



7/15/20

Sheriff Jim Skinner
Collin County Sheriff's Office
4300 Community Ave.
McKinney TX, 75070

Dear Sheriff Skinner,

Thank you for the opportunity to further discuss Falcon's training proposal to the Collin County Sheriff's Office. We are very excited to deliver this cutting-edge, one-of-a-kind, tailored training to your staff.

As you know, with the unprecedented public health crisis facing our nation, there is no better time than now, to assist your front line and supervisory staff in preparing and maintaining their health and well-being. As a response to the COVID-19 pandemic, Falcon has designed a training for our nation's Officers to assist them in 1) establishing and maintaining a healthy mindset to adjust to the new and emerging risks of COVID-19 inside and outside the facility 2) identifying strategies to maintain mental health and resiliency during this health crisis, and 3) equipping frontline and supervisory staff with knowledge of the operational and clinical impacts of COVID-19.

This training has not been taught anywhere else. This training was specifically designed by Falcon as a response to this health crisis and the complex challenges faced by security, medical and mental health staff everyday inside and outside their facilities. Your staff are dutifully providing essential care to the inmates, often with significant stress and fear for their health and their families. Helping instill a sense of calm, control, and building their resilience during this crisis is critical, and can also empower them to be more effective in their jobs.

Falcon is a nationwide consulting and training firm, with over 35 experts on hand. If the Collin County Sheriff's Office can ensure that Falcon has access to your staff, we can deliver this training to 300 of your Officers prior to December 30, 2020.

If you have any further questions, please do not hesitate to contact me directly on my cell 312-882-3926.

Sincerely,

Elizabeth Falcon

Dr. Elizabeth Falcon
CEO, Falcon Inc.



Navigating the Reality of a Pandemic: Enhancing Leadership, Communication & Resilience

**Workshop Proposal for Sheriff's Office Staff
Collin County, Texas**

BACKGROUND AND OVERVIEW

Our Nation is experiencing an unprecedented public health crisis. The State of Texas has declared a State of Emergency, and Collin County, Texas has declared a State of Disaster due to the public health threat to their residents from the COVID-19 virus.¹

Collin County, like others across the country, has done all to prepare for and respond to this global pandemic. However, the impact and effects of this public health crisis reach well beyond primary responses. Collin County must address the unanticipated but urgent need to assist their employees who must face the dangers and damage from the virus inside the jail; both the risk of exposure and the risk of serious illness and death, as well as the immediate and long-term impacts of working in a locked facility, and on the front-line of this public health emergency every hour of every day.

Collin County's front-line and supervisory staff immediately need a coordinated and comprehensive training program to meet the needs of this health crisis in order to:

- Establish and maintain a healthy mindset for adjusting to these new and emerging risks, and for the duration of the crisis (including stress, anxiety and fear, overwhelm, isolation, fatigue);
- Identify strategies and new protocols for maintaining mental health and resiliency for themselves, for their colleagues, supervisees, and for the inmates;
- Equip and empower corrections, mental health and behavioral health front-line and managerial staff to help inmates in these evolving and restricted circumstances of incarceration² (including awareness and assessment for at-risk medical conditions and behaviors); and

¹ Proclamation of Collin County Judge Chris Hill, March 16, 2020.

² The CDC advises that older adults, people with underlying medical conditions, HIV and liver disease, people experiencing homelessness and racial and ethnic minority groups are at higher risk for illness place them at risk for disease infection. The inmates in incarceration are among the most vulnerable. See, Centers for Disease Control and Prevention "Coronavirus Disease 2019 (COVID-19): People Who Need to Take Extra Precautions." <https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/index.html>



- To use this opportunity to incorporate these critical skills into a broader scope of professionalism and practice that extends beyond the resolution of the current crisis.

EDUCATIONAL APPROACH

Individuals with chronic diseases, health care and first responders, and persons with existing mental health and substance use conditions represent the highest risk for stress reactions during pandemics. As the correctional workforce has long struggled to maintain healthy states of physical and emotional wellbeing, today's challenges surrounding the coronavirus will likely exacerbate individuals' personal struggles with depression, anxiety, insomnia, and substance use. These frontline heroes are dutifully providing the essential care and custody of high-risk inmate populations, often without access to social distancing measures or personal protective equipment. Deliberate actions to instill (even if only momentarily) a sense of calm, control, and unity will build officers' resilience during crises and increase agencies' operational effectiveness.

In this six-hour training, students will be exposed to leadership practices in a pandemic; communication, wellness, and resilience, with course content created specifically for the chaotic and uncertain times in which we are now living. Now more than ever, these topics are critical to implement for the wellness of staff, those in custody, and the organizational effectiveness of law enforcement systems across the country. With that in mind, expert trainers have developed content specifically designed to address the operational and clinical impacts of COVID-19.

Scheduling Format

The curriculum is comprised of three modules, each representing a theoretically distinct sphere of leadership, communication, and wellness. These three modules are designed to last six hours in total and are broken into two three-hour sessions. Each staff member will be assigned to complete Session 1 and Session 2 in consecutive weekly cohorts, with a total of 10 sessions scheduled prior to the end of 2020. For a complete proposed schedule, see Appendix A: Proposed Schedule.

Use of Technology for Interactive Learning

Falcon's training plan for Collin County includes live streaming, video-conferencing platforms through the convenience of your agency's offices, conference rooms, and/or training facilities. The designated trainer for each training class will be streamed live into the training classrooms. Prior to the live videoconference, Falcon's IT Team will ensure the excellence of our trainers' light and audio quality, as well as determine the technological capabilities of the training classroom(s). If needed, a webcam(s) and microphone(s) will be shipped to the County, allowing Falcon trainers to see participants and hear and respond to live questions/feedback during designated periods



of Q&A. Falcon's IT Team will also schedule a test session with the County's IT Department to ensure system equipment interface smoothly. The swift and ongoing coordination between Falcon and County IT will ensure that we are strategically tailoring the virtual deliveries of our trainings to the needs of Collin County. Falcon will also ship training booklets to the County. These booklets will include educational handouts and structured activities that will be completed during virtual classes. Through use of two-way audio equipment, trainers will be able to engage participants in interactive learning exercises.

Trainers

Falcon trainers are seasoned professionals with lived experience working with and within corrections and law enforcement communities. Lead trainers for this series of educational learning experiences include Dr. Kimberly Miller, a police and public safety psychologist who specializes in running workshops just like this. Dr. Robin Timme is board-certified in forensic psychology and has worked in the field of forensic and correctional psychology throughout his career, treating and consulting with those who live and work inside facilities. Harmony Goorley is a Licensed Professional Counselor who specializes in providing educational workshops and interactive experiences with jail-based professionals. Together, this core group of professionals and educators is committed to providing an evidence-based, passionate, and empathic experience that provides tangible tools for staff to elevate their craft and live safer and healthier lives (please see attached bios).

CURRICULUM

| MODULE 1 | Wellness & Resilience Tools: Equipping Yourself During this Pandemic and for A Lifetime

Public safety employees have always had stressful jobs, but this has been compounded by the unpredictable, and on-going nature of the COVID-19 pandemic. Even though deputies have learned to manage stress in the short-term, the long-term, ever evolving stress of this pandemic was not something they were trained to navigate. This workshop will teach the essential tools, strategies, and approaches they can use both at work and at home to manage stress, apply effective coping strategies, learn to let stuff go that they cannot control, work through negative emotions, and build a more resilient mindset that will carry them through this pandemic and better equip them for life in general. We will utilize in class discussion, activities and self-reflection to engage the students, help them to begin to apply the concepts and illuminate the value these tools possess, and the value of specifically using them now and how to use them during this extreme health crisis.

Includes content from classes previously incorporated:



- A. *Building the Foundation: Wellness & Resilience 101*
- B. *Managing Emotions, Forgiveness & Letting Go*
- C. *Creating A Vision & Staying Gritty*

| MODULE 2 | Breaking Down Roadblocks in Communication, Especially During a Pandemic: Saying What You Mean and Meaning What You Say

Communication in organizations is always challenging, but during a crisis, when tensions are high, time is short, things are constantly changing and the future is uncertain due to a pandemic, communication becomes much more difficult. Often emotions, snap judgments, quick tempers and assumptions bleed into the day to day discussions, which end up creating misunderstanding, hurt feelings, alienation and negative morale. Further, during a pandemic this additional stress is cognitively distracting, and can create blinders to the myriad of additional operational responsibilities. This class will explore interpersonal communication skills, specifically those that create clear and efficient messaging during pandemic stress, and help participants understand how and why miscommunication occurs. Learning these skills will enhance operational effectiveness and enhance feelings of agency and confidence during uncertain times. The training also identifies invisible filters that affect our view of the world and how we process messages, detail the best emotion management strategies, and how to keep our hot buttons from being triggered when surrounded by pandemic stress. We will utilize self-reflection activities, small group discussion and activities to facilitate learning, concept utilization and the effectiveness of these tools during the pandemic and beyond.

| MODULE 3 | Leading at All Levels: Tools for Leadership in Pandemics & Throughout Life

Leadership is not just for those who hold a rank, and in times of pandemic stress, that fact is a glaring reminder of each person's responsibility to enhance those skills. Leadership happens every day, at all levels, which is especially valuable during times of a pandemic. Co-workers and inmates are looking for leadership in these trying times; they want something and someone they can count on, providing some level of certainty and predictability in the ambiguity of the COVID-19 crisis. This course will explore the foundational concepts of leadership (i.e., influence, relationship building, character, emotional control, perspective, humility, etc.), and details the reasons these are especially needed during times of crisis and provides best practice leadership skills during a pandemic. We will also examine the most common leadership pitfalls, how these could be particularly harmful and disruptive during a pandemic, and describe how leaders unintentionally get in their own way. When stress and emotions are high, time is short, and action is required in a time of crisis, these are particularly valuable tools. We will utilize small group discussion and activities to enhance learning and engagement and to equip participants to more effectively step into their leadership role during the pandemic and beyond.



APPENDIX A: PROPOSED SCHEDULE (IN COLLABORATION WITH CCSO TRAINING COORDINATOR)

Falcon Proposed Training Schedule					
Collin County, TX					
Trainers					
Dr. Kimberly Miller Senior Expert			Dr. Robin Timme Senior Expert		
Harmony Goorley Technical Expert					
Cohort	Module	Weekday	Date	Start	End
1	1	Friday	8/7/20	11:00	2:00
	2	Friday	8/14/20	11:00	2:00
2	1	Monday	8/17/20	2:30	5:30
	2	Monday	8/24/20	2:30	5:30
3	1	Wednesday	9/9/20	2:30	5:30
	2	Wednesday	9/16/20	2:30	5:30
4	1	Friday	9/25/20	7:00	10:00
	2	Friday	10/2/20	7:00	10:00
5	1	Thursday	10/1/20	11:00	2:00
	2	Thursday	10/8/20	11:00	2:00
6	1	Thursday	10/15/20	7:00	10:00
	2	Thursday	10/22/20	7:00	10:00
7	1	Tuesday	10/27/20	11:00	2:00
	2	Tuesday	11/3/20	11:00	2:00
8	1	Thursday	11/12/20	11:00	2:00
	2	Thursday	11/19/20	11:00	2:00
9	1	Monday	11/23/20	2:30	5:30
	2	Monday	11/30/20	2:30	5:30
10	1	Friday	12/11/20	2:30	5:30
	2	Friday	12/18/20	2:30	5:30