behavioral crisis as a measure of CIT success in the Seattle Police Department during a period of organizational change.

Background and Literature Review

The Crisis Intervention Team (CIT) is an original law enforcement program aimed at uniting law enforcement, mental health professionals, and the community in properly responding to crisis situations (Dupont, Cochran, Pillsbury, 2007). Founded in Memphis and known as the "Memphis Model," the program was started as recognition that police officers are frequently the first responders for circumstances involving people with mental illnesses (Teller, Munetz, Gil, & Ritter, 2006). A noticeable gap was seen in communication between law enforcement and the mental health system. CIT was formed in order to address this problem. Basic goals of the program include improving officer and consumer safety and reducing the number of arrests of individuals with mental illness by resorting instead to the health care system. The program involves a total of 40 hours of training sessions providing selected and volunteer officers with lecture and experiential preparation on handling crisis (Compton, Bahora, Watson & Oliva, 2008). Once completed, the training will result in officers who better understand the relationship between people with mental illness and the criminal justice field, in hopes of directing individuals to treatment services instead of incarceration.

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[1] The development of the CIT data collection plan is in progress and will involve a staggered time-line for implementation of the different components. Evaluation of the CIT curriculum (#4) will be conducted as part of a broader study undertaken by the Washington State Criminal Justice Training Commission.

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Implementation of the CIT model in law enforcement can be seen in as an example of boundary spanning whereby multiple public, private, and governmental agencies and agents work together collaboratively to address a shared outcome. The term "street level boundary spanners" has been used in the reentry literature to refer to community corrections officers who must utilize a range of social services (Lutze, 2013) and the term "boundary organizations" has been used to refer to management techniques that foster collaboration between multiple agencies that bridge science, policy, and practice. Research has shown that there are particular characteristics of boundary organizations that foster successful implementation of new ideas and practices such as local buy-in, inclusive leadership philosophy, deconstruction of divisive social constructions (e.g. practitioners versus researchers, federal versus local officials) (Schneider, 2009). The CIT model requires collaboration between criminal justice and mental health systems rooted in divergent philosophies and practices. The degree to which law enforcement agencies can provide a context for collaborative boundary spanning initiatives such as CIT depends on an organization's capacity to create an environment characterized by buy-in at all levels of the organizational hierarchy, inclusivity, and shared knowledge and understanding of how that knowledge translates into policy and practice.

The Seattle Police Department first implemented the Crisis Intervention Team program in 1998 in an effort to improve interactions between law enforcement and individuals with mental illness (Helfgott, Hickman & Labossiere, 2012; Neidhart, 2008). Within the department, CIT has three different roles: officers who have undergone basic CIT training, officers who have undergone advanced CIT training, and a Crisis Response Unit (CRU), a squad of officers trained to follow-up on investigations involving individuals with mental illness that house a specialized officer-mental health professional team called the Crisis Response Team (CRT).

Seattle Police Department has made substantial improvements in implementing the Crisis Intervention Team model in recent years as part of a series of reforms stemming from a 2012 settlement agreement between the City of Seattle and the Department of Justice (DOJ). The reforms were the outcome of a DOJ report that called for improvements in resources, protocols, training, and policy regarding crisis intervention in response to findings that a high percentage of use of force incidents involved individuals suffering from mental health or substance abuse issues (U.S. Department of Justice, 2011). A Crisis Intervention Committee was formed in order to ensure proper practices and innovation in relation to crisis incident response. The Data Outcome subcommittee developed a plan in 2013-2014 to evaluate the five components of CIT: 1) Communication Procedures, 2) CIT Trained Officers, 3) CRT Unit, 4) CIT Curriculum, and 5) CIT and SPD Culture. The current study addresses the fifth component, the perceptions of CIT within the larger SPD culture.

A new Seattle Police Department Crisis Intervention Policy draft was developed by the CIC and is expected to go into effect in 2015. The intent of the policy is to provide officers with resources to deal with subjects who are in behavioral crisis outlining departmental expectations for officers when engaging with individuals in behavioral crisis that they will attempt to de-escalate the situation when feasible and reasonable. The policy extends officers discretion in handling incidents involving individuals in behavioral crisis even if probable cause to arrest while at the same time acknowledging situations in which officers may be presented with imminent safety risk that will require immediate response. The policy sets standards for organizational oversight of the CIT model, training, data collection, and implemented new and clear terminology including clearly defining units and terms (e.g., "Crisis Response Unit," "OFC/MHP teams," and "Crisis Response Team" (CRT) with clear directives on the CRT's role and function to follow-up on cases involving behavioral crisis at the lowest-level, least-intrusive intercept point to reduce harm through engagement with treatment. The policy articulates specific criminal offenses eligible for diversion resources, criteria that make certain individuals not eligible for crisis diversion resources, and five options[2] that officers may utilize for misdemeanor property offenses, one of which is routing the case to CRT Unit for follow-up (Seattle Police Manual Crisis Intervention Policy Draft, 2013) . The new SPD Crisis Intervention Policy is a leading

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[2] The five options for resolving crisis-related misdemeanor property crimes outlined in the SPD Crisis Intervention Policy are: Investigate and release with routing to CRT for follow-up, referral to the Crisis Solutions Center, investigate and release with a request for charges through Seattle Municipal Mental Health Court (MHC), jail booking with a MHC flag, investigate and detain for mental health evaluation with request for charges through MHC.

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edge CIT policy that positions the Seattle Police Department to make advances in the implementation and evaluation of elements of CIT, including the CRU and the CRT program and the activities of the OFC/MHP team partnership.

It is known that individuals with mental illness do not respond well to traditional policing methods, thus a need developed for an effective program that bridges the gap between the criminal justice system and mental health treatment. Crisis Intervention Team is one effort to change interactions between law enforcement and people with mental illness. To date, there have been multiple studies conducted on the effectiveness of the CIT program (Compton et al., 2009; Teller, Munetz, Gil & Ritter, 2006; Ritter, Teller, Munetz & Bonfine, 2010; Angell & Watson, 2012). These studies focus on comparing the interactions and outcomes of both CIT trained officers and non-CIT trained officers. For example, Compton et al. (2009) found that when all officers were given scenarios in increasing possible threat levels between a police officer and an individual with schizophrenia, non-CIT trained officers thought of physical force as being effective in the given situations. This lead to the conclusion that these officers held a greater acceptance of using physical force, whereas CIT-trained officers preferred lower use of force and perceived nonphysical force as being more effective. These findings uphold the goals of the CIT program.

Not only can the effectiveness of the training program be measured, but also the perceptions police officers have of their ability to respond properly to situations involving individuals with mental illness. In research conducted by Angell and Watson (2012), CIT trained officers reported a better understanding of the implications between the police and people with mental illness and were more willing to communicate with individuals' family members. Borum (1998) found that CIT-trained officers rated CIT more favorably than non-CIT trained officers in preparing them for encounters with people with mental illness and assisting them in identifying mental health services. Similar studies have found that CIT trained officers report feeling better prepared after training to handle calls involving such situations when compared to before training (Ritter, Teller, Munetz & Bonfine, 2010) and better equipped to make decisions regarding alternative case dispositions such as transporting a person with mental illness for treatment instead of making the arrest (Teller, Munetz, Gil & Ritter, 2006). CIT-trained officers also report greater knowledge, improved attitudes, and support for treatment programs of people with mental illness (Compton, Esterberg, McGee, Kotwicki, & Oliva, 2006).

While the direct effectiveness of CIT training is an important aspect in measuring its ability to meet the goals of the program, officer perceptions of implementation of the CIT model is a critical piece in the success of CIT. The success of a new program in an agency depends on the extent to which the organizational culture supports the plan for change. Evaluation of officer perceptions of CIT is a necessary component of measuring effectiveness. However, much less research has been conducted on this aspect of CIT implementation. The handful of studies conducted to date on officer perceptions of CIT have found that law enforcement officers' perceptions of CIT have been generally positive. When compared to other non-traditional training methods such as police-based specialized mental health response and mental-health-based specialized mental health response, police-based specialized police response (CIT program) trained and non-trained officers responded more favorable toward the program (Borum, 1998). In particular, out of all officers in the sample CIT program location, 74 percent thought the CIT program adequately met the needs of people with mental illness in crisis.

An important variable in measuring officers' perceptions of CIT is the number of calls involving an individual with mental illness the officers are exposed to and how much of a problem the officers see mental health issues in their day-to-day experience in responding to calls. As cited by Wells and Schafer (2006) patrol officers report between 3.7 percent and 7.9 percent of police encounters involve individuals with mental illness. It has been found that the more calls an officer responded to involving an individual with a mental illness, their perception of CIT being unhelpful increased (Morabito, et al., 2013). However, CIT trained officers had a more positive view of the program when presented with more opportunities to use it. This finding could be the result of CIT officers knowing other response tactics beyond the traditional methods to use when dealing with individuals with mental illness, including talking, making an effort to listen, and allotting for sufficient time (Angell & Watson, 2012). On the other hand, Morabito, et al. (2013) discovered that the availability of mental health services did not have a significant effect on perceptions of the program.

CIT training is positively corrected with higher confidence levels among officers and feeling more prepared when responding to a call involving a person with a mental illness (Bonfine, Ritter & Munetz, 2014) and greater

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confidence in being able to identify individuals with mental illness (Wells & Schafer, 2006). However, this finding is reliant on the officers believing the issue of mental illness presents a challenge to the department before training and that after training believing that the department is effective at meeting the needs of such individuals (Ritter, Teller, Munetz & Bonfine, 2010). Officer perceptions also reveal the belief that non-CIT officers were only somewhat prepared to deal with mental health crisis situations. The vast majority of non-CIT trained officers understood that what is taught in training is something beyond what one would naturally learn from experience (Angell & Watson, 2012). This suggests that officers, both CIT trained and non-CIT trained, understand the importance of the training and that with this training comes a higher perception of ability to handle crisis situations. Officers also report understanding the practical application of training, such as putting individuals with mental illness at ease, reduced unpredictability, and reduced risk of injury (Hanafi, Bahora, Demir, & Compton, 2008).

Previous Research on Law Enforcement Personnel Perceptions of CIT

The most similar research to the current study conducted to date are recent studies by Bonefine,et al (2014) and Morabito et al. (2013) that examined officer attitudes and perceptions of CIT. Morabito et al (2013) utilized a sample of 154 Chicago Police officers who completed a four-part interview regarding their experiences with persons with mentally illness. The study examined the effect of independent variables such as CIT training and mental health resource availability on officer perceptions of CIT. The study found that officers do not hold negative views of CIT that have historically undercut social welfare law enforcement initiatives. Contrary to the study hypotheses, CIT-training and availability of mental health resources did not have a significantly direct effect on perceptions of CIT. Bonefine et al (2014) examined police officers' attitudes toward CIT and how they relate to confidence when handling a call involving a person with a mental illness. The study involved administration of a survey at an Ohio statewide Advanced CIT conference with officers who had completed a local CIT training program. In total, 57 volunteer CIT officers participated in the study. The dependent variables that were measured included officer confidence in abilities (Likert scale questions assessing officer's ability to recognize signs and symptoms of mental illness, recognize whether these signs and symptoms represent a crisis situation, and the degree to which the officer feels equipped to handle a person with mental illness) and the effectiveness of the police department at responding to people with mental illness (the degree to which other CIT officers are prepared to handle mental health crisis situations, the department's effectiveness at meeting the needs of people with mental illness, and the effectiveness at keeping people with mental illness out of jail). Other variables that were recorded were personal experience with mental illness, contact with mental illness, CIT's impact on preparedness, and the program's ability to improve the accessibility to mental health services. Of all variables measured, officer's rated most highly the perception that CIT better prepares professionals to handle cases involving individuals with mental illness. Also rated highly were officer perceptions that CIT improves the accessibility to mental health services. The impact of CIT on improving accessibility to mental health services, improving officer skills and techniques, and the preparedness of officers to handle situations involving mental illness were all positively associated with CIT trained officers' confidence in abilities. In addition, greater confidence in abilities was found among officers who perceived that CIT improved skills and the accessibility to the mental health system.

The research that has been conducted to date on law enforcement personnel perceptions of implementation the CIT model (e.g., Borum, 1998; Bonefine et al, 2014; Hanafi et al, 2008; Morabito et al, 2013; Wells & Schafer, 2006) have attempted to fill gaps in the literature. However, the most of the studies on officer perceptions of CIT have involved small samples that limit generalizability. The current study attempts to complement the existing literature. While the majority of research conducted on officer perceptions of CIT suggests that there is general organizational support for implementation of the CIT model in law enforcement, differences have been found across jurisdictions, geographical locations, and agencies. For example, Borum (1998) found that when compared to two other cities with similar yet different programs, Memphis reported the highest number of positive responses to the following variables: Meeting the needs of people with mental illness, keeping people with mental illness out of jail, minimizing the time officers spend on such calls, and maintaining community safety. A possible explanation given by the author for these results is the strong partnership between the Memphis psychiatric service and the police department. This research suggests that differences in resources available in a community, history of

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implementation of CIT, organizational support for the CIT model, and other situational elements may impact the degree to which the CIT is successful in a given agency and community. More research is needed on the relationship between mental health services and the perceptions of the CIT program effectiveness.

Purpose of the Current Study

The purpose of the current study is measure the degree to which the CIT model is accepted within SPD culture through a survey of SPD personnel regarding perceptions and attitudes of CIT. Results will contribute to the existing literature on law enforcement personnel perceptions of CIT by providing data on law enforcement personnel perceptions of CIT in the Seattle Police Department. Results from the study will inform CIT training, policy, and procedure in the Seattle Police Department and will provide additional data to add to the literature on law enforcement perceptions of CIT. This local-level data is important in understanding the ways in which organizational culture shapes the success and failure of implementation of CIT. Perceptions of CIT offer important information regarding the effectiveness off CIT in the Seattle Police Department as a component of a larger data collection effort. The Seattle Police Department is undergoing a period of organizational change in conjunction with the DOJ settlement agreement and monitoring. CIT is a major component of the DOJ settlement agreement and understanding the nature of law enforcement perceptions of CIT during this period of organizational change will yield important benchmark information for future training and policy. In addition data collected in this study serves as a case study in perceptions of CIT in a department undergoing this organizational change that will contribute to the literature regarding how CIT may be viewed and experienced differently in different organizational contexts.

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Project Goals and Research Questions

The purpose of the proposed study is to obtain information regarding the perceptions and attitudes of SPD personnel regarding CIT in order to measure the degree to which the CIT model is accepted within SPD culture. Specific Project goals include:

- To provide data on law enforcement perceptions of CIT as a measure of the effectiveness of CIT within the Seattle Police Department as a component of a larger data collection effort to assess CIT effectiveness.
- To provide department-level data on law enforcement personnel perceptions of CIT to aid SPD in training, policy, and practice.
- To provide SPD with a survey instrument and pilot data on the instrument that can be used to collect longitudinal data on changing perceptions of CIT in the Seattle Police Department as an ongoing measure of effectiveness of CIT.
- To contribute to the literature on perceptions of CIT and effectiveness of implementation of the CIT model within a department undergoing organizational change.

The research questions of interest are:

1) *What is the level of acceptance of the CIT model in the Seattle Police Department?*
2) *Does CIT training influence perceptions of support for CIT in the Seattle Police Department?*
3) *What factors influence level of support for CIT in the Seattle Police Department?*

Findings provide a measure of effectiveness within SPD, will provide information to inform training, policy, and practice, will offer a pilot of an instrument that can be administered longitudinally, and contribute to the literature on CIT in particular the scant literature on law enforcement perceptions of its implementation and the organizational-level factors that may influence its success.

Method

The research design involved development and administration of a web survey designed to measure perceptions of CIT and implementation of the CIT model in the Seattle Police Department.

Participants

The survey was administered to the population of 1698 SPD personnel including 568 civilian and 1130 sworn. Of the 1698, 808 responded to the survey. Of the 808 surveys submitted, 117 cases were omitted as a result of incomplete responses.[3] Based on the 808 responses, response rate was 47.6% overall with 68% (n=520) sworn and 22% (n=166) civilian (of the758 who reported rank). After omitting surveys with incomplete responses, a total of 691usable cases were included in the study. Of the 691 usable responses, 71.3% (n=493) were sworn and 19.1% (n=132) were civilian. Using the 691 as the total number of usable cases yields a 493/1130= 44% sworn and

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[3] In all 117 cases omitted there was no response on all Visual Analog survey questions. Most of the cases involving missing responses were civilian or administrative personnel.

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132/568=23% civilian response rate for a total overall response rate of 691/1698=41%.[4]

Of the 691 respondents, 65.7% (*n*=454) were male and 32.3% (*n*=223) were female. The mean age of respondents was 45 with a mean number of years in law enforcement of 17, years with the Seattle Police Department 16, with 11 years in patrol. Of the 691 respondents, 40.8% (*n*=273) reported patrol as their current assignment. Race/ethnicity of respondents was 64% (*n*=443) Caucasian, 6.5% African American (*n*=45), 6.2% (*n*=43) Asian/Pacific Islander, 4.9% (*n*=34) Latino/Latina/Hispanic. The majority of the respondents (76%/*n*=524) completed some form of CIT training. Most of the respondents (90.8%, *n*=463) completed an AA/AS degree or above (See Table 1).

Table 1 — Background Characteristics of Survey Participants (*N*=691)		
	f (%)	*M(SD)*
Gender		
Female	223(32.3)	---
Male	454(65.7)	---
Missing/Unknown	14(2.0)	---
Age (*n=635*)		
		45.0 (10.3)
Total Years in Law Enforcement (*n=653*)		
	---	16.9 (10.5)
Years with Seattle Police Department (*n=675*)		
	---	15.7 (10.2)
Years in Patrol Operations (*n=554*)		
	---	10.8 (8.4)
Race/Ethnicity*		
Caucasian	443(64.1)	---
African-American	45 (6.5)	---
Latino/Latina or Hispanic	34 (4.9)	---
Asian/Pacific Islander	43 (6.2)	---
Native-American/Alaskan Native	19 (2.7)	---
Multiple Race/Ethnicity	32 (4.6)	---
Other	41 (5.9)	---
Missing/Unknown	34 (4.9)	---
Education		
HS/GED	36 (5.2)	---
Some College	188 (27.2)	---
AA/AS	111(13.7)	---
BA/BS	299 (43.3)	---
MA/MS	45 (6.5)	---
PhD/EdD	3 (0.4)	---

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[4] Using the 808 total responses yields 520/1130=46% and 166/568=29% and 808/1698=48% response rate.

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JD	5 (0.7)	---
Missing/Unknown	52(6.4)	---
Current Rank		
Student Officer in Field Training	13(1.6)	---
Officer	256 (37.0)	---
Detective	104 (15.1)	---
Sergeant	76 (11.0)	---
Lieutenant	26 (3.8)	---
Captain	14 (1.7)	---
Chief (Assistant, Deputy, Chief)	4 (0.5)	---
TOTAL SWORN	493 (71.3)	
Civilian Line Staff	113 (16.4)	---
Civilian Management	19 (2.7)	---
TOTAL CIVILIAN	132 (19.1)	
Other	56 (8.1)	---
Missing/Unknown	10 (1.4)	---
TOTAL OTHER/MISSING/UNKNOWN	66 (9.6)	
Current Duties with the Seattle Police Department		
Patrol duties the majority of the time	282 (40.8)	---
Other Law Enforcement duties the majority of the time	188 (27.2)	---
Other	210 (30.4)	---
Missing/Unknown	11 (1.6)	---
CIT Courses Completed		
40-Hour CIT	267(38.6)	---
8-Hour In-Service at WSCJTC	206 (29.8)	---
TOTAL CIT-TRAINED	524 (75.8)	---
SPD CIT Training	51(7.4)	---
I have not completed any CIT Courses	150 (21.7)	---
Missing/Unknown	17 (2.5)	---
TOTAL NON-CIT or MISSING	167 (24.2)	---

Instrument

An anonymous web-based survey instrument was developed for the purpose of collecting information regarding SPD personnel perceptions of incidents involving behavioral crisis, the CIT model, the specialized CRT unit in the Seattle Police Department, and organizational support for the CIT model and CRT Unit. The instrument was developed through discussion and dialogue of the Crisis Intervention Committee's (CIC) data management subcommittee as part of the CIC's role in developing new SPD CIT policy and data collection plan.[5]

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[5] Early drafts of the survey instrument were developed through CIC data subcommittee meetings conducted in 2013-14 in collaboration with Dr. Randy Dupont, SPD consultant on the CIC and lead consultant on the Memphis Tennessee Police Department CIT.

The survey instrument included a combination of Yes/No, open-ended, and Visual Analogue Scale (VAS) Questions comprised of eight question categories:

1) Background (10 questions)
2) Incidents Involving Behavioral Crisis (5 questions + 1 response field for open-ended additional comments)
3) Familiarity with the Crisis Intervention Training (CIT) Model (10 questions)
4) Perceptions of CIT (7 questions + 1 response field for open-ended additional comments
5) Organizational Value of CIT (6 questions)
6) Perceptions of Crisis Response Team (CRT) (9 questions +1 response field for open-ended additional comments
7) Organizational Value of CRT (6 questions)
8) General Comments (response field for open-ended additional general comments).

Section 1 Background questions were included to assess baseline information including SPD personnel background, rank and assignment, education, sex, and race/ethnicity. No direct identifiers were collected from survey respondents. Section 1 Behavioral crisis section included questions regarding perceptions of incidents involving behavioral crisis such as whether they are seen as a regular part of patrol work, whether they are dangerous, and how quickly officers are expected to resolve behavioral crisis incidents. Section 3 Familiarity with CIT included questions regarding previous CIT training, the number of hours of CIT training completed, where CIT training was completed, and interest in future training. Section 4 Perceptions of CIT included questions regarding familiarity with CIT, level of support for utilizing the CIT model in law enforcement, and CIT effectiveness in responding to incidents involving behavioral crisis. Section 5 Organizational Value of CIT included questions regarding the level of support for CIT across different ranks. Section 6 Crisis Response Team included questions regarding familiarity with the CRT and level of support for the CRT. Section 7 Organizational Value of CRT included questions regarding the level of support for CRT across different ranks. Section 8 General Comments was an open-ended question asking respondents for additional comments and feedback (See Appendix B for survey instrument).

The survey was administered through the Seattle University institutional licensed *Qualtrics* software. *Qualtrics* is a survey research platform that has become the standard survey research software for academic institutions. *Qualtrics* uses Transport Layer Security (TLS) encryption (also known as HTTPS) for all transmitted data. Surveys are protected with passwords and HTTP referrer checking. Data is hosted by third party data centers that are SSAE-16 SOC II certified. All data at rest are encrypted, and data on deprecated hard drives are destroyed by U.S. DOD methods and delivered to a third-party data destruction service.[6]

The survey was administered in a web-based format to increase response rate and accessibility. Popularity for web surveys is at an all-time high and web-based surveys are recognized as "an important advance in the evolution of self-administered questionnaires" (Tourangeau et al, 2013, p.1). Advantages to using web surveys include shorter transmitting times, lower deliver cost, more design options, and less data entry time (Fan & Yan, 2010). Visual Analogue Scales were used for questions in sections 2, 3, 4, 5, and 6. With the recent popularity of computerized surveys, the use of visual analogue scales has increased and improved. When compared to a Likert scale questions, VASs allow for an unrestricted interpretation of a response and a detection of very small response changes. (Guyatt, Townsend, Berman, & Keller, 1987). Studies have shown that though not equivalent (Flynn, van Schaik, & van Wersch, 2004), both Likert-scales and VASs measure adequately subjective data. VASs are of equidistant and similar to that of a Likert scale (Reips & Funke, 2008) and have higher responsiveness (sensitivity) than Likert-scale questions.

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[6] For complete *Qualtrics* Security Statement, see: http://www.qualtrics.com/security-statement/.

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Procedure and Analysis

The survey was constructed in collaboration with the Seattle Police Department Crisis Intervention Committee as part of the Seattle Police Department's CIT data collection plan as outlined in the SPD CIT Policy. Approval for the study was obtained from the Seattle University Institutional Review Board.

The survey was administered through an online link provided via email to all Seattle Police Department personnel January 15 – February 15, 2015. The survey was introduced in an email from the Seattle Police Chief to all Seattle Police personnel introducing the study, inviting participation, and stating that the study was being conducted by an independent researcher from Seattle University (See Appendix C for email solicitation). The initial email went out to all SPD personnel on January 15th and was followed weekly by a reminder emails from the SPD Lieutenant responsible for the Crisis Intervention Committee that went out on 1/22, 1/29, 2/5, and 2/12.

Descriptive, bivariate, chi-squares, t-tests, ANOVAs, and OLS regression analyses were conducted using the Statistical Package for the Social Sciences (SPSS). Reliability analysis was conducted on question set items and scales were created to measure the central concepts of interest – CIT Support, CIT Organizational Value, CRT Support, and CRT Organizational Value. Descriptive analyses (frequencies, means) were conducted for all variables. Variables were recoded into new variables to examine differences between CIT/No-CIT trained officers, CIT40/No-CIT40, Non-Sworn/Sworn, and Non-Patrol/Patrol on CIT support, CRT Support, and organizational value of CIT and CRT. Crosstabs and Chi-squares were conducted to examine the differences between SPD personnel types (Non-Sworn/Sworn), Command/Patrol) with respect to CIT-training. T-tests were conducted to examine the differences between CIT/No-CIT trained officers, Non-Sworn/Sworn, and Non-Patrol/Patrol groups. Chronbach's Alpha for the subscale items for each section of VAS items was calculated to determine subscale reliability. Regression was conducted including Patrol/Non-Patrol, Race (White/Non-White), Sex (Male/Female), CIT Training/No CIT Training, and CIT 40-hour/No 40-Hour as independent variables and support for CIT as dependent variable (using the CIT Support subscale created consisting of 6 items from section on Perceptions of CIT. Qualitative data collected in string variables in comment sections of the survey was recoded into separate variables as a measure of support for CIT recoded as Negative, Neutral, or Positive for perceptions of CIT, perceptions of CRT, and overall perceptions of the implementation of the CIT model.[7] Qualitative data was also analyzed for themes to examine the nature of perceptions of CIT in greater depth to supplement quantitative results.

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[7] This variable was created including all qualitative comments included in all four open-ended sections of the survey following the questions on Section 2 -Incidents involving behavioral crisis, Section 4-Perceptions of CIT, Section 6-Perceptions of CRT, and Section 8-General Comments and Feedback.

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CHAPTER 3

Results

Descriptive Analysis

Results of responses on visual analog scale (VIS) item ratings on scale of 0-100 are presented for each of survey sections:
1) Incidents Involving Individuals in Behavioral Crisis
2) Perceptions of CIT
3) Perceptions of Organizational Value of CIT
4) Perceptions of CRT
5) Perceptions of Organizational Value of CRT

Item set scales were created for four of the five questions sets:
1) CIT Support
2) CIT Organizational Value
3) CRT Support
4) CRT Organizational Value

The "CIT support," sub scale was created with 6 of the 7 items that were significantly correlated ($p<.001$) in the "Perceptions of CIT" question set. The single item in this section rated with a low level of agreement was *"The Basic Law Enforcement Academy Training (BLEA) that all officers receive is adequate to prepare officers to respond to incidents involving behavioral crisis"* (M=35.3, SD=30.4) suggesting that respondents did not see the BLEA as adequate training to respond to incidents involving behavioral crisis. As this question item is a less direct measure of support for CIT and was not significantly correlated with the other items, this question item was omitted from the CIT Support subscale. The remaining 6 items (a=.86) were included in the "CIT Support" subscale as a measure of overall support for the implementation of the CIT model. Subscales were also created for each of the. The "CIT Organizational Value" Scale included the sum/average of the 6 items (a=.83) in the section "Organizational Value of CIT." The "CRT Support" scale included the sum/average of the 9 items in the section "Perceptions of CRT" (a=.91). The "CRT Organizational Value" scale included the sum/average of the 6 items in the section "Organizational Value of CRT" (a=.87) (See Appendix D of Inter-Item correlations for each of the question sets).

Findings show that that as a whole, respondents perceive incidents involving behavioral crisis as a standard part of patrol work, view incidents involving behavioral crisis as dangerous, and are confident in their ability to handle calls involving behavioral crisis. Results also suggest that respondents do not report experiencing a high level of recognition and respect for their de-escalation skills and do not view quick resolution of behavioral crisis incidents as important or as an expectation from their supervisors or the agency as a whole. Respondents rated the questions *"Incidents involving individuals in behavioral crisis are a standard part of patrol work"* (M=81, SD=26.7) and *"Calls involving persons who are experiencing behavioral crisis are dangerous"* (M=74, SD=26.3). Most indicated agreement with the statement *"I am confident in my ability to handle calls involving persons in behavioral crisis,"* (M=75.3, SD=25.8), but indicated disagreement with the statement, *"I feel recognition and respect from the department for my skills in de-escalating behavioral crisis events"* (M=36.5, SD=29.9). On items regarding perceptions of the expectation in training or by supervisors and SPD in resolving behavioral crisis incidents quickly, respondents ratings were mid-range (M=49.5, SD=32.7; M=47.5, SD=30.4; 48.3, SD=31.4 respectively) (See Table 2).

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Table 2 Incidents Involving Individuals in Behavioral Crisis (*N*=691)			
Item*	n (%N)	% miss	M (SD)
Incidents involving individuals in behavioral crisis are a standard part of patrol work.	666 (96.4)	3.6	81.0 (26.7)
Calls involving persons who are experiencing behavioral crisis are dangerous.	655 (94.8)	5.2	74.1 (26.3)
I am confident in my ability to handle calls involving persons in behavioral crisis.	622 (90.0)	10.0	**75.3 (25.8)**
I feel recognition and respect from the department for my skills in de-escalating behavioral crisis events.	570 (82.5)	17.5	36.5 (29.9)
My training indicates that it is important to resolve incidents involving persons in a behavioral crisis quickly.	600 (86.8)	13.2	49.5 (32.7)
Most supervisors expect patrol officers to resolve incidents involving persons in behavioral crisis quickly.	591 (85.5)	14.5	47.5 (30.4)
My agency expects patrol officers to resolve incidents involving persons in behavioral crisis quickly.	587 (84.9)	15.1	48.3 (31.4)
Note: Visual Analogue Scale Sliders from 0 to 100.			

"Perceptions of CIT" items measured general perceptions of CIT and satisfaction with the implementation of the CIT model in the Seattle Police Department. Results show that respondents rated the items indicative of support for the CIT model *"I am familiar with the CIT concept of intervention with individuals with mental illness"* (*M*=73.9, *SD*=26.7) and *"I am supportive of utilizing the CIT concept in law enforcement"* (*M*=76.8, *SD*=26.1) indicating familiarity with and strong support for the CIT model in response to these single questions. Questions regarding the importance, utilization, and satisfaction with CIT-trained officers were rated less strongly. Respondents rated *"When I encounter an event involving behavioral crisis the assistance of a CIT officer is important"* (*M*=57.1, *SD*=33.1), *"I utilize CIT officers whenever possible"* (*M*=59.9, *SD*=35.1), and *"In incidents when I have requested a CIT officer, I have been satisfied with the response"* (*M*=58.1, *SD*=34.3). The "CIT Support" subscale ratings taking into account all six questions regarding CIT support were in the above average range (*M*=59.0, *SD*=24.8) but lower than on the single question item regarding general support(See Table 3).

Table 3 Perceptions of CIT (*N*=691)			
Item*	n (%N)	% miss	M (SD)
I am familiar with the CIT concept of intervention with individuals with mental illness.	566 (81.9)	18.1	73.9 (26.7)
I am supportive of utilizing the CIT concept in law enforcement.	580 (83.9)	16.1	**76.8 (26.1)**
CIT-trained officers are best equipped to respond to incidents involving behavioral crisis.	572 (82.7)	17.3	59.4 (31.6)
When I encounter an event involving behavioral crisis the assistance of a CIT officer is important.	544 (78.7)	21.3	57.1 (33.1)
I utilize CIT officers whenever possible.	496 (71.8)	28.2	59.9 (35.1)
In incidents when I have requested a CIT officer, I have been satisfied with the response.	471 (68.2)	31.8	58.1 (34.3)
The Basic Law Enforcement Academy Training (BLEA) that all officers receive is adequate to prepare officers to respond to incidents involving behavioral crisis.	466 (67.4)	32.6	35.3 (30.4)
"CIT Support" Subscale	589 (85.2)	14.8	**59.0 (24.8)**
Note: Visual Analogue Scale Sliders from 0 to 100.			

Respondents were asked to rate the strength of organizational value placed on CIT at the different personnel levels. Results show that respondents perceive sworn SPD personnel as placing high value on CIT concept with SPD leadership rated the highest (*M*=68.9, *SD*=30.4), followed by immediate supervisor (*M*=67.6, *SD*=29.7), individual chain of command (*M*=65.8, *SD*=28.9), and patrol officers (*M*=63.2, *SD*=28.7) with civilian management and employees rated lowest value placed on CIT(*M*=53.0, *SD*=33.7) and (*M*=52.1, *SD*=33.3) respectively. The "CIT Organizational Value" subscale was in the above average range (*M*=55.7, *SD*=23.6) (See Table 4).

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Table 4
Strength of Organizational Value Placed on CIT Concept (N=691)

Item	n (%N)	% miss	M (SD)
Seattle Police Department Leadership (i.e., Command Staff)	544 (78.7)	21.3	68.9 (30.4)
My individual chain of command (i.e., Lieutenants, precinct leadership)	536 (77.6)	22.4	65.8 (28.9)
My immediate supervisor (i.e., patrol sergeants)	520 (75.3)	24.7	67.6 (29.7)
Patrol Officers	538 (77.9)	22.1	63.2 (29.7)
Civilian Employees- Management	438 (63.4)	36.6	53.0 (33.7)
Civilian Employees- Line Staff	437 (63.2)	36.8	52.1 (33.3)
"CIT Organizational Value" Subscale	562 (81.3)	18.6	**55.7 (23.6)**

Note: Visual Analogue Scale Sliders from 0 to 100.

In addition to perceptions of the CIT model more generally, respondents were asked to rate items regarding familiarity and support for the specialized CRT Unit. Results show that most are familiar with the CRT Unit (M=65.3, SD=31.8), are aware of it as a resource within SPD (M=76.9, SD=31.0) and of the MHP (M=68.2, SD=39.0), are supportive of devoting resources to the CRT (M=73.5, SD=29.5), and see the unit as critical (M=68.5, SD=31.1). However, respondents rated the questions, *"I utilize the CRT Unit whenever possible"* and *"In incidents when I have requested assistance from the CRT Unit, I have been satisfied with the response"* in the mid-range (M=50.0, SD=36.7) and (M=54.4, SD=36.2) respectively. The "CRT Support" Subscale was in the above average range (M=56.8 SD=26.4) (See Table 5).

Table 5
Perceptions of CRT (N=691)

Item	n (%N)	% miss	M (SD)
I am familiar with what the CRT unit does.	560 (81.0)	19.0	65.3 (31.8)
I am supportive of devoting SPD resources to the CRT unit.	568 (82.2)	17.8	**73.5 (29.5)**
The CRT unit is a critical unit within SPD.	564 (81.6)	18.4	68.5 (31.1)
I utilize the CRT unit for whenever possible.	481 (69.6)	30.4	50.9 (36.7)
In incidents when I have requested assistance from the CRT unit, I have been satisfied with the response.	447 (64.7)	35.3	54.4 (36.2)
Prior to completing this survey, I was aware that there is a full-time mental health practitioner who is part of the CRT unit.	523 (75.7)	24.3	68.2 (39.0)
I am aware that the CRT unit is a resource for me in assisting with incidents involving persons in behavioral crisis.	536 (77.6)	22.4	76.9 (31.0)
I have made referrals to the CRT unit.	441 (63.8)	36.2	60.7 (41.1)
The Crisis Response Team (CRT) values my work as a patrol officer.	430 (62.2)	37.8	59.9 (35.5)
"CRT Support" Subscale	578 (83.6)	16.4	**56.8 (26.4)**

Note: Visual Analogue Scale Sliders from 0 to 100.

Respondents perceived organizational support for the CRT Unit among SPD leadership (M=69.4, SD=29.4), individual chain of command (M=64.6, SD=29.4), and immediate supervisor (M=63.8, SD=30.9) with ratings in the upper mid-range for patrol (M=58.1, SD=33.5) and mid-range for civilian management (M=51.8, SD=33.5) and line-staff (M=51.7, SD=33.0) (See Table 6). The "CRT Organizational Support" subscale mean rating was slightly above average (M=52.7, SD=25.3).

Table 6
Strength of Organizational Value Placed on CRT Unit (N=691)

Item	n (%N)	% miss	M (SD)
Seattle Police Department Leadership (i.e., Command Staff)	506 (73.2)	26.8	69.4 (29.4)
My individual chain of command (i.e., Lieutenants, precinct leadership)	489 (70.8)	29.2	64.6 (29.4)

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My immediate supervisor (i.e., patrol sergeants)	483 (69.9)	30.1	63.8 (30.9)
Patrol Officers	489 (70.8)	29.2	58.1 (32.4)
Civilian Employees- Management	408 (59.0)	41.0	51.8 (33.5)
Civilian Employees- Line Staff	402 (58.2)	41.8	51.7 (33.0)
"CRT Organizational Value" Subscale	531 (76.8)	18.7	**52.7 (25.3)**
Note: Visual Analogue Scale Sliders from 0 to 100.			

Bivariate Analysis

Bivariate analyses were conducted to determine differences on behavioral crisis items for comparing respondents who completed CIT training and those who have not. Groups were divided into No CIT/CIT (those who reported having no CIT training and those who had completed either the 8-hour BLEA CIT or in-service or 40-hour CIT) and NoCIT40/CIT40 (those who reported having not completed the 40 hour training and those who reported completing the 40 hour training. T-test results show that there was a significant difference in ratings on behavioral crisis incident items for the NoCIT/CIT comparison on items, *"Incidents involving individuals in behavioral crisis are a standard part of patrol work"* (t=-9.0 (652), p=000), *"Calls involving persons who are experiencing behavioral crisis are dangerous"* (t=-9.0 (652), p=000) and *"I am confident in my ability to handle calls involving persons in behavioral crisis"* (t=-13.4 (618), p=000) with those who had received CIT training indicating that they were more confident in their ability to handle calls involving behavioral crisis (See Table 7).

Table 7 Incidents Involving Individuals in Behavioral Crisis No CIT Training/CIT Training analysis (*N*=691)							
Item	No CIT (*N*=150)			CIT (*N*=524)			*t*-value (*df*) /Sig.
	M (SD)	n (%N)	% miss	M (SD)	n (%N)	% miss	t (df), p
Incidents involving individuals in behavioral crisis are a standard part of patrol work.	65.1 (35.3)	132 (88.0)	12.0	86.2 (20.4)	522 (99.6)	0.4	-9.0 (652), *p*=.000***
Calls involving persons who are experiencing behavioral crisis are dangerous.	60.6 (31.4)	127 (84.7)	15.3	77.4 (23.9)	522 (99.6)	0.4	-6.7 (647), *p*=.000***
I am confident in my ability to handle calls involving persons in behavioral crisis.	**46.9 (34.3)**	97 (64.7)	35.3	**80.6 (19.9)**	523 (99.8)	0.2	**-13.4 (618), *p*=.000***
I feel recognition and respect from the department for my skills in de-escalating behavioral crisis events.	32.7 (31.0)	89 (59.3)	40.7	37.1 (29.7)	478 (91.2)	8.8	-1.3 (565), *p*=.201
My training indicates that it is important to resolve incidents involving persons in a behavioral crisis quickly.	53.8 (35.9)	95 (63.3)	36.7	48.6 (32.2)	502 (95.8)	4.2	1.4 (595), *p*=.163
Most supervisors expect patrol officers to resolve incidents involving persons in behavioral crisis quickly.	51.1 (32.6)	102 (68.0)	32.0	46.8 (30.0)	485 (92.6)	7.4	1.3 (585), *p*=.199
My agency expects patrol officers to resolve incidents involving persons in behavioral crisis quickly.	54.3 (34.2)	104 (69.3)	30.7	47.2 (30.7)	477 (91.0)	9.0	2.1 (579), *p*=.039*
Note: ***p < .001, **p < .01, *p < .05. 17 missing values for CIT training response.							

Similar differences were found when comparing the No CIT40/CIT40 groups with those who had completed the CIT 40 hour training rating items *"Incidents involving individuals in behavioral crisis are a standard part of patrol work"* (t=-3.8 (652), p=000), and *"I am confident in my ability to handle calls involving persons in behavioral crisis"* (t=-7.3 (618), p=000) higher than those who had not received CIT 40 hour training. However when comparing the No CIT 40/CIT 40 groups there was no significant difference on the item *"Calls involving persons who are experiencing behavioral crisis are dangerous"* with both groups rating behavioral crisis incidents as dangerous (See Table 8).

Table 8
Incidents Involving Individuals in Behavioral Crisis No CIT 40hr Training/CIT 40hr Training analysis (*N*=691)

Item	No CIT 40 (*N*=407)			CIT 40 (*N*=267)			*t*-value (*df*) /Sig.
	M (SD)	n (%N)	% miss	*M (SD)*	n (%N)	% miss	t (df), p
Incidents involving individuals in behavioral crisis are a standard part of patrol work.	78.8 (28.8)	388 (95.3)	4.7	86.5 (19.1)	266 (99.6)	0.4	-3.8 (652), *p*=.000***
Calls involving persons who are experiencing behavioral crisis are dangerous.	72.7 (28.1)	382 (93.9)	6.1	76.3 (23.6)	267 (100.0)	0.0	-1.7 (647), *p*=.080
I am confident in my ability to handle calls involving persons in behavioral crisis.	**69.0 (29.4)**	353 (86.7)	13.3	**83.7 (16.9)**	267 (100.0)	0.0	**-7.3 (618), *p*=.000 ***
I feel recognition and respect from the department for my skills in de-escalating behavioral crisis events.	34.9 (29.4)	318 (78.1)	21.9	38.5 (30.6)	249 (93.3)	6.7	-1.4 (565), *p*=.150
My training indicates that it is important to resolve incidents involving persons in a behavioral crisis quickly.	51.2 (33.2)	339 (83.3)	16.7	47.1 (32.1)	258 (96.6)	3.4	1.5 (595), *p*=.130
Most supervisors expect patrol officers to resolve incidents involving persons in behavioral crisis quickly.	48.5 (31.1)	338 (83.0)	17.0	46.2 (29.7)	249 (93.3)	6.7	0.9 (585), *p*=.370
My agency expects patrol officers to resolve incidents involving persons in behavioral crisis quickly.	49.7 (32.0)	337 (82.8)	17.2	46.8 (30.6)	244 (91.4)	8.6	1.1 (579), *p*=.270

Note: ***p < .001, **p < .01, *p < .05. 17 missing values for CIT training response.

Comparisons of the No CIT/CIT and No CIT40/CIT40 groups show significant differences on question items regarding perception of CIT, CRT, and Organizational support for CIT and CRT. Tables 9-16 show mean differences and t-test results for the NoCIT/CIT and NoCIT40/CIT40 comparisons of question items and subscales.

Table 9
Perceptions of CIT No CIT Training/CIT Training analysis (*N*=691)

Item	No CIT (*N*=150)			CIT (*N*=524)			*t*-value (*df*) /Sig.
	M (SD)	n (%N)	% miss	*M (SD)*	n (%N)	% miss	t (df), p
I am familiar with the CIT concept of intervention with individuals with mental illness.	43.8 (35.6)	80 (53.3)	46.7	79.2 (20.7)	484 (92.4)	7.6	-12.6 (562), *p*=.000***
I am supportive of utilizing the CIT concept in law enforcement.	73.3 (30.6)	92 (61.3)	38.7	77.4 (25.2)	486 (92.7)	7.3	-1.5 (576), *p*= .147
CIT-trained officers are best equipped to respond to incidents involving behavioral crisis.	73.4 (27.7)	93 (62.0)	38.0	56.9 (31.5)	475 (90.6)	9.4	4.7 (566), *p*= .000***
When I encounter an event involving behavioral crisis the assistance of a CIT officer is important.	66.0 (32.5)	74 (49.3)	50.7	55.8 (33.0)	469 (89.5)	10.5	2.5 (541), *p*=.013*
I utilize CIT officers whenever possible.	43.3 (36.5)	52 (34.7)	65.3	62.1 (34.3)	441 (84.2)	15.8	-3.7 (491), *p*=.000***
In incidents when I have requested a CIT officer, I have been satisfied with the response.	46.5 (37.7)	50 (33.3)	66.7	59.7 (33.5)	418 (79.8)	20.2	-2.6 (466), *p*=.009**
The Basic Law Enforcement Academy Training (BLEA) that all officers receive is adequate to prepare officers to respond to incidents involving behavioral crisis.	25.5 (25.6)	51 (34.0)	66.0	36.6 (30.7)	414 (79.0)	21.0	-2.5 (463), *p*=.013*
"CRT Support" Subscale	**46.5 (25.5)**	95		**61.9 (23.4)**	488		**-5.8 (581), p=.000***

Note: ***p < .001, **p < .01, *p < .05.

Table 10
Perceptions of CIT No CIT 40Hr Training/CIT 40Hr Training analysis (*N*=691)

Item	No CIT 40 (*N*=407)			CIT 40 (*N*=267)			*t*-value (*df*) /Sig.
	M (SD)	n (%N)	% miss	*M (SD)*	n (%N)	% miss	t (df), p
I am familiar with the CIT concept of intervention with individuals with mental illness.	65.5 (29.1)	312 (76.6)	23.3	84.9 (17.5)	252 (94.4)	5.6	-9.3 (562) , *p*=.000***

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Item	M (SD)	n (%N)	% miss	M (SD)	n (%N)	% miss	t (df), p
I am supportive of utilizing the CIT concept in law enforcement.	74.1 (27.4)	327 (80.3)	19.7	80.2 (24.0)	251 (94.0)	6.0	**-2.8 (576), *p*= .005***
CIT-trained officers are best equipped to respond to incidents involving behavioral crisis.	62.3 (31.5)	325 (79.9)	20.1	55.9 (31.2)	243 (91.0)	9.0	2.4 (566), *p*= .017*
When I encounter an event involving behavioral crisis the assistance of a CIT officer is important.	58.9 (33.2)	304 (74.7)	25.3	55.0 (33.0)	239 (89.5)	10.5	1.3 (541), *p*=.180
I utilize CIT officers whenever possible.	56.2 (35.3)	264 (64.9)	35.1	64.6 (34.0)	229 (85.8)	14.2	-2.7 (491), *p*=.008**
In incidents when I have requested a CIT officer, I have been satisfied with the response.	53.4 (35.3)	244 (60.0)	40.0	63.7 (32.2)	224 (83.9)	16.1	-3.3 (466), *p*=.001**
The Basic Law Enforcement Academy Training (BLEA) that all officers receive is adequate to prepare officers to respond to incidents involving behavioral crisis.	34.0 (29.0)	248 (60.9)	39.1	37.0 (31.8)	217 (81.3)	18.7	-1.1 (463), *p*=.279
"CRT Support" Subscale	**55.7 (24.9)**	331 (81.3)	18.7	**64.4 (22.9)**	252 (94.4)	5.6	**-4.3 (581), p=.000***

Note: ***p < .001, **p < .01, *p < .05.

Table 11
Strength of Organizational Value Placed on CIT Concept No CIT Training/CIT Training analysis (*N*=691)

Item	No CIT (*N*=150)			CIT (*N*=524)			*t*-value (*df*) /Sig.
	M (SD)	*n (%N)*	% miss	*M (SD)*	*n (%N)*	% miss	*t (df), p*
Seattle Police Department Leadership (i.e., Command Staff)	60.7 (30.9)	77 (51.3)	48.7	70.5 (30.0)	465 (88.7)	11.3	-2.6 (540), *p*=.008*
My individual chain of command (i.e., Lieutenants, precinct leadership)	53.7 (33.1)	70 (46.7)	53.3	67.9 (27.6)	464 (88.5)	11.5	-3.9 (532), *p*=.000***
My immediate supervisor (i.e., patrol sergeants)	55.7 (34.0)	67 (44.7)	55.3	69.7 (28.4)	451 (86.1)	13.9	-3.7 (516), *p*=.000***
Patrol Officers	61.9 (27.8)	72 (48.0)	52.0	63.5 (29.8)	464 (88.5)	11.5	-0.4 (534), *p*=.678
Civilian Employees- Management	48.7 (33.4)	68 (45.3)	54.7	53.9 (33.7)	369 (70.4)	29.6	-1.2 (435), *p*=.237
Civilian Employees- Line Staff	50.9 (35.4)	71 (47.3)	52.7	52.4 (32.9)	365 (69.1)	30.9	-0.3 (434), *p*=.729
"CIT Organizational Value" Subscale	**48.4 (27.3)**	81 (54.0)	46.0	**57.1 (22.5)**	479 (91.4)	8.6	**-3.1 (558), p=.002**

Note: ***p < .001, **p < .01, *p < .05.

Table 12
Strength of Organizational Value Placed on CIT Concept No CIT 40hr Training/CIT 40hr Training analysis (*N*=691)

Item	No CIT 40 (*N*=407)			CIT 40 (*N*=267)			*t*-value (*df*) /Sig.
	M (SD)	*n (%N)*	% miss	*M (SD)*	*n (%N)*	% miss	*t (df), p*
Seattle Police Department Leadership (i.e., Command Staff)	67.1 (30.5)	299 (73.5)	26.5	71.5 (30.0)	243 (91.0)	9.0	-1.7 (540), *p*=.087
My individual chain of command (i.e., Lieutenants, precinct leadership)	62.8 (28.8)	290 (71.3)	28.7	69.8 (28.2)	244 (91.2)	8.8	-2.8 (532), *p*=.005**
My immediate supervisor (i.e., patrol sergeants)	63.8 (29.9)	277 (68.1)	31.9	72.6 (28.4)	241 (90.3)	9.7	-3.4 (516), *p*=.001**
Patrol Officers	62.4 (28.9)	290 (71.3)	28.7	64.3 (30.3)	246 (92.1)	7.9	-0.7 (534), *p*=.462
Civilian Employees- Management	49.7 (33.3)	246 (60.4)	39.6	57.5 (33.7)	191 (71.5)	28.5	-2.4 (435), *p*=.016*
Civilian Employees- Line Staff	49.5 (33.4)	248 (60.9)	39.1	55.6 (32.9)	188 (70.4)	29.6	-1.9 (434), *p*=.060
"CIT Organizational Value" Subscale	**53.2 (23.9)**	309 (75.9)	24.1	**59.2 (22.4)**	251 (94.0)	6.0	**-3.1 (558), p=.002**

Note: ***p < .001, **p < .01, *p < .05.

Table 13
Perceptions of CRT No CIT Training/CIT Training analysis (*N*=691)

Item	No CIT (*N*=150)			CIT (*N*=524)			*t*-value (*df*) /Sig.
	M (SD)	*n (%N)*	*% miss*	*M (SD)*	*n (%N)*	*% miss*	*t (df), p*
I am familiar with what the CRT unit does.	45.1 (34.6)	81 (54.0)	46.0	69.2 (29.7)	476 (90.8)	9.2	-6.6 (555) , p=.000***
I am supportive of devoting SPD resources to the CRT unit.	71.8 (28.9)	88 (58.7)	41.3	73.9 (29.6)	477 (91.0)	9.0	-0.6 (563), p=.532
The CRT unit is a critical unit within SPD.	76.4 (26.1)	87 (58.0)	42.0	67.0 (31.8)	474 (90.5)	9.5	2.6 (559), p=.010*
I utilize the CRT unit for whenever possible.	37.2 (32.6)	51 (34.0)	66.0	52.6 (36.8)	428 (81.7)	18.3	-2.9 (477) , p=.004**
In incidents when I have requested assistance from the CRT unit, I have been satisfied with the response.	43.5 (37.1)	50 (33.3)	66.7	55.9 (35.8)	396 (75.6)	24.4	-2.3 (444), p=.021*
Prior to completing this survey, I was aware that there is a full-time mental health practitioner who is part of the CRT unit.	48.1 (43.1)	65 (43.3)	56.7	71.3 (37.5)	456 (87.0)	13.0	-4.6 (519), p=.000***
I am aware that the CRT unit is a resource for me in assisting with incidents involving persons in behavioral crisis.	62.8 (36.0)	63 (42.0)	58.0	78.8 (29.8)	472 (90.1)	9.9	-3.7 (533), p=.000***
I have made referrals to the CRT unit.	42.9 (43.1)	45 (30.0)	70.0	62.9 (40.3)	395 (75.4)	24.6	-3.1 (438), p=.002**
The Crisis Response Team (CRT) values my work as a patrol officer.	31.2 (34.6)	37 (24.7)	75.3	62.8 (34.3)	392 (74.8)	25.2	-5.3 (427), p= 000***
"CRT Support" Subscale	37.3 (22.9)	92 (61.3)	38.7	60.8 (25.2)	482 (91.9)	8.1	-8.3 (572),p=.000***

Note: ***p < .001, **p < .01, *p < .05.

Table 14
Perceptions of CRT No CIT 40Hr Training/CIT 40hr Training analysis (*N*=691)

Item	No CIT 40 (*N*=407)			CIT 40 (*N*=267)			*t*-value (*df*) /Sig.
	M (SD)	*n (%N)*	*% miss*	*M (SD)*	*n (%N)*	*% miss*	*t (df), p*
I am familiar with what the CRT unit does.	60.2 (32.6)	309 (75.9)	24.1	72.8 (28.9)	248 (92.9)	7.1	-4.8 (555) , p=.000***
I am supportive of devoting SPD resources to the CRT unit.	72.5 (28.7)	318 (78.1)	21.9	75.1 (30.4)	247 (92.5)	7.5	-1.0 (563), p=.302
The CRT unit is a critical unit within SPD.	70.3 (29.5)	315 (77.4)	22.6	66.2 (33.0)	246 (92.1)	7.9	1.5 (559), p=.126
I utilize the CRT unit for whenever possible.	50.2 (35.6)	249 (61.2)	38.8	51.8 (37.9)	230 (86.1)	13.9	-0.5 (477) , p=.627
In incidents when I have requested assistance from the CRT unit, I have been satisfied with the response.	52.7 (35.7)	237 (58.2)	41.8	56.7 (36.5)	209 (78.3)	21.7	-1.2 (444), p=.249
Prior to completing this survey, I was aware that there is a full-time mental health practitioner who is part of the CRT unit.	62.9 (40.0)	281 (69.0)	31.0	74.8 (36.7)	240 (89.9)	10.1	-3.5 (519), p=.000***
I am aware that the CRT unit is a resource for me in assisting with incidents involving persons in behavioral crisis.	76.4 (31.3)	293 (72.0)	28.0	77.9 (30.5)	242 (90.6)	9.4	-0.6 (533), p=.569
I have made referrals to the CRT unit.	55.3 (41.8)	227 (55.8)	44.2	66.8 (39.5)	213 (79,8)	20.2	-3.0 (438), p=.003**
The Crisis Response Team (CRT) values my work as a patrol officer.	54.0 (36.3)	213 (52.3)	47.7	66.0 (33.5)	216 (80.9)	19.1	-3.6 (427), p= 000***
"CRT Support" Subscale	52.4 (25.3)	324 (79.6)	20.4	63.1 (26.4)	250 (93.6)	6.4	-4.9 (572), p=.000***

Note: ***p < .001, **p < .01, *p < .05.

Table 15
Strength of Organizational Value Placed on CRT Concept No CIT Training/CIT Training analysis (N=691)

Item	No CIT (*N*=150)			CIT (*N*=524)			*t*-value (*df*) /Sig.
	M (SD)	*n (%N)*	*% miss*	*M (SD)*	*n (%N)*	*% miss*	*t (df), p*

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Item	M (SD)	n (%N)	% miss	M (SD)	n (%N)	% miss	t (df), p
Seattle Police Department Leadership (i.e., Command Staff)	59.1 (30.6)	74 (49.3)	50.7	71.3 (28.7)	431 (82.3)	17.7	-3.3 (5023), p=.001**
My individual chain of command (i.e., Lieutenants, precinct leadership)	51.3 (32.5)	65 (43.3)	56.7	66.8 (28.2)	423 (80.7)	19.3	-4.0 (486), p=.000***
My immediate supervisor (i.e., patrol sergeants)	52.3 (34.0)	64 (42.7)	57.3	65.7 (29.9)	418 (79.8)	20.2	-3.3 (480), p=.001**
Patrol Officers	49.4 (34.1)	61 (40.7)	59.3	59.4 (31.9)	427 (81.5)	18.5	-2.3 (486), p=.023*
Civilian Employees- Management	47.7 (30.9)	61 (40.7)	59.3	52.9 (33.9)	336 (64.1)	35.9	-1.2 (405), p=.235
Civilian Employees- Line Staff	48.4 (29.9)	70 (46.7)	53.3	52.6 (33.6)	331 (63.2)	36.8	-1.0 (399), p=.336
"CRT Organizational Value" Subscale	42.9 (27.8)	81 (54.0)	46.0	54.6 (24.4)	449 (85.7)	14.3	-3.9 (528), p=.000***

Note: ***p < .001, **p < .01, *p < .05.

Table 16
Strength of Organizational Value Placed on CRT Concept No CIT 40Hr Training/CIT 40Hr Training analysis (N=691)

Item	No CIT 40 (N=407)			CIT 40 (N=267)			t-value (df) /Sig.
	M (SD)	n (%N)	% miss	M (SD)	n (%N)	% miss	t (df), p
Seattle Police Department Leadership (i.e., Command Staff)	68.4 (29.7)	281 (69.0)	31.0	71.0 (28.8)	224 (83.9)	16.1	-1.0 (5023), p=.326
My individual chain of command (i.e., Lieutenants, precinct leadership)	62.4 (29.0)	265 (65.1)	34.9	67.5 (29.4)	223 (83.5)	16.5	-1.9 (486), p=.057
My immediate supervisor (i.e., patrol sergeants)	60.6 (30.4)	260 (63.9)	36.1	67.9 (30.9)	222 (83.1)	16.9	-2.6 (480), p=.009**
Patrol Officers	56.7 (31.7)	259 (63.6)	36.4	59.9 (33.1)	229 (85.8)	14.2	-1.1 (486), p=.272
Civilian Employees- Management	50.1 (33.0)	235 (57.7)	42.3	54.5 (34.0)	172 (64.4)	35.6	-1.3 (405), p=.196
Civilian Employees- Line Staff	49.2 (32.4)	232 (57.0)	43.0	55.4 (33.4)	169 (63.3)	36.7	-1.9 (399), p=.062
"CRT Organizational Value" Subscale	50.5 (25.6)	295 (72.5)	27.5	55.7 (24.7)	235 (88.0)	12.0	-2.34 (528), p=.020*

Note: ***p < .001, **p < .01, *p < .05.

One-way ANOVAs were conducted to examine the relationship between level of CIT training (No CIT, Some CIT (8 hour BLEA or in-service), and CIT 40-hour training) and support and organizational value of CIT and CRT and confidence in responding to behavioral crisis calls. Results show a significant difference in CIT/CRT support and organizational value ratings as well as confidence in handling behavioral crisis calls by CIT training level. There was a significant effect of level of training on ratings of CIT Support at the p<.05 level [$F (2,580) =19.63$, $p=.000$], CIT Organizational Value [$F (2,557) =6.99$, $p=.001$], CRT Support [$F (2,571) =36.78$, $p=.000$], and CRT Organizational Value [$F (2,527) =7.97$, $p=0.00$], and confidence in handling behavioral crisis incidents in response to the question *"I am confident in my ability to handle calls involving behavioral crisis incidents"* [$F (2,619) =96.82$, $p=.000$] (See Table 17 and Figures 1-5).

Table 17
One-Way ANOVA[8]
The Effect of CIT Training Level on CIT/CRT Support and Organizational Value and Crisis Confidence (N=691)

Scale	No CIT (N=150)		Some CIT (N=257)		CIT40 (N=267)		F (df), Sig.
	M (SD)	n (%N)	M (SD)	n (%N)	M (SD)	n (%N)	
CIT SUPPORT	46.5 (25.5)	95 (63.3)	59.4 (23.7)	236 (91.8)	64.8 (22.9)	252 (94.4)	F (2,580) =19.63, p=.000***
CIT ORGANIZATIONAL VALUE	48.4 (27.3)	81 (54.0)	54.8 (22.5)	228 (88.7)	59.2 (22.4)	251 (94.0)	F (2,557) =6.99, p=.001***
CRT SUPPORT	37.3 (22.9)	92 (61.0)	58.4 (22.7)	232 (90.3)	63.1 (26.4)	250 (96.6)	F (2,571)= 36.78, p=.000***
CRT ORGANIZATIONAL VALUE	42.9 (27.8)	81 (54.0)	53.4 (24.1)	214 (83.3)	55.7 (24.7)	235 *88.0)	F (2,527) =7.97, p=0.00***
CRISIS CONFIDENCE	46.9 (34.3)	97 (64.7)	77.4 (22.2)	256 (99.6)	83.7 (16.9)	267 (100)	F (2,619) =96.82, p=.000***

Note: ***p < .001, **p < .01, *p < .05.

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[8] Unequal group sizes. Type 1 error levels are not guaranteed. However the means analysis and the ANOVA results strongly suggest a linear trend between CIT training level and Support for and organizational value of CIT and CRT as well as confidence in response to behavioral crisis incidents..

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Figure 1-2
**CIT Support/CIT Organizational Value
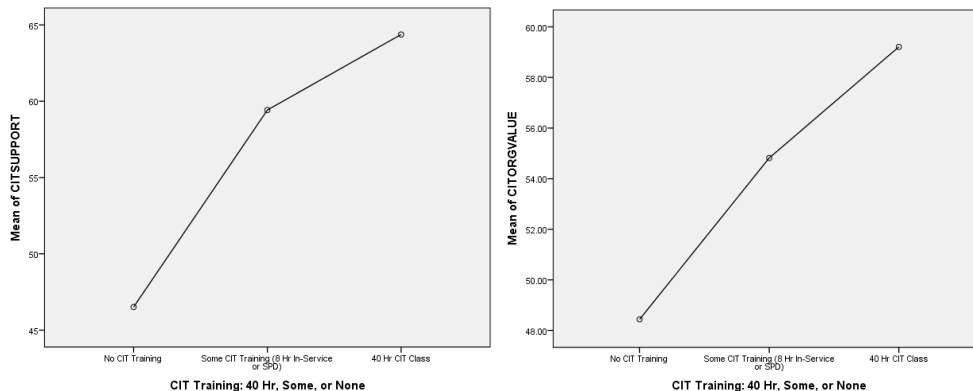by CIT Training Level (*None, Some, 40-hr*)**

Figure 3-4
**CRT Support/CRT Organizational Value
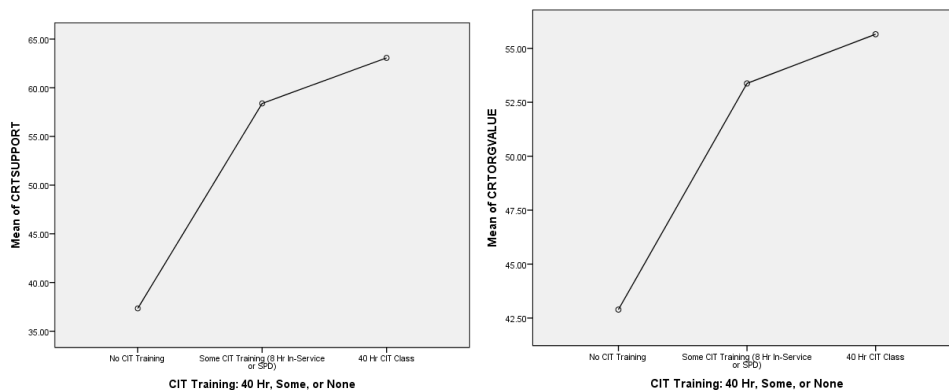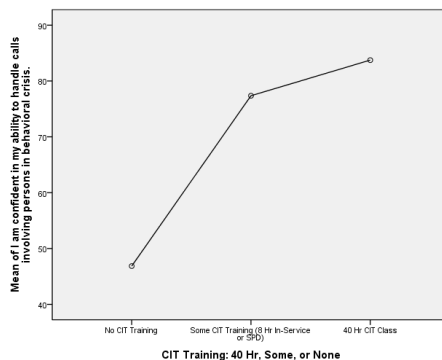by CIT Training Level (*None, Some, 40-hr*)**

Figure 5
Confidence in Ability to Handle Behavioral Crisis Calls by CIT Training Level (*None, Some, 40-hr*)

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Bivariate analyses were conducted to examine the differences across SPD personnel on level of support for CIT, level of support for CRT, and perceptions of organizational value placed on CIT and CRT. Figures 6-9 show the differences in responses to VAS items by rank for the scale items CIT Support, CRT Support, CIT Organizational Value, and CRT Organizational Value.

Figure 6
CIT Support by SPD Rank
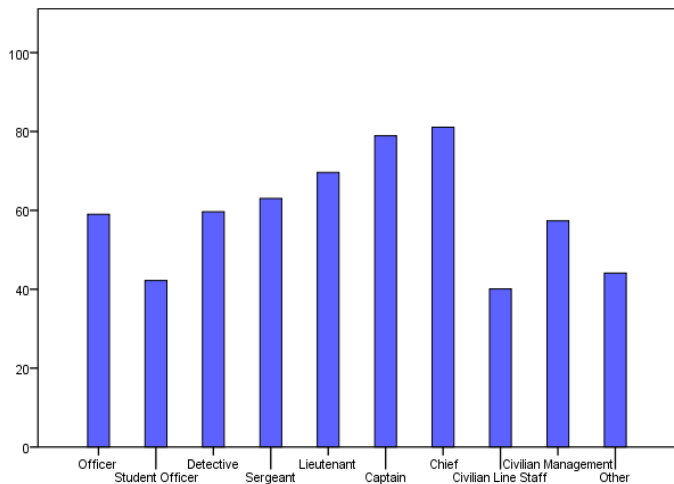
Figure 7
CIT Organizational Value by SPD Rank
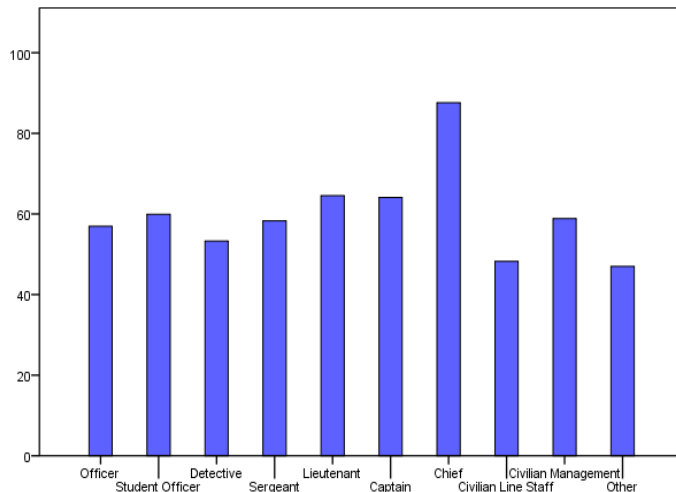
Figure 8
CRT Support by SPD Rank
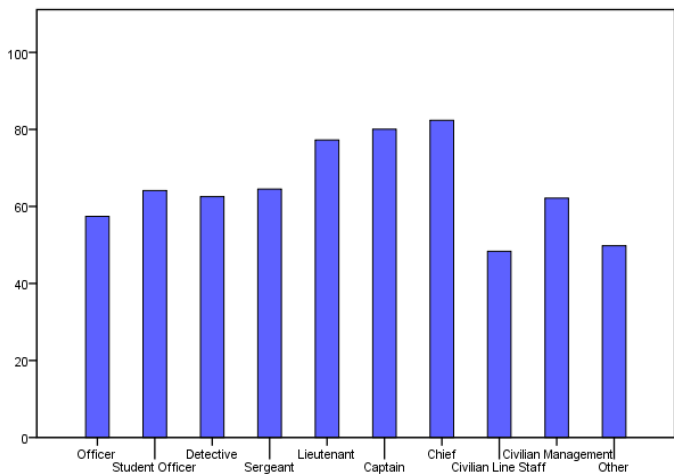
Figure 9
CRT Organizational Value by SPD Rank
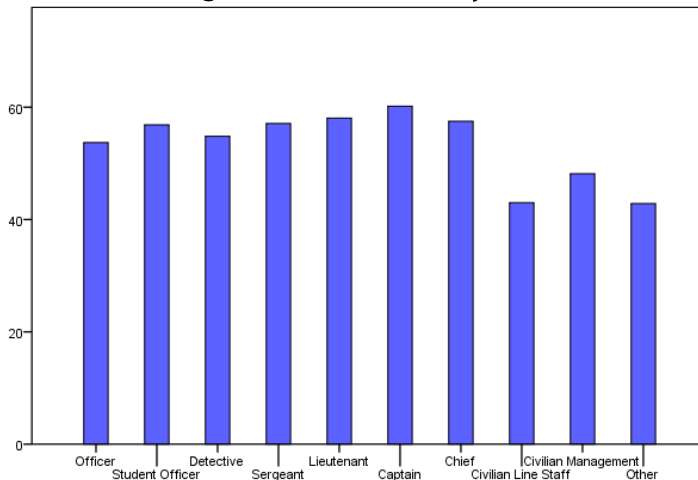
Crosstabs and Chi Squares were conducted to examine the difference between Sworn/Non-Sworn SPD personnel, Patrol/Non-Patrol, and Command/Line staff[9] regarding level of CIT training and perceptions of incidents involving behavioral crisis, the CIT model, the CRT Unit, and the organizational value placed on CIT and CRT. Results show a significant difference between groups regarding level of CIT training with sworn personnel (χ^2 (2, N=672)= 450, p<.00), patrol (χ^2 (2, N=492)= 21, p<.00) and line staff (χ^2 (2, N=492) = 8, p<.02) having received the highest level of CIT-training. Of the respondents who responded to the question regarding their current rank (n=672), 78.3%

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[9] For the Command/Line staff comparison, patrol, student officers and detectives were collapsed into the category of "line staff" and sergeants, lieutenants, captains, and chiefs were included in the category "Command Staff." For the Patrol/Non-Patrol comparison, patrol and student officers were included into the category "Patrol" and all other sworn personnel were included in the category "Non-Patrol."

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(n=141) of the non-sworn SPD personnel and 1.8% (n=9) of the sworn officers reported having no CIT training, 17.2% (n=31) of non-sworn and 45.7% (n=225) of sworn reported having some CIT training (either 8-hour BLEA or in-service)[10], and 4.4% (n=8) of non-sworn and 52.4% (n=258) sworn reported having completed CIT 40-hour training.[11] Of the sworn personnel who responded to the question regarding completion of CIT training, .04% (n=1) of non-patrol and 3% (n=8) of patrol reported having no CIT training, 56.3% (n=126) of non-patrol and 36.9% (n=99) of patrol reported having some CIT training, and 43.3% (n=97) of non-patrol and 60.1% (n=161) of patrol reported having completed the CIT 40-hour training. Comparing command/line staff, .08% (n=1) of command staff and 2.2% (n=8) of line staff reported having no CIT training, 56.7% (n=68) of command staff and 42.5% (n=157) of line staff reported having completed some form of CIT training, and 42.5% (n=51) of command staff and 55.6% (n=207) of line staff reported having completed CIT 40-hour training (See Figures 10 and 11 for % Non-Sworn/Sworn, Non-Patrol/Patrol, and Command Staff/Patrol by level of CIT training completion).

Figure 10

CIT Training % Completed by Non-Sworn/Sworn SPD Personnel

Figure 11

CIT Training % Completed by Non-Patrol/Patrol
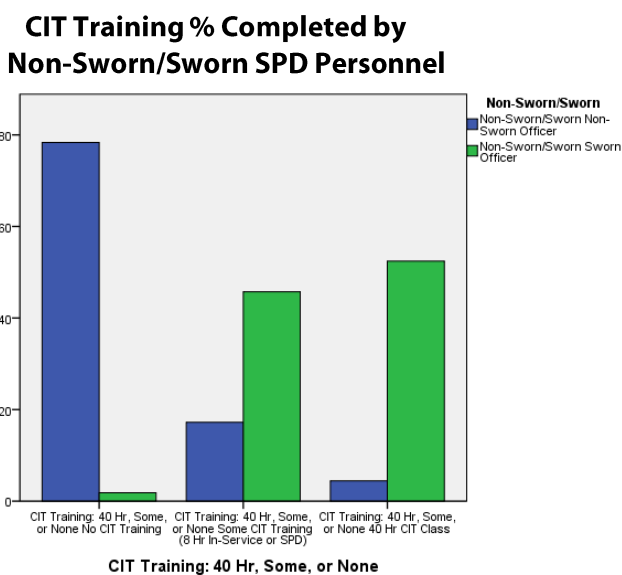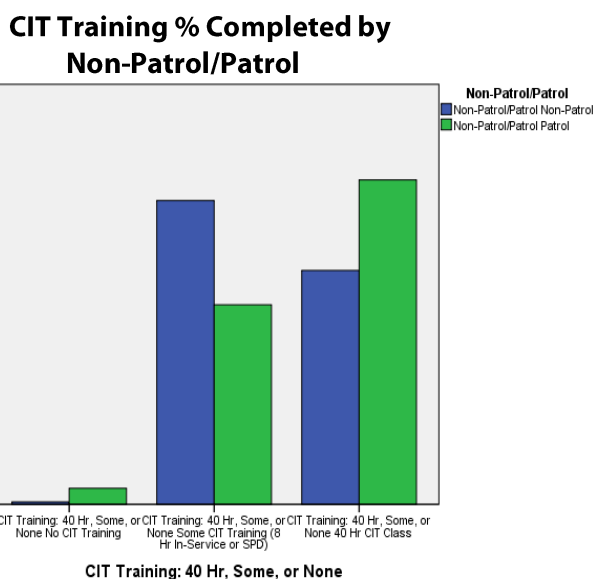
Comparison of mean scores on each of the five different question sets – Incidents involving behavioral crisis, perceptions of CIT, organizational value of CIT, perceptions of CRT, organizational value of CRT by respondent types (Non-sworn/Sworn, Non-Patrol/Patrol, NoCIT/CIT, and No-CIT40/CIT40) are reported in Tables 18-27.[12][13]

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[10] This category was collapsed for analysis and simplicity of presentation. Of those who indicated some CIT training, most (6 non-sworn/199 sworn) had BLEA CIT 8-hour and few (25/26 of the sworn) reported having completed SPD CIT training.

[11] Of the SPD personnel who reported completing the CIT 40-hour training who responded to the question on the survey indicating where they received training (n=263), most indicated that they had completed the training at the *Washington State Criminal Justice Training Commission* (WSCJTC) (62.5%/n=5 of non-sworn and 61.6%/n=157 of sworn).

[12] For purpose of data analysis and simplicity of presentation, the Non-Patrol/Patrol grouping was used rather than Line/Command Staff in the mean differences analysis because the level of CIT training when the variable was recoded Line/Command staff was nearly identical to the Non-Patrol/Patrol grouping. The difference between the two groupings was placement of detectives in the Non-Patrol category in the Non-Patrol/Patrol grouping and in Line Staff in the Line-staff/Command Staff grouping.

[13] Analyses were conducted comparing those who had completed the CIT 40-hour training with SPD personnel who had not completed the 40-hour CIT training to assess differences in item responses across level of CIT training rather than comparing

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Table 18
Incidents Involving Individuals in Behavioral Crisis Non-Sworn/Sworn Personnel analysis (*N*=691)

Item	Non-Sworn (*N*=188)			Sworn (*N*=493)			*t*-value (*df*) /Sig.
	M (SD)	*n (%N)*	% miss	*M (SD)*	*n (%N)*	% miss	*t (df), p*
Incidents involving individuals in behavioral crisis are a standard part of patrol work.	67.6 (34.1)	169 (34.0)	66.0	86.27 (20.8)	491 (99.6)	0.4	-8.4 (658), *p*=.000***
Calls involving persons who are experiencing behavioral crisis are dangerous.	62.9 (29.8)	162 (86.2)	13.8	77.8 (24.0)	491 (99.6)	0.4	-6.4 (651), *p*=.000***
I am confident in my ability to handle calls involving persons in behavioral crisis.	**35.4 (33.1)**	129 (68.6)	31.4	**81.2 (19.7)**	491 (99.6)	0.4	**-12.4 (618), *p*=.000 ***
I feel recognition and respect from the department for my skills in de-escalating behavioral crisis events.	35.4 (31.0)	120 (63.8)	36.2	36.8 (29.6)	448 (90.9)	9.1	-0.4 (566), *p*=.000***
My training indicates that it is important to resolve incidents involving persons in a behavioral crisis quickly.	54.4 (35.6)	127 (67.6)	32.4	48.2 (31.9)	471 (95.5)	4.5	1.9 (596), *p*=.050*
Most supervisors expect patrol officers to resolve incidents involving persons in behavioral crisis quickly.	53.0 (31.9)	133 (70.7)	29.3	45.9 (29.9)	456 (92.5)	7.5	2.35 (587), *p*=.020*
My agency expects patrol officers to resolve incidents involving persons in behavioral crisis quickly.	55.6 (33.0)	135 (71.8)	13.8	46.2 (30.7)	449 (91.1)	8.9	3.0 (582), *p*=.000***

Note: ***p < .001, **p < .01, *p < .05.

Table 19
Perceptions of CIT Non-Sworn/Sworn Personnel analysis (*N*=691)

Item	Non-Sworn (*N*=188)			Sworn (*N*=493)			*t*-value (*df*) /Sig.
	M (SD)	*n (%N)*	% miss	*M (SD)*	*n (%N)*	% miss	*t (df), p*
I am familiar with the CIT concept of intervention with individuals with mental illness.	53.1 (35.7)	109 (57.9)	42.0	79.2 (21.0)	454 (92.1)	7.9	-10.0 (561) , *p*=.000***
I am supportive of utilizing the CIT concept in law enforcement.	**75.7 (28.3)**	121 (64.4)	35.6	**77.2 (25.3)**	457 (93.6)	7.3	**-56 (576), *p*= .574**
CIT-trained officers are best equipped to respond to incidents involving behavioral crisis.	71.0 (28.6)	123 (65.4)	34.6	56.5 (31.6)	446 (91.4)	9.5	4.6 (567), *p*= .000***
When I encounter an event involving behavioral crisis the assistance of a CIT officer is important.	65.1 (32.4)	101 (53.7)	46.3	55.5 (33.0)	441 (90.4)	10.5	2.7 (540), *p*=.010 **
I utilize CIT officers whenever possible.	54.0 (37.1)	75 (39.9)	60.1	61.2 (34.4)	418 (85.7)	15.2	-1.6 (491), *p*=.100
In incidents when I have requested a CIT officer, I have been satisfied with the response.	48.0 (35.8)	74 (39.4)	60.6	60.1 (33.5)	394 (80.7)	20.1	-2.8 (466), *p*=.010**
The Basic Law Enforcement Academy Training (BLEA) that all officers receive is adequate to prepare officers to respond to incidents involving behavioral crisis.	28.5 (26.4)	76 (40.4)	59.6	36.7 (31.0)	388 (79.5)	21.3	-2.2 (462), *p*=.030*
"CIT Support" Subscale	**50.1 (26.0)**	126 (67)	33.0	**61.8 (23.5)**	459 (93.1)	69.0	**-4.8 (583), *p*=.000***

Note: ***p < .001, **p < .01, *p < .05.

Table 20
Strength of Organizational Value Placed on CIT Concept Non-Sworn/Sworn Personnel analysis (*N*=691)

Item	Non-Sworn (*N*=188)			Sworn (*N*=493)			*t*-value (*df*) /Sig.
	M (SD)	*n (%N)*	% miss	*M (SD)*	*n (%N)*	% miss	*t (df), p*
Seattle Police Department Leadership (i.e., Command Staff)	59.6 (31.1)	103 (54.8)	45.2	71.2 (29.7)	439 (89.0)	11.0	-3.6 (540), *p*=.000***

the CIT/No CIT groups because there were few respondents who had not completed any form of CIT training (22.3%, *n*=150) and of those who had not completed any CIT training, 94% (*n*=141) were non-sworn and only 6% (*n*=9) were sworn.

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Item	M (SD)	n (%N)	% miss	M (SD)	n (%N)	% miss	t (df), p
My individual chain of command (i.e., Lieutenants, precinct leadership)	55.0 (32.9)	97 (51.6)	48.4	68.2 (27.5)	437 (88.6)	11.4	-4.1(532), *p*=.000***
My immediate supervisor (i.e., patrol sergeants)	57.8 (34.0)	92 (48.9)	51.1	69.8 (28.3)	426 (84.4)	13.6	-3.6 (516), *p*=.000***
Patrol Officers	59.2 (27.5)	97 (51.6)	48.4	64.0 (30.0)	439 (89.0)	11.0	-1.4 (534), *p*=.150
Civilian Employees- Management	51.1 (34.8)	91 (48.4)	51.6	53.5 (33.5)	346 (70.2)	29.8	-0.6 (435), *p*=.540
Civilian Employees- Line Staff	52.5 (35.0)	93 (49.5)	50.5	51.9 (32.9)	343 (69.6)	30.4	0.1 (434), *p*=.530
"CIT Organizational Value" Subscale	**49.0 (26.8)**	109 (58.0)	42.0	**57.4 (22.5)**	451 (91.5)	85.0	**-3.4 (558), p=.001***

Note: ***p < .001, **p < .01, *p < .05.

Table 21
Perceptions of CRT Non-Sworn/Sworn Personnel analysis (*N*=691)

Item	Non-Sworn (*N*=188)			Sworn (*N*=493)			*t*-value (*df*) /Sig.
	M (SD)	n (%N)	% miss	*M (SD)*	n (%N)	% miss	t (df), p
I am familiar with what the CRT unit does.	51.4 (35.6)	109 (58.0)	42.0	69.5 (29.6)	448 (90.9)	9.1	-5.4 (555), *p*=.00***
I am supportive of devoting SPD resources to the CRT unit.	74.6 (28.7)	118 (62.8)	37.2	73.5 (29.6)	448 (91.9)	9.1	0.4 (564), *p*=.71
The CRT unit is a critical unit within SPD.	78.2 (25.6)	117 (62.2)	37.8	66.1 (31.8)	445 (90.9)	9.7	3.8 (560), *p*=.00***
I utilize the CRT unit for whenever possible.	45.3 (35.6)	79 (42.0)	58.0	52.3 (36.8)	400 (81.1)	18.9	-1.5 (477), *p*=.13
In incidents when I have requested assistance from the CRT unit, I have been satisfied with the response.	47.3 (36.6)	73 (38.8)	61.2	56.1 (35.9)	372 (75.5)	24.5	-1.9 (443), *p*=.06
Prior to completing this survey, I was aware that there is a full-time mental health practitioner who is part of the CRT unit.	56.8 (43.4)	91 (48.4)	51.6	70.8 (37.5)	430 (87.2)	12.8	-3.2 (519), *p*=.00***
I am aware that the CRT unit is a resource for me in assisting with incidents involving persons in behavioral crisis.	67.3 (35.9)	89 (47.3)	52.70	79.1 (29.5)	445 (90.3)	9.7	-5.4 (555), *p*=.00***
I have made referrals to the CRT unit.	49.7 (44.5)	67 (35.6)	64.4	62.9 (40.2)	372 (75.5)	24.5	-2.34 (437), *p*=.02 **
The Crisis Response Team (CRT) values my work as a patrol officer.	35.1 (38.1)	51 (27.1)	72.9	63.4 (33.8)	377 (76.5)	23.5	-5.5 (426), *p*= 00***
"CRT Support" Subscale	**43.0 (26.4)**	121(64.4)	35.6	**60.7 (25.0)**	454 ()92.1	79.0	**-6.8 (573), p=.000***

Note: ***p < .001, **p < .01, *p < .05.

Table 22
Strength of Organizational Value Placed on CIT Concept Non-Sworn/Sworn Personnel analysis (N=691)

Item	Non-Sworn (*N*=188)			Sworn (*N*=493)			*t*-value (*df*) /Sig.
	M (SD)	n (%N)	% miss	*M (SD)*	n (%N)	% miss	t (df), p
Seattle Police Department Leadership (i.e., Command Staff)	59.7 (30.5)	97(51.6)	48.4	71.7 (28.7)	407 (82.6)	17.4	-3.6 (502), *p*=.000 ***
My individual chain of command (i.e., Lieutenants, precinct leadership)	53.5 (33.0)	87 (46.3)	53.7	67.1 (28.0)	400 (81.9)	18.9	-4.0 (485), *p*=.000 ***
My immediate supervisor (i.e., patrol sergeants)	51.6 (34.2)	82 (43.6)	56.4	66.5 (29.6)	399 (80.9)	19.1	-4.0 (479), *p*=.000 ***
Patrol Officers	50.5 (31.6)	81 (43.1)	56.9	59.8 (32.3)	406 (82.4)	17.6	2.4 (485), *p*=.02 0*
Civilian Employees- Management	49.5 (32.4)	90 (47.9)	52.1	52.5 (33.9)	317 (64.3)	35.7	-0.8 (405), *p*=.450
Civilian Employees- Line Staff	49.1 (31.9)	91 (48.4)	51.6	52.5 (33.4)	310 (62.9)	37.1	-0.9 (399), *p*=.380
"CRT Organizational Value" Subscale	**43.5 (27.0)**	106 (56.4)	43.6	**55.1 (24.5)**	423 (85.8)	14.2	**-4.25 (527), p=.000***

Note: ***p < .001, **p < .01, *p < .05.

Table 23
Incidents Involving Individuals in Behavioral Crisis Sworn Non-Patrol/Patrol Personnel analysis (*N*=691)

Item	Non-Patrol (*N*=224)			Patrol (*N*=269)			*t*-value (*df*) /Sig.
	M (SD)	n (%N)	% miss	*M (SD)*	n (%N)	% miss	t (df), p
Incidents involving individuals in behavioral crisis are a standard part of patrol work.	88.0 (19.6)	223 (99.6)	0.4	84.8 (21.6)	268 (99.6)	0.4	1.7 (489), p=.089
Calls involving persons who are experiencing behavioral crisis are dangerous.	78.0 (24.7)	223 (99.6)	0.4	77.6 (23.4)	268 (99.6)	0.4	0.2 (489), p=.854
I am confident in my ability to handle calls involving persons in behavioral crisis.	80.5 (18.7)	224 (100.0)	0.0	81.7 (20.5)	267 (99.3)	0.7	-0.6 (489), p=.519
I feel recognition and respect from the department for my skills in de-escalating behavioral crisis events.	41.0 (29.5)	205 (91.5)	8.5	33.2 (29.4)	243 (90.3)	9.7	2.8 (446), p=.006**
My training indicates that it is important to resolve incidents involving persons in a behavioral crisis quickly.	45.5 (32.0)	213 (95.1)	4.9	50.5 (31.6)	258 (95.9)	4.1	-1.7 (469), p=.086
Most supervisors expect patrol officers to resolve incidents involving persons in behavioral crisis quickly.	45.4 (29.8)	206 (92.0)	8.0	46.4 (30.0)	250 (92.9)	7.1	-0.3 (454), p=.732
My agency expects patrol officers to resolve incidents involving persons in behavioral crisis quickly.	44.8 (30.7)	204 (91.1)	8.9	47.5 (30.6)	245 (91.1)	8.9	-0.9 (447), p=.351

Note: ***p < .001, **p < .01, *p < .05.

Table 24
Perceptions of CIT Sworn Non-Patrol/Patrol Personnel analysis (*N*=691)

Item	Non-Patrol (*N*=224)			Patrol (*N*=269)			*t*-value (*df*) /Sig.
	M (SD)	n (%N)	% miss	*M (SD)*	n (%N)	% miss	t (df), p
I am familiar with the CIT concept of intervention with individuals with mental illness.	78.6 (22.1)	210 (93.8)	6.2	79.7 (20.1)	244 (90.7)	9.3	-0.6 (452) , p=.582
I am supportive of utilizing the CIT concept in law enforcement.	80.8 (23.9)	212 (94.6)	5.4	74.1 (26.2)	245 (91.1)	8.9	2.9 (455), p= .005**
CIT-trained officers are best equipped to respond to incidents involving behavioral crisis.	64.5 (30.6)	210 (93.8)	6.2	49.4 (30.8)	236 (87.7)	12.3	5.2 (444), p= .000***
When I encounter an event involving behavioral crisis the assistance of a CIT officer is important.	62.1 (32.4)	208 (92.9)	7.1	49.5 (32.5)	233 (86.6)	13.4	4.1 (439), p=.000***
I utilize CIT officers whenever possible.	66.5 (34.1)	194 (86.6)	13.4	56.5 (34.1)	224 (83.3)	16.7	3.0 (416), p=.003**
In incidents when I have requested a CIT officer, I have been satisfied with the response.	65.7 (31.2)	181 (80.8)	19.2	55.4 (34.7)	213 (79.2)	20.8	3.1 (392), p=.002**
The Basic Law Enforcement Academy Training (BLEA) that all officers receive is adequate to prepare officers to respond to incidents involving behavioral crisis.	36,8 (30.3)	171 (76.3)	23.7	36.6 (31.6)	217 (80.7)	19.3	0.1 (386), p=.950
"CIT Support" Subscale	66.4 (23.5)	213 (95.0)	5.0	57.8 (22.8)	246 (91.4)	8.6	4.0 (457), p=.000***

Note: ***p < .001, **p < .01, *p < .05.

Table 25
Strength of Organizational Value Placed on CIT Concept Sworn Non-Patrol/Patrol Personnel analysis (*N*=691)

Item	Non-Patrol (*N*=224)			Patrol (*N*=269)			*t*-value (*df*) /Sig.
	M (SD)	n (%N)	% miss	*M (SD)*	n (%N)	% miss	t (df), p
Seattle Police Department Leadership (i.e., Command Staff)	73.6 (27.5)	206 (92.0)	8.0	69.1 (31.4)	233 (86.6)	13.4	1.6 (437), p=.118
My individual chain of command (i.e., Lieutenants, precinct leadership)	69.6 (27.7)	202 (90.2)	9.8	67.0 (27.2)	235 (87.4)	12.6	1.0 (435), p=.328
My immediate supervisor (i.e., patrol sergeants)	70.9 (28.2)	189 (84.4)	15.6	68.8 (28.4)	237 (88.1)	11.9	0.8 (424), p=.447

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	M (SD)	n (%N)	% miss	M (SD)	n (%N)	% miss	t (df), p
Patrol Officers	68.2 (27.9)	204 (91.1)	8.9	60.3 (31.4)	235 (87.4)	12.6	2.8 (437), *p*=.006**
Civilian Employees- Management	52.4 (31.6)	161 (71.9)	28.1	54.5 (35.2)	185 (68.8)	31.2	-0.6 (344), *p*=.559
Civilian Employees- Line Staff	49.9 (31.1)	160 (71.4)	28.6	53.7 (34.5)	183 (68.0)	32.0	-1.1 (341), *p*=.278
"CIT Organizational Value" Subscale	**57.6 (22.5)**	211 (94.2)	5.8	**57.1 (22.5)**	240 (89.2)	10.8	**.237 (449), p=.813**

Note: ***p < .001, **p < .01, *p < .05.

Table 26
Perceptions of CRT Sworn Non-Patrol/Patrol Personnel analysis (*N*=691)

Item	Non-Patrol (*N*=224)			Patrol (*N*=269)			*t*-value (*df*) /Sig.
	M (SD)	n (%N)	% miss	M (SD)	n (%N)	% miss	t (df), p
I am familiar with what the CRT unit does.	72.2 (28.9)	207 (92.4)	7.6	66.8 (30.1)	241 (89.6)	10.4	1.9 (446), *p*=.054
I am supportive of devoting SPD resources to the CRT unit.	76.1 (29.1)	209 (93.3)	6.7	71.2 (30.0)	239 (88.8)	11.1	1.8 (446), *p*=.079
The CRT unit is a critical unit within SPD.	70.0 (30.7)	207 (92.4)	7.6	62.7 (32.5)	238 (88.5)	11.5	2.4 (443), *p*=.016*
I utilize the CRT unit for whenever possible.	58.0 (37.2)	179 (79.9)	20.1	47.4 (35.8)	221 (82.2)	17.8	2.9 (398), *p*=.004**
In incidents when I have requested assistance from the CRT unit, I have been satisfied with the response.	60.6 (35.5)	173 (77.2)	22.8	52.1 (35.9)	199 (74.0)	26.0	2.3 (370), *p*=.023*
Prior to completing this survey, I was aware that there is a full-time mental health practitioner who is part of the CRT unit.	78.5 (33.5)	197 (87.9)	12.1	64.3 (39.5)	233 (86.6)	13.4	4.0 (428), *p*=.000***
I am aware that the CRT unit is a resource for me in assisting with incidents involving persons in behavioral crisis.	82.7 (27.0)	210 (93.8)	6.2	75.9 (31.2)	235 (87.4)	12.6	2.4 (443), *p*=.015*
I have made referrals to the CRT unit.	64.5 (40.1)	168 (75.0)	25.0	61.6 (40.2)	204 (75.8)	24.2	0.7 (370), *p*=.487
The Crisis Response Team (CRT) values my work as a patrol officer.	65.9 (34.9)	166 (74.1)	25.9	61.5 (32.8)	211 (78.4)	21.6	1.3 (375), *p*= 207
"CRT Support" Subscale	**63.6 (24.9)**	211 (94.2)	5.8	**58.2 (25.0)**	243 (90.3)	9.7	**2.32 (452), p=.021***

Note: ***p < .001, **p < .01, *p < .05.

Table 27
Strength of Organizational Value Placed on CIT Sworn Non-Patrol/Patrol Personnel analysis (N=691)

Item	Non-Patrol (*N*=224)			Patrol (*N*=269)			*t*-value (*df*) /Sig.
	M (SD)	n (%N)	% miss	M (SD)	n (%N)	% miss	t (df), p
Seattle Police Department Leadership (i.e., Command Staff)	74.7 (26.8)	192 (85.7)	14.3	69.0 (30.1)	215 (79.9)	20.1	2.0 (405), *p*=.048*
My individual chain of command (i.e., Lieutenants, precinct leadership)	69.2 (27.9)	183 (81.7)	18.3	65.3 (28.1)	217 (80.7)	19.3	1.4 (398), *p*=.169
My immediate supervisor (i.e., patrol sergeants)	69.4 (28.1)	179 (79.9)	20.1	64.1 (30.6)	220 (81.8)	18.2	1.8 (397), *p*=.075
Patrol Officers	64.1 (30.9)	185 (82.6)	17.4	56.1 (33.1)	221 (82.2)	17.8	2.5 (404), *p*=.013*
Civilian Employees- Management	53.5 (31.6)	143 (63.8)	36.2	51.7 (35.7)	174 (64.7)	35.3	0.5 (315), *p*=.632
Civilian Employees- Line Staff	53.8 (30.4)	138 (61.6)	38.4	51.5 (35.6)	172 (63.9)	36.1	0.6 (308), *p*=.540
"CRT Organizational Value" Subscale	**56.4 (24.3)**	196 (87.5)	12.5	**53.9 (24.6)**	227 (84.4)	15.6	**1.08 (421), p=.282**

Note: ***p < .001, **p < .01, *p < .05.

Regression Analysis

Regression analysis was conducted including the primary dependent composite variable of interest "CIT Support" and independent variables -- demographic variables, rank, years in law enforcement, and education level. The following variables were included in an OLS regression model:

Dependent Variable

- CIT Support --Composite variable (Mean of items 1-6 of the CIT Perception survey section).

Independent Variables
- Rank (Non-Patrol/Non-Patrol) coded Non-Patrol =0/Patrol=1[14]
- Level of CIT Training (Non-CIT/CIT BLEA 8-Hour/CIT40) Coded Non-CIT=0, CIT BLEA=1, CIT40=2

Control Variables
- Total Years in Law Enforcement
- Age (continuous variable)
- Sex (coded male=0/female=1)
- Race (coded non-white=0/white=1)
- Education (coded HS=0, 1-Some college, AA/AS=2, BA/BS=3, JD=4, MA/MS=5, PhD/EdD=6)

Results show that Total Years in Law Enforcement, Rank, and Level of CIT Training predict the strength of support for the CIT model (See Tables 28-30.

Table 28 Descriptive Statistics Regression Variables (N=691)			
Variable	**M**	**SD**	**n (%n)**
CIT SUPPORT	60.31	24.1	514 (74.4)
Total Years Law Enforcement	17.31	24.14	514 (74.4)
Age	44.78	10.37	514 (74.4)
Sex	.28	.45	514 (74.4)
Race	.69	.46	514 (74.4)
Education	2.47	1.63	514 (74.4)
Rank (Non-Patrol/Patrol)	.45	.50	514 (74.4)
Level CIT (Non-CIT/CIT BLEA 8-Hour/CIT40)	1.31	.71	514 (74.4)

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[14] This variable included both sworn and civilian personnel to combine non-sworn/sworn and non-patrol/patrol variables as a more comprehensive model. When the non-patrol/patrol variable including only sworn personnel was included in the model, the results effect size was slightly higher due to the interaction effect between command staff and non-sworn personnel (i.e command staff and non-sworn personnel rated CIT more favorably than sworn patrol personnel).

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Table 29
Correlation Matrix

	CIT Support	Total Years Law Enforcement	Sex	Age	Race	Education	Non-Patrol/Patrol	CIT Training – 40hr, some, none
CIT Support Pearson correlation Significance N	1.000 514	0.183*** 0.000 514	-0.049 0.136 514	0.100* 0.012 514	0.047 0.143 514	0.099** 0.012 514	-0.114** 0.005 514	0.238*** 0.000 514
Total Years in Law Enforcement Pearson correlation Significance N	0.183*** 0.000 514	1.000 514	-0.077* 0.040 514	0.756*** 0.000 514	-0.100** 0.012 514	-0.047 0.146 514	-0.297*** 0.000 514	0.049 0.134 514
Sex Pearson correlation Significance N	-0.049 0.136 514	-0.077* 0.040 514	1.000 514	0.058 0.093 514	0.021 0.313 514	0.009 0.421 514	-0.265*** 0.000 514	-0.338*** 0.000 514
Age Pearson correlation Significance N	0.100** 0.012 514	0.756*** 0.000 514	0.058 0.093 514	1.000 514	-0.115*** 0.004 514	-0.055 0.108 514	-0.351*** 0.000 514	-0.147*** 0.000 514
Race Pearson correlation Significance N	0.047 0.143 514	-0.100** 0.012 514	0.021 0.313 514	-0.115*** 0.004 514	1.000 514	0.042 0.168 514	0.016 0.360 514	0.035 0.213 514
Education Pearson correlation Significance N	0.099** 0.012 514	-0.047 0.146 514	0.009 0.421 514	-0.055 0.108 514	0.042 0.168 514	1.000 514	-0.054 0.112 514	0.101** 0.011 514
Non-Patrol/Patrol Pearson correlation Significance N	-0.114*** 0.005 514	-0.297*** 0.000 514	-0.265*** 0.000 514	-0.351*** 0.000 514	0.016 0.360 514	-0.054 0.112 514	1.000 514	0.331*** 0.000 514
CIT Training – 40hr, some, none Pearson correlation Significance N	0.238*** 0.000 514	0.049 0.134 514	-0.338*** 0.000 514	-0.147*** 0.000 514	0.035 0.213 514	0.101** 0.011 514	0.331*** 0.000 514	1.000 514

*p<.05 and **p<.01, ***p<.00

Table 30
OLS Regression Analysis

	B	SE	β	T	Sig.
Constant	42.791	6.877		6.222	0.000
Total Years in Law Enforcement	0.326	0.157	0.140	2.084	**0.038***
Sex	0.663	2.442	0.012	0.271	0.786
Age	-0.032	0.158	-0.014	-0.204	0.838
Race	2.576	2.205	0.049	1.168	0.243
Education	0.984	0.629	0.066	1.564	0.118
Non-Patrol/Patrol	-7.904	2.350	-0.163	-3.364	**0.001***
CIT Training – 40hr, some none	9.520	1.634	0.279	5.825	**0.000***

*p<.05 and **p<.01, ***p<.00

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Qualitative Findings

Qualitative comments offered under VAS sections regarding Incidents involving behavioral crisis, Perceptions of CIT, Perceptions of CRT, and General Comments were analyzed to supplement quantitative findings. Themes were identified in responses to open ended question included in the survey following VAS sections on CIT Training – *"Please offer any additional comments to clarify your responses above,"* Incidents involving Behavioral Crisis -- *"Please Offer any additional comments to clarify any of your responses,"* CIT Perceptions – *"What is your general perception of the CIT program"?,* CRT Perceptions – *"What is your general perception of the CRT Unit?,"* and General Comments – *"Please provide any additional comments related to this survey or the issue of addressing behavioral crisis events."* String variables were transformed into ordinal variables based on researcher agreement on whether or not the qualitative comments were negative, neutral, or positive. Two independent raters who were research assistants on the project rated all qualitative comments in response to each of the open-ended survey questions. Inter-rater reliability for ratings was found to be 97% on all sections (CIT Training: *Kappa*=.98, Behavioral crisis: *Kappa*=.98, CIT Perceptions: *Kappa*= .99, CRT Perceptions: *Kappa*= .97, and General Comments: *Kappa*= .99. Inter-rater reliability for the ratings on the overall orientation of the comments was *Kappa*= .99. Tables 31-33 and Figures 12-14 show the percentage of comments rated as negative, neutral, and positive for perceptions of CIT, perceptions of CRT, and overall comments.

Table 31 Perception of CIT Program - Qualitative Comment Ratings (*N* = 691)			
	f	%	*Valid* %
Negative	112	16.2	35.1
Neutral	43	6.2	13.5
Positive	164	23.7	51.4
Total n	319	46.2	100
Missing	372	53.8	
Total	691	100	

Figure 12
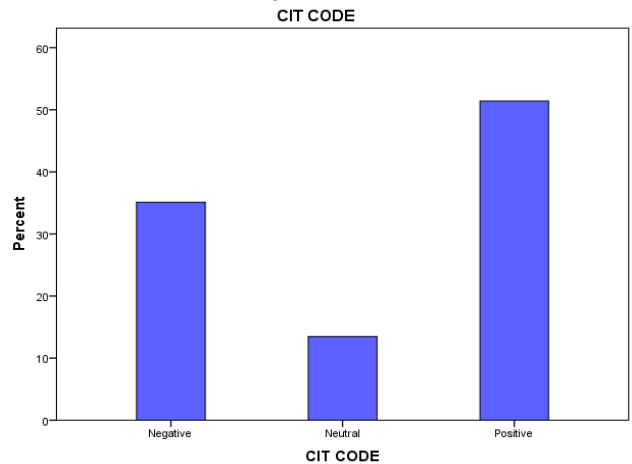
Table 32 Perception of CRT Program. Qualitative Comment Ratings (*N* = 691)			
	f	%	*Valid* %
Negative	54	7.8	20.4
Neutral	69	9.9	26.0
Positive	142	20.5	53.6
Total *n*	265	38.4	100.0
Missing	426	61.6	
otal	691	100.0	

Figure 13

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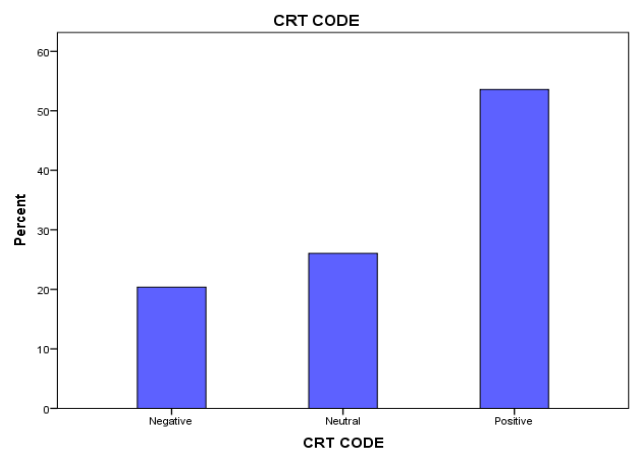
Figure 14

Table 32 Overall - Qualitative Comment Ratings (*N* = 691)			
	f	*%*	*Valid %*
Negative	137	19.8	32.6
Neutral	186	26.9	44.3
Positive	97	14.0	23.1
Total *n*	420	60.8	100.0
Missing	271	39.2	
	691	100.0	
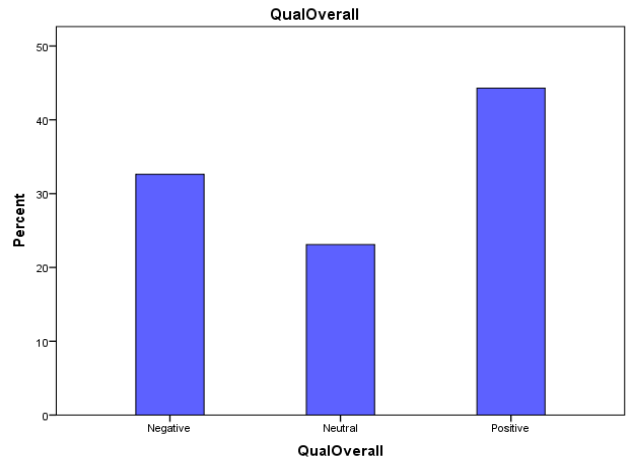
Themes were identified in open-ended comments for the survey sections Incidents involving Behavioral Crisis survey section -- *"Please Offer any additional comments to clarify any of your responses,"* CIT Perceptions – *"What is your general perception of the CIT program,?* CRT Perceptions – *"What is your general perception of the CRT Unit?"* and General Comments – *"Please provide any additional comments related to this survey or the issue of addressing behavioral crisis events."* Selected comments, themes associated with each, and the ratings they were assigned are presented in Table 33.

Table 33 Selected General Comments Regarding Perceptions of Behavioral Crisis, CIT, CRT, and General Comments by Theme and Rating	
Open Ended Survey Questions	*Themes/Responses/Ratings*
Please offer any comments clarifying your responses regarding incidents involving individuals in behavioral crisis.	**Time/Speed in Handling Calls** *"I personally feel that it is more important to resolve crisis calls in a manner that is as positive for the subject as possible, rather than as quickly as possible. I think most supervisors recognize that these types of calls frequently take extra time to resolve."* **(+)** *"By allocating a low number of sworn personnel (as a percentage of the whole) to Patrol Operations, and thereby short-staffing first response capability, I believe that the department "silently mandates" patrol officers handle ALL calls quickly, despite giving lip service to wanting officers to "take their time" in resolving cases. When they do just that, they negatively affect that squad- and possibly that precinct's - ability to deliver responsive services to the community as a whole."* **(-)** *"In my experience we were able to take the time needed to appropriately resolve a situation. My supervisors generally understood that investing more time in the front end meant less time in repeat calls later."* **(+)** *"I don't believe we are mandated to resolve issues quickly but safely, taking whatever time is necessary to de-escalate the situation, develop rapport and resolve the incident."* **(+)** *"There is a disconnect on how the department expects CIT calls to be handled, and how they actually want them to be handled. The department states that there are no time constraints and to use all the time needed, but doesn't staff the watches adequately to actually do this. It is not possible to spend hours with each CIT call as a majority of our patrol calls are CIT related."* **(-)**

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	"Current atmosphere is "you're taking too long on a call" hurry and get done because there are more 911 calls coming in." **(-)**
	Threat to Safety
	"The department's attitude echoes that of the public. The perception is that officers have all the time in the world to deal with persons in crisis and that such persons are not dangerous. Neither of these assumptions is close to the truth. SPD's officers know that calls for service involving crises are extremely dangerous and must be resolved as soon as possible to maximize safety. CIT training and leadership's attitudes ask officers to put themselves and the public and the persons in crisis at undue risk to avoid looking heavy handed or rude. The priorities are backward and absurd." **(-)** *"Quick, efficient response has been discouraged over taxing, resource heavy, response that favors the subject involved over the interests of public or officer safety"* **(-)**
If you have not completed CIT training in the past, what would make you interested in completing the training?	**Training Logistics**
	"I am interested in additional training and continuing education but feel a 40 hour block would not be beneficial." **(-)** *"Flexibility in training to spread the 40 hours over more time. Being out of the office for a full week is difficult."* **(≡)** *"I attended the 40 hour training provided by SPD over 10 years ago and have not had a clarifying answer that this is still considered current. The process for attending the class at WCJTC seems cumbersome - finding time when patrol staffing can afford someone to be off for the week, find out if there are openings and then receiving confirmation."* **(-)** *"The ease of attending in relation to the location and time- hard for night workers"* **(≡)** *"Make the location of training much more accessible."* **(≡)** *"Traffic and distance - Commute during business hours to Burien from Snohomish country is 2+ hour commute each way"* **(≡)** *"Making it more than random presentations of mental issues and conflicting guidance on handling crazy people"* **(-)** *"Nothing. I have 26 years of experience dealing with these issues and don't feel the need to have a social worker try to tell me how to do my job."* **(-)**
	CIT Training for Civilians Needed
	"If it were open to civilians and I were paid for the time I took the training and had an opportunity to use the training, I'd be interested." **(≡)** *"As a civilian employee I do not have this opportunity, but due to the number of people I've had to talk to in all of my assignments with SPD who clearly suffer from mental health issues, it would be beneficial to have a clear understanding of the best ways to cope in such situations and when and how to involve CRT/CIT."* **(≡)**
What is your general perception of the CIT Program?	**CIT Curriculum Content and Relevance**
	"I do not believe that this training will benefit me in dealing with the mentally ill. My street experience will suffice." **(-)** *"Unless they want to continue on to be a Negotiator, very few officers really need the 40-hour course. It cannot teach anything that years of street experience have not already imparted, other than putting terms/diagnoses to observations"* **(-)** *"The program is a big waste of man hours and Officers working the street learn how to deal with these people better by experience. I do believe some training in this is beneficial but not to the extent that the Department is now making it mandatory."* **(-)** *"Good information, regarding services, but CIT training is not a "magic wand" to calm a subject. CIT officers do not necessarily have better "de-escalation" skills than non-CIT. Non-officers hold complete misperceptions of the capabilities of CIT officers. Officer experience and personality are far more important for defusing situations than CIT training. I am advanced CIT and received a BA in Psychology, focusing on abnormal psychology and criminal justice*

issues." **(-)**

"An over-hyped, useless program that all but ignores the realities of street level law enforcement and the unpleasant but often necessary task using having to use force on the mentally ill" **(-)**

"The resources we're given are very helpful, but the extensive focus on diagnosing a person's mental illness is not. We are not mental health professionals and our role should not be to try to diagnose a person in crisis." **(-)**

"If you require a 40 hour class to learn how to communicate with someone in a crisis, you may want to look for a new career" **(-)**

"I loved the CIT training and it made me a better when I was a younger officer. With that said, there are many officers that are great at dealing with people in crisis. Telling those experienced officers they need to have a "CIT Trained" officer with them who may not be as skilled is embarrassing and a waste. CIT officers should be available, not a requirement." **(≡)**

"Too much information in a short amount of time, easy to forget what is learned." **(-)**

"It is a good program but I believe that all officer should attend the 40 hour course and yearly refresher" **(+)**

Voluntary Nature of CIT

"I think it is a good model. I also think that it only works for officers who are interested. Officers who are forced to go to training will probably continue to do things the way they have always done them. I don't know the answer to that problem." **(+)**

"Good program, best offered as volunteer, not as mandatory training" **(+)**

"The program is a big waste of man hours and officers working the street learn how to deal with these people better by experience. I do believe some training in this is beneficial but not to the extent that the Department is now making it mandatory." **(≡)**

Unrealistic Expectations

"It is not a cure all for dealing with mental illness" **(-)**

"The original CIT program was awesome. It has now become a political cure-all and people are being sent to the training who may not be the best candidates and who may not have any interest. I've been through three CIT trainings (last two mandated) and found the CJTC one to be far too basic to be of use for those of us who interact with the mentally ill on a regular basis in the community." **(-)**

"Understaffed, lack resources and until recently have not had an adequate management structure." **(-)**

"I believe we all having something to learn in regards to crisis events, however, the problem has become that there are simply not enough 'certified CIT officers. If crisis calls require a CIT officer, the 'certified officers' have to respond to the crisis calls, and the calls they are already handling. It's too much. It would be easier, and more fair, if everyone was required to attend the 40 hours course." **(-)**

What is your general perception of the CRT Unit?

CRT is a Valuable Resource

"They are a valuable resource for following up with people who are a chronic problem" **(+)**

"Excellent resource for SPD. They have specialization in this area and are useful and capable. (Probably overworked with all of the mental cases we have in Seattle)." **(+)**

CRT Availability to Patrol

"As far as I know, they are not available during my working hours (3rd Watch)" **(-)**

"They don't work at night, can't use them if they aren't there. Not on weekends, either. Useless" **(-)**

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		"The idea that they are available to assist patrol in the field is a fallacy. First, there are simply too many CIT calls for the CRT unit to respond to. Second, those resources are better off being in patrol than its own unit. Patrol needs to be fully staffed first, then secondary units formed. However, secondary units are being formed by taking patrol officers out of patrol, leaving patrol short staffed to handle the CIT calls. In the 4 years that CRT has been in effect, I have yet to see them actually respond to a call in the field. In fact, they put out a e-mail about a year ago stating that they do not respond to requests by patrol. They do a great job with follow-up, and are just that, a follow-up unit. They are not actually responding to the 911 CIT calls." (-) *"I have called for them during work hours and they don't respond. They should just be put back on the street answering calls" (-)* *"They follow up on incidents that had a 'crisis' or 'mental' part. I don't hear them responding to 'in-progress' incidents involving subjects in crisis" (-)* *"Like any specialized unit, the CRT needs to make sure they do not "build a wall" around them and therefore separating themselves from patrol They need to be full partners with patrol and continually build relationships with patrol officers, sergeants and lieutenants." (-)*
	CRT is Understaffed	
		"The unit is underfunded, understaffed and under-utilized and should be considered a valuable asset and a productive tool for street level patrol related interventions with suspects/victims in crisis." (+) *"They do great work but don't have the personnel to carry out the mission they've been tasked with." (+)* *"There needs to be more CRT officers so that the crisis calls can be followed up on in a more timely manner." (-)* *"CRT should be fully staffed and designated as follow up investigators. The department talks a lot about Crisis Intervention but should take action to ensure staffing levels of the unit are adequate to handle the volume of cases they have." (-)*
General Comments – Please provide any additional comments	**More CIT Education Needed**	
		"It's good. I think it provides information to the attendees as far as resources to utilize after the scene is secured. Exiting BLEA, only some individuals have the ability to communicate extremely well with people in crisis. Those individuals usually had a background of some similar work prior to becoming an officer. Every officer learns how to communicate to subjects in crisis from experience over time and many calls of someone in crisis is the training. An officer of 10 years will be far better at communicating with someone than an officer with 1 year on and 40 hour CIT under their belt. SPD requires that a 40 hour CIT trained officer respond to 'Crisis' calls, that's a bunch of crap. They only required all officers to go to an 8 hr class to satisfy DOJ. The officers that volunteered and chose to do the 40-hr class now are subjected to more work, and since they are 'crisis' incidents, the chance of the incident getting out of control and creating paperwork for the officer is increased. Hostage negotiators get extra training and get extra pay to respond to situations. If they are requested, they have to go. CIT officers with 40-hr training HAVE to respond to crisis incidents. And there are not that many 40hr trained officers compared to 8 hr. Nobody wants to do 40hr training because that would subject them to being sent by dispatch to a crisis call when other officers request a CIT unit. I'll get of my soap box now." (-)
	CIT Disregards Officer Safety	
		"There are 2 main issues related to service calls for subjects in crisis: 1. Making the immediate situation safe by either gaining compliance (de-escalation), or taking control of the subject (restraint). Restraint is much safer and surer for subject, officers, and public than compliance. The "why" behind dangerous behavior is not very important It implies police tactics are based on the morality of behavior, not the threat posed. Police do not use force to punish "bad" behavior. Police use force to control dangerous behavior. Emphasizing the morality of dangerous behavior (caused by illness, vs. caused by evil intent) is very irrelevant to the issue of gaining control and tends to make officers slower to act, placing everyone at greater risk. Overemphasis on CIT officers handling subjects in crisis creates greater exposure to danger 2. Mobilizing proper follow-up resources to address long-term issues. This is the real value of CRT/CIT." (-) *"As I stated earlier, officers should not get so involved with a person in crisis to the point of sacrificing their safety. If at*

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	some point the officer determines their safety is at risk, an appropriate level of force should be utilized." **(-)**
	CIT is not a Magic Bullet
	"Everyone is in a crisis situation when they dial 911. Being CIT trained is a not the magic pill the politicians and public think it is." **(-)**
	"CIT is nice but just because a police officer is CIT it's not going to always yield perfect results. Police work is dirty, no matter how well prepared you are it can still go badly. Management doesn't seem to understand that anymore." **(-)**
	"The CIT program is invaluable given the increased number of crisis events that patrol officers respond to - while CIT officers do not provide a "magic" solution, they do help. Sometimes the public and our upper police leadership believe that CIT officers can "work their magic" and all will be ok, this is not the case and that stereotype needs to be changed. CIT is a great tool but sometimes things just don't work out in police work." **(+)**
	"I deal with mental illness almost daily. There is no "one cure fits all" for dealing with them. You've got to have the experience." **(-)**
	"You learn from experience than any 40 class can teach you. seldom is a person in crisis event ever the same nor predictable, so the training mostly does not apply nor helpful" **(-)**
	"It's a band aid that is required because it's politically unpopular to require the mentally ill to be treated. Thus the police and other service providers have to continually deal with them. In general, it allows patrol officers to pass the buck and avoid the dreaded "use of force."" **(-)**

As a whole, the qualitative results support the quantitative findings of general support for the CIT model and offer insight regarding the ways in which CIT is perceived within SPD organizational culture.

Analysis of qualitative results shows that there were a greater number of positive than negative-toned comments in response to the questions asking for elaboration on general perceptions of incidents involving behavioral crisis, CIT, and CRT. However selected comments illustrate themes that add to the understanding of how CIT is perceived in terms of balancing strengths identified with issues that may potentially hinder its implementation and support. Themes identified show that respondents have a good understanding of what CIT can offer in handling behavioral crisis incidents. Themes also suggest that while there is general support for CIT, respondents note issues that may hinder support and successful implementation including unrealistic organizational expectations of the impact of CIT, training logistics, resource issues in making CIT officers available to patrol, relevance of CIT training curriculum, greater availability of training to civilian staff, a need for greater understanding of the importance of balancing public and officer safety with CIT-modeled incident response strategies, and recognition that CIT is not the appropriate solution to all incidents involving behavioral crisis.

Taken in conjunction with the quantitative results (that show low below average ratings on items regarding the expectation that behavioral crisis incidents be handled quickly), narrative comments suggest that there is recognition that behavioral crisis incidents require a nuanced response that will lead to a long-term rather than short-term resolution. Narrative comments also reveal frustration with perceived organizational expectations that CIT will solve more problems than it can realistically solve. Other issues identified in the qualitative results suggest that there is an interest in CIT training among civilian staff and in dedicating more resources to CIT so that CIT officers and the CRT unit is more available at the patrol level.

One of the most salient issues revealed in the narrative comments was the perception that there is an unrealistic organizational expectation that CIT is the "magic" solution to resolve behavioral crisis incidents and the problems that arise in police-citizen interactions involving mental illness. In addition, qualitative comments offer additional information to make sense of the quantitative finding that patrol are less supportive of CIT than non-patrol suggesting that patrol personnel recognize that CIT can offer only so much in the way of resolving behavioral crisis incidents and may in some cases be incompatible with actions necessary to protect officer and public safety.

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CHAPTER 4

Conclusion and Implications

The purpose of this study was to assess the perceptions of CIT within the Seattle Police Department organizational culture. Strong support for CIT within law enforcement culture can be seen as a positive force in the successful implantation of CIT in any police department. Understanding the nature of attitudes and perceptions of law enforcement personnel regarding CIT within unique organizational environments is a critical piece in determining the effectiveness of implementation of the CIT model within an agency. The findings offered here reveal the level of support for CIT within the Seattle Police Department and highlight factors that influence level of support for CIT and CRT as well as perceptions of the organizational value placed on CIT and CRT across the different personnel ranks. The study also offers findings indicating the relationship between CIT training and perceptions of behavioral crisis incidents and confidence in responding to them. Finally, qualitative findings offer insight regarding the elements of CIT seen as positive by SPD personnel as well as issues that are seen as obstacles to successful implantation of the CIT model.

Questions Answered

The current study sought to address three specific questions of interest:

1) *What is the level of acceptance of the CIT model in the Seattle Police Department?*
2) *Does CIT training influence perceptions of support for CIT in the Seattle Police Department?*
3) *What factors influence level of support for CIT in the Seattle Police Department?*

What is the level of acceptance of the CIT model in the Seattle Police Department? There is general support for the CIT model among SPD Personnel with 76.8% of personnel surveyed indicating support for utilizing the CIT concept in law enforcement, 59% indicating a wider range of support including familiarity with the concept, utilization of CIT officers, and satisfaction with the implementation of CIT, and 73.5% indicating support for putting resources into the Crisis Response Team. The results offer an understanding of the level of support for CIT in SPD culture. Results indicate that there is an above average level of support for CIT and identify aspects of perceptions of CIT among SPD personnel that can potentially be addressed to improve support for CIT and enhance implementation of the CIT model in the Seattle Police Department.

Does CIT training influence perceptions of support for CIT in the Seattle Police Department? There is a significant relationship between level of CIT training and support for implementation of the CIT model. Results show that level of CIT training impacts support for CIT, support for CRT, and ratings of organizational value of CIT and CRT. CIT training is also related to increased confidence in handling behavioral crisis calls.

What factors influence level of support for CIT in the Seattle Police Department? Factors that influence support for the CIT model are officer rank (Non- Patrol/Patrol) with patrol personnel rating CIT less favorably than non-patrol personnel, and command staff rating CIT and its organizational value more favorably, years in law enforcement with the longer amount of time in law enforcement associated with more positive perceptions of CIT, and CIT training with the higher the level of CIT training the more support for CIT. Results also indicate that SPD personnel rate command staff as holding the highest organizational value for CIT while rating patrol personnel the lowest in terms of organizational value placed on CIT and CRT.

In addition, results show that SPD personnel (73.5%) indicate that they are confident in their ability to respond to behavioral crisis incidents, that patrol personnel are less supportive of CIT than non-patrol personnel, that SPD personnel perceive the highest organizational value placed on CIT and CRT among command staff, and that command staff is more supportive of and perceive more organizational value of CIT and CRT.

Qualitative results support the quantitative findings of general support for the CIT model revealing a higher number of positive than negative-toned comments , offer insight regarding the ways in which CIT is perceived within SPD organizational culture, and add to the understanding of how CIT is perceived in terms of balancing strengths identified with issues that may hinder implementation and support including threats to public and officer safety, training logistics, access to training for civilian personnel, relevance of CIT to practical realities of line officer responsibilities, resource issues and availability of CIT officers to patrol, and the voluntary nature of CIT training.

The current findings are consistent with previous studies (e.g., Bonefine,et al, 2014 that have found that CIT training is related to confidence in handling behavioral crisis calls. However, the finding that CIT training is significantly related to support for CIT contrasts with research conducted in Chicago (Morabito et al, 2013) that found that level of CIT training did not influence support for CIT. Unlike what was found in Chicago, the results presented hear show a clear relationship between CIT training and support for CIT.

Findings suggest that there is general support for the CIT model in the Seattle Police Department. Results offer important information regarding the impact of CIT training on perceptions of incidents involving behavioral crisis, level of support for CIT, and highlight issues perceived by SPD personnel that hinder implementation of the CIT model. Findings add to the existing literature on perceptions of CIT within police culture, provide a measure of effectiveness within SPD as a component of a larger data collection effort to assess CIT effectiveness, offer a piloted instrument that can be administered longitudinally by the Seattle Police Department, and identify organizational-level factors that may influence the successful implementation of the CIT model in SPD to inform CIT training, policy, and practice.

Methodological Limitations and Future Research

The findings presented here are based on a voluntary web-based survey administered to all SPD personnel. While the response rate was within an acceptable range after excluding missing cases (41% overall with a response rate of 44% sworn and 23% civilian), the results are based on the views of a voluntary sample. Also, the sample was comprised of a majority of sworn (71.3%) personnel with a lower percentage of civilians (19.1%). One limitation of the survey instrument was that many of the question items were directed to situations that do not generally pertain to civilians. Future research on civilian perceptions of CIT using an instrument that is geared toward civilian roles and responsibilities would likely yield a higher response rate among civilian personnel. Other methodological limitations include administration of the survey in a web-based format using Visual Analog scales. While there are methodological benefits of web-based surveys and VASs, the use of these survey tools may exclude some participants and may create technical issues in survey administration that should be taken into consideration when interpreting results.

Future research is needed to determine the extent to which perceptions of CIT among SPD personnel change over time. Longitudinal administration of the survey instrument annually would provide data on the nature of perceptions of and support for CIT over time. This is particularly important given that the survey data presented here was collected during a period of unprecedented organizational change. The Seattle Police Department is in a unique period organizational change and development with focus on substantial improvements to the implementation of CIT in recent years as part of reforms stemming from the 2012 settlement agreement between the City of Seattle and the Department of Justice (DOJ) that called for improvements in resources, protocols, training, and policy regarding crisis intervention in response to findings that a high percentage of use of force incidents involved individuals suffering from mental health or substance abuse issues (U.S. Department of Justice, 2011). One of the developments has been a push for increased number of CIT-trained officers and development of a new CIT policy and data collection strategies. Future research is needed to evaluate changes in perceptions of CIT among SPD personnel as perceptions of CIT may be influenced by actions and developments that have occurred during this period of organizational change. In addition, future research is on perceptions of CIT within law enforcement organizations with different historical trajectories in other law enforcement agencies across Washington State and in other state, county, and city agencies is an important next step in understanding the ways

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in which organizational culture and perceptions of CIT among personnel impact the implementation of CIT model in law enforcement.

Implications

The findings presented here have important implications for the implementation and development of CIT in the Seattle Police Department moving forward. As a component of a broader data collection plan to evaluate the effectiveness of CIT in the Seattle Police Department, this study offers data showing that there is general support for the CIT model but that there are improvements that can potentially be made in moving forward to effectively integrate CIT within SPD culture in ways that can maximize the effectiveness of a range of CIT-related initiatives (e.g., the content and availability of CIT training, the ways in which CRT is used, and CIT-related policy and practice).

Findings suggest a number of key implications that may potentially increase support for CIT and its effective implementation in the Seattle Police Department:

- Increased opportunities for training for civilian personnel
- Increased communication across ranks regarding the relevance of CIT
- Improvements to CIT training that make direct connections between mental health training and law enforcement practice with attention to line-level realities
- Improvements to CIT training that address logistical issues such as location and time
- Organizational attention to views among patrol personnel regarding the limitations of CIT in line-of-duty police-citizen interactions and concerns about the political nature of the implementation of CIT policy and requirements that SPD personnel receive training that has traditionally been viewed as voluntary.

The degree to which SPD is able to address issues identified in the perception of CIT within SPD organizational culture has the potential to have a positive impact on future implantation of CIT within the Seattle Police Department. Results suggest general and strong support on some question items for both CIT and CRT and for implementation of the CIT model. However, issues including the perception, in particular among patrol personnel, that CIT is a political "magic bullet" solution need to be addressed in ways that educate SPD personnel and infuse the organizational culture with accurate and applicable information about CIT and training that is accessible, relevant, and logistically feasible to advance long-term implementation and buy-in across the ranks for the CIT model.

Concluding Comments

Results show general support for the CIT model in SPD organizational culture. Findings reveal a significant relationship between level of CIT training and support for CIT model and the CRT. Factors that influence support for the CIT model are officer rank (Non- Patrol/Patrol) with patrol personnel rating CIT less favorably than non-patrol personnel, and command staff rating CIT more favorably, years in law enforcement with the longer amount of time in law enforcement associated with more positive perceptions of CIT, and CIT training with the higher the level of CIT training the more support for CIT. Results also indicate that SPD personnel rate command staff as holding the highest organizational value for CIT while rating patrol personnel the lowest in terms of organizational value placed on CIT and CRT. Findings also suggest that the higher the level of CIT training the higher the confidence in handling behavioral crisis calls.

The SPD CIT Data plan represents a cutting edge evidence-based approach to examining the effectiveness of CIT and Seattle Police Department's efforts to effectively meet the needs of officers and citizens in interactions involving persons in behavioral crisis. Results offer answers to these three questions and provide information to inform SPD CIT policy and training. The SPD CIT Culture survey of perceptions of the CIT model among SPD personnel represents a critical component of the overall SPD CIT data plan. Findings from the SPD CIT Culture survey provide important data regarding the nature of acceptance of the CIT model within SPD culture which will add to the additional data to be collected regarding other components of the data collection plan. The data adds to the existing literature on evaluation of CIT programs and specifically on the perceptions of CIT within police culture.
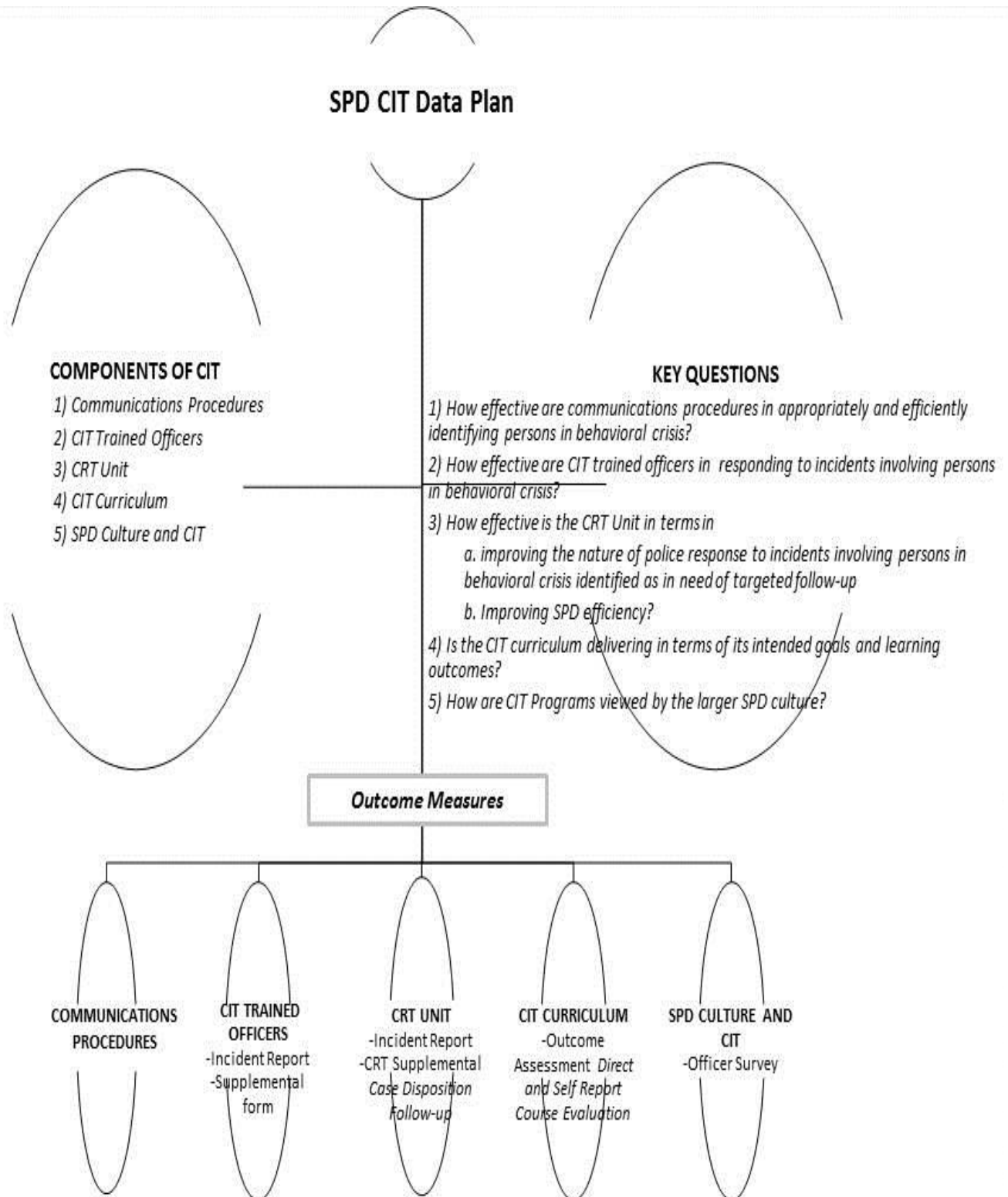
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SPD CIT Data Plan

COMPONENTS OF CIT

1) Communications Procedures
2) CIT Trained Officers
3) CRT Unit
4) CIT Curriculum
5) SPD Culture and CIT

KEY QUESTIONS

1) How effective are communications procedures in appropriately and efficiently identifying persons in behavioral crisis?

2) How effective are CIT trained officers in responding to incidents involving persons in behavioral crisis?

3) How effective is the CRT Unit in terms in

   a. improving the nature of police response to incidents involving persons in behavioral crisis identified as in need of targeted follow-up

   b. Improving SPD efficiency?

4) Is the CIT curriculum delivering in terms of its intended goals and learning outcomes?

5) How are CIT Programs viewed by the larger SPD culture?

Outcome Measures

COMMUNICATIONS PROCEDURES

CIT TRAINED OFFICERS
-Incident Report
-Supplemental form

CRT UNIT
-Incident Report
-CRT Supplemental Case Disposition follow-up

CIT CURRICULUM
-Outcome Assessment Direct and Self Report Course Evaluation

SPD CULTURE AND CIT
-Officer Survey

APPENDIX B

Survey Instrument

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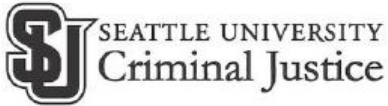
Consent to Participate in Survey

You are invited to participate in a short survey examining perceptions of the Crisis Intervention Team (CIT) model in law enforcement. The survey should take approximately 10 minutes and can be completed on a computer, tablet, or smart phone with internet access. Your answers will be collected electronically and analyzed by an independent researcher. Participation in the survey is anonymous and voluntary. You will not be asked to provide identifying information and your responses will not be linked to you. Completion of the survey will be considered informed consent to participate. Your participation will enhance understanding of the role and potential of the CIT model in law enforcement.

RISKS
There are no foreseeable risks for participating in this research.

BENEFITS
The results will be used to inform implementation of the CIT model in law enforcement.

CONFIDENTIALITY/ANONYMITY
The data in this study will be anonymous. You will not be asked to provide identifying information.

PARTICIPATION
Your participation is voluntary. You may withdraw from the study at any time, for any reason. If you decide not to participate or if you withdraw from the study, there is no penalty. There are no costs to you or any other party.

CONTACT
This research is being conducted by Dr. Jacqueline Helfgott (Principal Investigator) Chair/Professor of Criminal Justice at Seattle University and is monitored by the Seattle University Institutional Review Board (IRB). Should you have research related questions, you may contact Dr. Helfgott at (jhelfgot@seattleu.edu) or the Seattle University IRB at (irb@seattleu.edu).

I. BACKGROUND

Total Years in Law Enforcement:

Years with Seattle Police Department:

Current duties with the Seattle Police Department:
- ○ Patrol duties the majority of the time
- ○ Other Law Enforcement duties the majority of the time
- ○ Other

Years in the Patrol Operations Bureau:

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Current Rank:

- ○ Student Officer in Field Training
- ○ Officer
- ○ Detective
- ○ Sergeant
- ○ Lieutenant
- ○ Captain
- ○ Chief (Assistant, Deputy, Chief)
- ○ Civilian Line Staff
- ○ Civilian Management
- ○ Other

[   ]

Years in Current Position:

[   ]

Sex:

- ○ Male
- ○ Female

Age:

[   ]

Education:

- ○ HS/GED
- ○ Some College
- ○ AA/AS
- ○ BA/BS
- ○ MA/MS
- ○ PhD/EdD
- ○ JD

Race/Ethnicity:

- ○ Caucasian
- ○ African American
- ○ Hispanic
- ○ Asian/Pacific Islander
- ○ Native American
- ○ Multiple Race/Ethnicity
- ○ Other

[   ]

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II. INCIDENTS INVOLVING INDIVIDUALS IN BEHAVIORAL CRISIS

Below is a series of questions regarding incidents involving individuals in behavioral crisis in day-to-day law enforcement operations. If you are currently in a position where you do not regularly respond to calls, please answer to the best of your ability based on your background and experience. **Please move the slider to the right or click on the slider bar at the desired position to indicate the strength of your agreement with each statement. The degree to which you move the slider bar to the right indicates how strongly you agree with the statement.**

Incidents involving individuals in behavioral crisis are a standard part of patrol work.	
Calls involving persons who are experiencing behavioral crisis are dangerous.	

I am confident in my ability to handle calls involving persons in behavioral crisis.	
I feel recognition and respect from the department for my skills in de-escalating behavioral crisis events.	
My training indicates that it is important to resolve incidents involving persons in a behavioral crisis quickly.	
Most supervisors expect patrol officers to resolve incidents involving persons in a behavioral crisis quickly.	
My agency expects patrol officers to resolve incidents involving persons in a behavioral crisis quickly.	

Please offer any additional comments to clarify any of your responses above.

III. Familiarity with CIT

As you may know, SPD personnel may volunteer to participate in specialized 40-hour Crisis Intervention Training based on the Crisis Intervention Team concept. Officers who have completed this training are considered "CIT" Officers. **Please respond to the following questions about your familiarity with the CIT concept and training.**

I have completed the following CIT Training courses:

○ 40-Hour CIT

○ 8-Hour In-Service at WSCJTC

○ SPD CIT Training

○ I have not completed any CIT courses

I volunteered for the CIT 40-Hour training:

○ Yes, I volunteered.

○ No, I was required to attend.

Please indicate where you last attended your most recent CIT 40-Hour long training.

○ Washington State Criminal Justice Training Commission

○ Seattle Police Department

○ Other Law Enforcement or Training Agency

[_____]

Please indicate when you attended CIT 40-Hour training:

○ Within the last five years

○ Over five years ago, but less than ten years ago

○ Over ten years ago, but less than fifteen years ago

○ Over fifteen years ago

Please indicate when you last attended your most recent CIT 40-Hour training:

○ Within the last five years

○ Over five years ago, but less than ten years ago

○ Over ten years ago, but less than fifteen years ago

○ Over fifteen years ago

I volunteered for my last CIT 40-Hour training:

☐ Yes, I volunteered

☐ No, I was required to attend

☐ I volunteered, but participation was strongly recommended by my agency

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I have thought about applying for the CIT 40-Hour training.

○ True, I have thought about applying for CIT training

○ Not true, I have not thought about applying for CIT training

I am interested in attending CIT 40-Hour training, but have not had the opportunity.

○ True, I am interested in attending the CIT week long training

○ Not true, I am not interested in attending the CIT week long training

If you have not completed CIT training in the past, what would make you interested in completing the training?

[   ]

Have you completed a similar survey administered at the Washington State Criminal Justice Training Commission?

○ Yes

○ No

○ Not sure

Perceptions and organizational value of CIT- Sliders

IV. Perceptions of CIT
Below are a series of questions regarding your perceptions of CIT. These questions are important even if you have not taken CIT Training. **Please move the slider to the right or click on the slider bar at the desired position to indicate the strength of your agreement with each statement. The degree to which you move the slider bar to the right indicates how strongly you agree with the statement.**

I am familiar with the CIT concept of intervention with individuals with mental illness.	
I am supportive of utilizing the CIT concept in law enforcement.	
CIT-trained officers are best equipped to respond to incidents	

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involving behavioral crisis.	
When I encounter an event involving a behavioral crisis the assistance of a CIT officer is important.	
I utilize CIT officers whenever possible.	
In incidents when I have requested a CIT officer, I have been satisfied with the response.	
The Basic Law Enforcement Academy Training (BLEA) that all officers receive is adequate to prepare officers to respond to incidents involving behavioral crisis.	

What is your general perception of the CIT Program?

_____

V. ORGANIZATIONAL VALUE OF CIT
Below is a list of different organizational levels within law enforcement agencies. **Please move the slider to the right or click on the slider bar at the desired position to indicate the strength of the value you believe**

is placed on the CIT concept in your agency for each level of your organization. The degree to which you move the slider bar to the right indicates the strength of the value you believe is placed on the CIT concept for the organizational level.

Department Leadership (i.e., Command Staff)	
My individual chain of command (i.e. Lieutenants, precinct leadership).	
My immediate supervisor (i.e. patrol sergeants).	
Patrol officers.	
Civilian Employees- Management	
Civilian Employees- Line Staff	

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VI. Crisis Response Team

In addition to the CIT officers, As you may be aware, SPD has a Crisis Response Team Unit (formerly called the "Crisis Intervention Team" and "Crisis Intervention Response Team") comprised of SPD officers who have advanced CIT training and a full-time mental health practitioner (MHP) available for follow-up on incidents involving persons in behavioral crisis. **Please move the slider to the right or click on the slider bar at the**

desired position to indicate the strength of your agreement with each of the following questions regarding your knowledge and understanding of the Seattle Police Department's Crisis Response Team (CRT). The degree to which you move the slider bar to the right indicates how strongly you agree with the statement.

I am familiar with what the CRT Unit does.	
I am supportive of devoting SPD resources to the CRT Unit.	
The CRT Unit is a critical unit within SPD.	
I utilize the CRT Unit for whenever possible.	
In incidents when I have requested assistance from the CRT Unit, I have been satisfied with the response.	
Prior to completing this survey, I was aware that there is a full-time mental health practitioner who is part of the CRT Unit.	
I am aware that the CRT Unit is a resource for me in assisting with incidents involving persons in behavioral crisis.	
I have made referrals to the CRT Unit.	
The Crisis Response Team (CRT) values my work as a patrol officer.	

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What is your general perception of the CRT Unit?

VII. Organizational Value of CRT

The CIT concept involves specialized response training for patrol officers in order to take a leadership role during a crisis event involving individuals with a mental illness or related behavioral issues. The CRT takes the CIT concept one step further by providing follow-up of individuals in behavioral crisis who come into contact with SPD. **Please move the slider to the right or click on the slider bar at the desired position to indicate the strength of the value you believe is placed on the CRT Unit by each of the following levels of your organization. The degree to which you move the slider bar to the right indicates the strength of the value you believe is placed on the CRT Unit for the organizational level.**

Seattle Police Department Leadership (i.e. command staff).	
My individual chain of command (i.e. Lieutenants, precinct leadership).	
My immediate supervisor (i.e. patrol sergeants).	
My fellow patrol officers.	
Civilian Employees- Management	
Civilian Employees- Line Staff	

General Comments

VIII. GENERAL COMMENTS

We appreciate your feedback on this survey. **Please provide any additional comments related to the survey or the issue of addressing behavioral crisis events.**

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To All Employees,

In recent times the Department has made a significant commitment to our Crisis Intervention policies and training. I would appreciate it if you will take part in a survey examining perceptions of the Crisis Intervention Program. The study of the survey results is being conducted by Dr. Jacqueline Helfgott, Professor and Chair of Seattle University's Criminal Justice Department. Participation in the study is voluntary, results will be anonymous, and completion of the survey will enhance our understanding of the role and potential of the CIT model in law enforcement. The survey should take no more than 10 minutes of your time.

To complete the survey go to: http://seattleu.qualtrics.com/SE/?SID=SV_5dV7ROeaaeejH6Dz

If you have any questions, please contact Lt. Martin Rivera at 684-5744, or via email at martin.rivera@seattle.gov.

Thank you in advance for taking the time to participate in this research – your input is important as we continue to shape our CIT program.

Kathleen M. O'Toole

Chief of Police

Inter-item Correlations – CIT Perception Question Items							
	I am familiar with the CIT concept of intervention with individuals with mental illness.	I am supportive of utilizing the CIT concept in law enforcement.	CIT-trained officers are best equipped to respond to incidents involving behavioral crisis.	When I encounter an event involving a behavioral crisis the assistance of a CIT officer is important.	I utilize CIT officers whenever possible.	In incidents when I have requested a CIT officer, I have been satisfied with the response	The Basic Law Enforcement Academy Training (BLEA) that all officers receive is adequate to prepare officers to respond to incidents involving behavioral crisis.
I am familiar with the CIT concept of intervention with individuals with mental illness. Pearson Correlation Sig (2-tailed) N	1 566	.408** .000 564	.112** .008 552	.142** .001 535	.345** .000 493	.365** .000 468	.161** .001 465
I am supportive of utilizing the CIT concept in law enforcement. Pearson Correlation Sig (2-tailed) N	.408** .000 564	1 580	.617** .000 566	.562** .000 542	.513** .000 494	.533** .000 469	.088 .057 466
CIT-trained officers are best equipped to respond to incidents involving behavioral crisis. Pearson Correlation Sig (2-tailed) N	.112** .008 552	.617** .000 566	1 572	.800** .000 542	.499** .000 489	.504** .000 464	.097* .038 460
When I encounter an event involving a behavioral crisis the assistance of a CIT officer is important. Pearson Correlation Sig (2-tailed) N	.142** .001 535	.562** .000 542	.800** .000 542	1 544	.597** .000 489	.568** .000 462	.056 .235 457
I utilize CIT officers whenever possible. Pearson Correlation Sig (2-tailed) N	.345** .000 493	.513** .000 494	.499** .000 489	.597** .000 489	1 496	.608** .000 459	.138** .003 438
In incidents when I have requested a CIT officer, I have been satisfied with the response Pearson Correlation Sig (2-tailed) N	.365** .000 468	.533** .000 469	.504** .000 464	.568** .000 489	.608** .000 459	1 471	.186** .000 428
The Basic Law Enforcement Academy Training (BLEA) that all officers receive is adequate to prepare officers to respond to incidents involving behavioral crisis. Pearson Correlation Sig (2-tailed) N	.161** .001 465	.088 .057 466	.097* .038 460	.056 .235 457	.139** .003 438	.186** .000 428	1 466

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Inter-item Correlations – CRT Perception Question Items

	I am familiar with what the CRT Unit does	I am supportive of devoting SPD resources to the CRT Unit	The CRT Unit is a critical unit within SPD	I utilize the CRT Unit for whenever possible	In incidents when I have requested assistance from the CRT Unit, I have been satisfied with the response	Prior to completing this survey, I was aware that there is a full-time mental health practitioner who is part of the CRT Unit	I am aware that the CRT Unit is a resource for me in assisting with incidents involving persons in behavioral crisis	I have made referrals to the CRT Unit	The Crisis Response Team (CRT) values my work as a patrol officer
I am familiar with what the CRT Unit does Pearson Correlation Sig. N	1.000 560	0.487** 0.000 553	0.388** 0.000 551	0.518** 0.000 474	0.478** 0.000 442	0.469** 0.000 515	0.527** 0.000 528	0.492** 0.000 437	0.474** 0.000 427
I am supportive of devoting SPD resources to the CRT Unit Pearson Correlation Sig. N	0.487** 0.000 553	1.000 568	0.807** 0.000 563	0.580** 0.000 480	0.601** 0.000 446	0.319** 0.000 516	0.484** 0.000 530	0.379** 0.000 436	0.578** 0.000 427
The CRT Unit is a critical unit within SPD Pearson Correlation Sig. N	0.388** 0.000 551	0.807** 0.000 563	1.000 564	0.616** 0.000 478	0.657** 0.000 445	0.261** 0.000 516	0.436** 0.000 527	0.369** 0.000 434	0.579** 0.000 425
I utilize the CRT Unit for whenever possible Pearson Correlation Sig. N	0.518** 0.000 474	0.580** 0.000 480	0.616** 0.000 478	1.000 481	0.760** 0.000 431	0.326** 0.000 462	0.499** 0.000 470	0.537** 0.000 419	0.640** 0.000 405
In incidents when I have requested assistance from the CRT Unit, I have been satisfied with the response Pearson Correlation Sig. N	0.478** 0.000 442	0.601** 0.000 446	0.657** 0.000 445	0.760** 0.000 431	1.000 447	0.313** 0.000 436	0.492** 0.000 442	0.448** 0.000 400	0.677** 0.000 392
Prior to completing this survey, I was aware that there is a full-time mental health practitioner who is part of the CRT Unit Pearson Correlation Sig. N	0.469** 0.000 515	0.319** 0.000 516	0.261** 0.000 516	0.326** 0.000 462	0.313** 0.000 436	1.000 523	0.481** 0.000 504	0.407** 0.000 426	0.359** 0.000 412
I am aware that the CRT Unit is a resource for me in assisting with incidents involving persons in behavioral crisis Pearson Correlation Sig. N	0.527** 0.000 528	0.484** 0.000 530	0.436** 0.000 527	0.499** 0.000 470	0.492** 0.000 442	0.481** 0.000 504	1.000 536	0.460** 0.000 434	0.522** 0.000 424
I have made referrals to the CRT Unit Pearson Correlation Sig. N	0.492** 0.000 437	0.379** 0.000 436	0.369** 0.000 434	0.537** 0.000 419	0.448** 0.000 400	0.407** 0.000 426	0.460** 0.000 434	1.000 441	0.494** 0.000 392
The Crisis Response Team (CRT) values my work as a patrol officer Pearson Correlation Sig.N	0.474** 0.000 427	0.578** 0.000 427	0.579** 0.000 425	0.640** 0.000 405	0.677** 0.000 392	0.359** 0.000 412	0.522** 0.000 424	0.494** 0.000 392	1.000 430

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Inter-item Correlations – Organizational Value of CIT Question Items

	Department Leadership (Command Staff)	My Individual Chain of Command	My Immediate Supervisor (Patrol Sergeants)	Patrol Officers	Civilian - Management	Civilian– Line Staff
Department Leadership (Command Staff) Pearson Correlation Sig. N	1.000 544	0.695** 0.000 526	0.390** 0.000 511	0.119** 0.006 527	0.488** 0.000 433	0.445** 0.000 431
My Individual Chain of Command (Lieutenants, Precinct Leadership) Pearson Correlation Sig. N	0.695** 0.000 526	1.000 536	0.723** 0.000 515	0.389** 0.000 522	0.431** 0.000 430	0.400** 0.000 427
My Immediate Supervisor (Patrol Sergeants) Pearson Correlation Sig. N	0.390** 0.000 511	0.723** 0.000 515	1.000 520	0.581** 0.000 512	0.324** 0.000 423	0.298** 0.000 421
Patrol Officers Pearson Correlation Sig. N	0.119** 0.006 527	0.389** 0.000 522	0.581** 0.000 512	1.000 538	0.094 0.051 429	0.110* 0.023 428
Civilian Employees – Management Pearson Correlation Sig. N	0.488** 0.000 433	0.431** 0.000 430	0.324** 0.000 423	0.094 0.051 429	1.000 438	0.923** 0.000 433
Civilian Employees – Line Staff Pearson Correlation Sig. N	0.445** 0.000 431	0.400** 0.000 427	0.298** 0.000 421	0.110* 0.023 428	0.923** 0.000 433	1.000 437

Inter-item Correlations – Organizational Value of CRT Question Items

	SPD Leadership (Command Staff)	My Individual Chain of Command	My Immediate Supervisor (Patrol Sergeants)	Patrol Officers	Civilian– Management	Civilian– Line Staff
SPD Leadership (Command Staff) Pearson Correlation Sig. N	1.000 506	0.680** 0.000 482	0.461* 0.000 472	0.265** 0.000 473	0.568** 0.000 399	0.526** 0.000 393
My Individual Chain of Command (Lieutenants, Precinct Leadership) Pearson Correlation Sig. N	0.680** 0.000 482	1.000 489	0.777** 0.000 474	0.548** 0.000 471	0.548** 0.000 392	0.515** 0.000 387
My Immediate Supervisor (Patrol Sergeants) Pearson Correlation Sig. N	0.461** 0.000 472	0.777** 0.000 474	1.000 483	0.716** 0.000 473	0.433** 0.000 390	0.430** 0.000 385
My Fellow Patrol Officers Pearson Correlation Sig. N	0.265** 0.000 473	0.548** 0.000 471	0.716** 0.000 473	1.000 489	0.239** 0.000 388	0.251** 0.000 383
Civilian Employees – Management Pearson Correlation Sig. N	0.568** 0.000 399	0.548** 0.000 392	0.433** 0.000 390	0.239** 0.000 388	1.000 408	0.924** 0.000 399
Civilian Employees – Line Staff Pearson Correlation Sig. N	0.526** 0.000 393	0.515** 0.000 387	0.430** 0.000 385	0.251** 0.000 383	0.924** 0.000 399	1.000 402

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