Appendix. CIT difficulty and performance metrics

| Category                     | Difficulty Indicators                                                                 | Score |
|------------------------------|---------------------------------------------------------------------------------------|-------|
| Safety Issues                | ...the presence of law enforcement escalating the crisis                               | 3     |
|                              | ...the person in crisis being armed with firearms and explosives                        | 6     |
|                              | ...the person in crisis being armed with blunt impact and edged weapons                 | 6     |
|                              | ...hostages being present                                                               | 6     |
|                              | ...the person in crisis being in a potentially life-threatening location (e.g. on a bridge, in traffic) | 6     |
|                              | ...having the ability to conceal weapons                                                | 5     |
|                              | ...the person in crisis threatening to harm him or herself                               | 4     |
|                              | ...the person in crisis in the act of harming him or herself                            | 6     |
|                              | ...the person in crisis having already harmed him or herself                            | 4     |
|                              | ...the person in crisis being suicidal                                                 | 4     |
|                              | ...the person in crisis being homicidal                                                | 6     |
|                              | ...the person in crisis having a history of violence                                    | 4     |
|                              | ...weapons of opportunity being present (e.g. rocks, lamp shades)                      | 4     |
|                              | ...the encounter evolving into a crime                                                 | 3     |
| Person in Crisis - Symptoms  | ...the person in crisis having immediate medical needs (e.g. seizures)                | 3     |
|                              | ...the person in crisis appearing to be under the influence of a mind-altering substance | 5     |
|                              | ...the person in crisis appearing to be hallucinating (visual or auditory)             | 6     |
|                              | ...the person in crisis appearing to be delusional                                      | 4     |
|                              | ...the person in crisis appearing to be paranoid                                        | 4     |
|                              | ...the person in crisis being physically aggressive                                     | 6     |
|                              | ...the person in crisis being verbally aggressive                                       | 4     |
|                              | ...the person in crisis being highly anxious                                           | 4     |
|                              | ...the person in crisis being unwilling to cooperate                                    | 4     |
|                              | ...the person in crisis being willing to escalate to get assistance                     | 5     |
|                              | ...the person in crisis having increased strength due to their condition                | 6     |
|                              | ...the person in crisis having increased pain tolerance due to their condition          | 6     |
|                              | ...the person in crisis switching between calm and violent states                       | 6     |
|                              | ...the person in crisis exhibiting precursors to a state of excited delirium           | 6     |
|                              | ...the person in crisis trying to provoke the officer                                   | 3     |
| Person in Crisis - Characteristics | ...the person in crisis being aware of the limitations of the system (medical and criminal justice) | 3     |
|                              | ...the person in crisis being unknown to the officer                                    | 3     |
|                              | ...the person in crisis appearing to be physically imposing (e.g. very muscular)       | 3     |
|                              | ...the person in crisis having a history of negative encounters with law enforcement    | 4     |
|                              | ...the person in crisis having a history of negative encounters with the responding officer | 6     |
|                              | ...the person in crisis being a child                                                  | 3     |
|                              | ...the person in crisis being an adolescent                                           | 3     |
|                              | ...the person in crisis being a senior citizen                                         | 3     |
|                              | ...the person in crisis being homeless                                                 | 3     |
|                              | ...the person in crisis having a known military or law enforcement background           | 5     |
|                              | ...the person in crisis having a personal relationship with the officer                 | 3     |
|                              | ...the person in crisis being high profile or well connected                            | 3     |
|                              | ...the person in crisis being biased against the officer (e.g. racist, sexist)          | 3     |
|                              | ...the person in crisis being an illegal alien                                         | 3     |
|                              | ...the person having diplomatic immunity                                                | 0     |
|                              | ...the person in crisis being in an extreme unhygienic state                            | 3     |
|                              | ...the person in crisis being naked                                                   | 3     |
|                              | ...the person in crisis having specialized training (e.g. hunting, bomb making, martial arts) | 6     |
| Communication Issues         | ...the person in crisis being unable to communicate due to language barriers           | 6     |
|                              | ...having cultural barriers between the officer and the person in crisis                 | 3     |
|                              | ...the person in crisis being unable to communicate due to physical impairment (e.g. deafness) | 3     |
|                              | ...the person in crisis being unable to communicate due to mental impairment            | 5     |
|                              | ...having miscommunication between law enforcement and mental health professionals      | 3     |
|                              | ...the officer having been provided with inaccurate information                        | 6     |
|                              | ...the person in crisis having a limited ability to understand the officer (e.g. due to developmental disability) | 5     |
|                              | ...first responders not agreeing on the appropriate course of action                    | 3     |
| Category                        | Performance Indicators                                                                                       | Score |
|--------------------------------|-------------------------------------------------------------------------------------------------------------|-------|
| **Environmental Issues**       | ...having poor visibility                                                                                   | 3     |
|                                | ...the encounter occurring in a confined space (e.g. a hoarder’s house)                                     | 4     |
|                                | ...having trip fall hazards in the environment                                                              | 3     |
|                                | ...having potential bio hazards in the environment                                                          | 5     |
|                                | ...having animals present                                                                                    | 3     |
|                                | ...the encounter occurring in a high crime area                                                             | 3     |
|                                | ...the person in a crisis due to a large-scale disaster or critical incident that is currently occurring (e.g. a bomb explosion, school shooting) | 6     |
|                                | ...having the opportunity for multiple persons to go into crisis (e.g. a bomb explosion, school shooting) | 6     |
|                                | ...having extreme weather conditions                                                                         | 3     |
|                                | ...the media being on the scene                                                                              | 3     |
|                                | ...not knowing where the person in crisis is located                                                         | 6     |
|                                | ...having conflicting information/observations about the person in crisis upon arriving at the scene         | 3     |
|                                | ...having limited ability to hear and be heard due to environmental factors                                  | 5     |
|                                | ...the person in crisis being mobile (e.g. in a car, on foot)                                                | 5     |
|                                | ...the person in crisis having barricaded him or herself (e.g. behind a locked door)                         | 6     |
| **Other People Present**       | ...children being present                                                                                    | 4     |
|                                | ...adult family members being present                                                                         | 3     |
|                                | ...caretakers being present                                                                                  | 3     |
|                                | ...not knowing whether other persons are present                                                             | 4     |
|                                | ...other people present being antagonistic                                                                  | 5     |
|                                | ...other people present being intrusive                                                                     | 4     |
|                                | ...other people present being uncooperative                                                                 | 4     |
|                                | ...having a large crowd present                                                                             | 5     |
|                                | ...the person in crisis having something competing for his or her attention (e.g. distracting persons)       | 3     |
|                                | ...expectations of other involved parties being outside of law enforcement’s legal authority or agency policy (e.g. not being able to force a person in crisis go to the hospital) | 4     |
| **Resources**                  | ...having limited access to resources                                                                        | 5     |
|                                | ...having no timely access to resources (when resources are available)                                       | 3     |
|                                | ...not having timely access to mental health professionals                                                  | 3     |
|                                | ...inadequate staffing being available to respond to the crisis                                             | 6     |
|                                | ...lacking access to specialized equipment (e.g. shields, Tasers, K-9)                                       | 3     |
|                                | ...not having any information on the history of the person in crisis                                         | 3     |
|                                | ...mental health professionals being unable to adequately assist law enforcement in the encounter (e.g. due to lack of skill or training) | 3     |
|                                | ...the person in crisis having had multiple contacts with law enforcement due to needs not being met by the system (medical and criminal justice) | 5     |
|                                | ...the person in crisis lacking adequate in-home long-term support                                           | 3     |
|                                | ...having legal ambiguity about the appropriate course of action                                             | 3     |
| **Policy and Law**             | ...knowing about the legal issues surrounding the encounter                                                  | 3     |
|                                | ...acting based on knowledge about the legal issues surrounding the encounter                                | 2     |
|                                | ...understanding the civil commitment laws for mental illness                                              | 4     |
|                                | ...knowing the law enforcement agency policies and procedures                                               | 4     |
|                                | ...knowing the mental health agency policies and procedures                                                 | 2     |
|                                | ...knowing key mental health terms (e.g. legal acronyms)                                                    | 1     |
| **Training and Wellness**      | ...having had communication training (how to send and receive information)                                  | 4     |
|                                | ...practicing self-wellness techniques to prevent burnout (e.g. meditation, personal care)                  | 3     |
|                                | ...maintaining physical fitness                                                                            | 3     |
|                                | ...seeking opportunities to participate in Crisis Intervention Team training                                 | 4     |
|                                | ...being actively engaged during Crisis Intervention Team training                                           | 4     |
| **Pre-Plan**                   | ...seeking accurate information about the situation before arrival                                           | 4     |
|                                | ...seeking accurate information about the person in crisis before arrival                                     | 4     |
|                                | ...seeking access to previous information about the person in crisis (personal history)                    | 3     |
|                                | ...knowing where to get accurate information on the person in crisis                                        | 4     |
|                                | ...using the lessons from previous similar encounters to help him or her succeed in the current encounter    | 3     |
|                                | ...assigning dedicated roles before the encounter (e.g. cover officer and contact officer)                 | 3     |
|                                | ...pre-planning between law enforcement and mental health professionals on how to tackle the encounter      | 3     |
|                                | ...confirming and verifying call information                                                                | 2     |
|                                | ...mentally rehearsing before the encounter                                                                  | 2     |
|                                | ...understanding cultural norms in your jurisdiction                                                        | 2     |
### Assess

- ...reading non-verbal cues of the person in crisis  
  - 4
- ...picking up on tone of voice of the person in crisis  
  - 4
- ...recognizing hazards in the environment (e.g. trip hazards, bio-hazards)  
  - 4
- ...recognizing weapons of opportunity in the environment (e.g. rocks, lamp shades)  
  - 4
- ...recognizing anomalies in the environment  
  - 3
- ...interpreting the clues in the environment relevant to the crisis (e.g. family pictures on the wall but no family present)  
  - 3
- ...observing details of the environment before the encounter starts (e.g. note exit strategy)  
  - 4
- ...determining the person in crisis’s level of risk due to his or her inability to meet basic health and safety needs  
  - 3
- ...continually assessing the level of threat the person in crisis poses  
  - 4
- ...recognizing what emotional stage the person in crisis is in (e.g. fearful, enraged, anxious)  
  - 4
- ...recognizing the person in crisis’s ability to understand the officer  
  - 4
- ...recognizing the person in crisis’s ability to communicate with the officer  
  - 4
- ...recognizing key indicators of mental illness  
  - 4
- ...accurately describing the behaviors of the person in crisis to mental health professionals  
  - 4
- ...recognizing urgent medical needs of the person in crisis  
  - 4

### Tactics

- ...adapting response based on his or her own current physical status  
  - 2
- ...adapting response based on his or her own current emotional status  
  - 2
- ...properly deploying specialized equipment (e.g. taser, K-9, hostage negotiator)  
  - 4
- ...accurately completing a suicide risk assessment  
  - 4
- ...accurately completing a homicide risk assessment  
  - 4
- ...adapting based on changing level of threat  
  - 4
- ...removing non-involved participants from the encounter (e.g. bystanders, family members)  
  - 4
- ...obtaining critical information from family members about the person in crisis  
  - 4
- ...adapting tactics based on the key indicators from the person in crisis  
  - 4
- ...calling for back-up when appropriate  
  - 4
- ...coordinating on scene roles between law enforcement and mental health professionals  
  - 3
- ...effectively controlling the person in crisis’s movement  
  - 4
- ...being willing to switch roles during the encounter (e.g. between cover and contact)  
  - 4
- ...adapting tactics based on the terrain (e.g. geography, weather)  
  - 3
- ...being proficient with standard equipment  
  - 4
- ...balancing manipulation and integrity  
  - 4
- ...being proficient with control techniques  
  - 3

### Self-Control

- ...being aware of his or her own non-verbal cues  
  - 4
- ...controlling his or her own tone of voice  
  - 4
- ...being self-aware of fatigue level  
  - 2
- ...being self-aware of personal physical status  
  - 2
- ...being self-aware of current emotional status  
  - 4
- ...being self-aware of current mental status  
  - 4
- ...having self-awareness of personal biases (race, socio-economic status, gender)  
  - 3
- ...managing personal biases (race, socio-economic status, gender)  
  - 4
- ...managing personal attitudes about mental illness  
  - 4
- ...managing personal attitudes about the person in crisis  
  - 4
- ...managing personal attitudes about substance abuse  
  - 3
- ...appearing confident in him or her self during the encounter  
  - 4
- ...maintaining command presence  
  - 4
- ...not taking things personally (e.g. verbal abuse)  
  - 4
- ...controlling his or her own emotions during the encounter  
  - 4
- ...practicing self-control techniques during the encounter (e.g. deep breathing)  
  - 4
- ...having the desire to succeed throughout the encounter  
  - 4
Interacting with the Person in Crisis

- Having the ability to de-escalate a situation (calm the person in crisis down) - 4
- Being aware of the words he or she uses and how they influence the person in crisis - 4
- Being able to actively listen to the person in crisis during the encounter - 4
- Being able to see things from the person in crisis’s point of view - 4
- Being able to show empathy to the person in crisis - 4
- Being able to show positive regard to the person in crisis - 4
- Explaining his or her actions to the person in crisis - 3
- Giving the person in crisis options, and explaining the consequences of those options - 4
- Demonstrating gratitude at the person in crisis's compliance - 3
- Not patronizing or insulting the person in crisis - 4
- Providing clear instructions to the person in crisis - 4
- Demonstrating concern for the person in crisis's safety - 4
- Maintaining a respect for basic human rights - 4
- Willingness to spend time with the person in crisis - 4
- Demonstrating patience with the person in crisis - 4
- Taking time throughout the entire process (pre-during-and post-encounter) - 4
- Being aware of the person in crisis’s comfort with personal boundaries (e.g. how close you stand) - 4
- Effectively using deception to gain compliance - 3
- Using distraction techniques to control the person in crisis - 3
- Attempting to negotiate with the person in crisis - 2
- Using appropriate techniques based on what emotional stage the person in crisis is in (e.g. fearful, enraged, anxious) - 4
- Establishing common ground with the person in crisis - 3

Resources

- Using the individual skills or characteristics of officers involved (e.g. previous experience, cultural factors) - 2
- Using the individual skills or characteristics of other responders involved (e.g. previous experience, cultural factors) - 2
- Knowing about available mental health resources (e.g. mental health professional, homeless shelters) - 4
- Knowing about available tactical resources - 2
- Appropriately using mental health resources (e.g. calling mental health professionals, homeless shelters) - 3
- Giving the person in crisis information about resources that can help him or her - 3
- Having information on hand to assist the person in crisis in the encounter (e.g. pamphlets) - 2
- Having and maintaining standard equipment (e.g. flashlight with working batteries) - 4
- Not biasing the person in crisis against others who may be involved (e.g. don’t point fingers at the medical system) - 2

Disengage and Follow-Up

- Being able to disengage at the appropriate time - 3
- Accurately documenting the details of the encounter - 3
- Properly distributing the report of the encounter - 3
- Following through on any promises made - 3
- Not making unrealistic promises - 4
- Trying to end the encounter on a positive note - 4
- Being able to reframe the person in crisis’s negative perceptions of community resources - 2

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