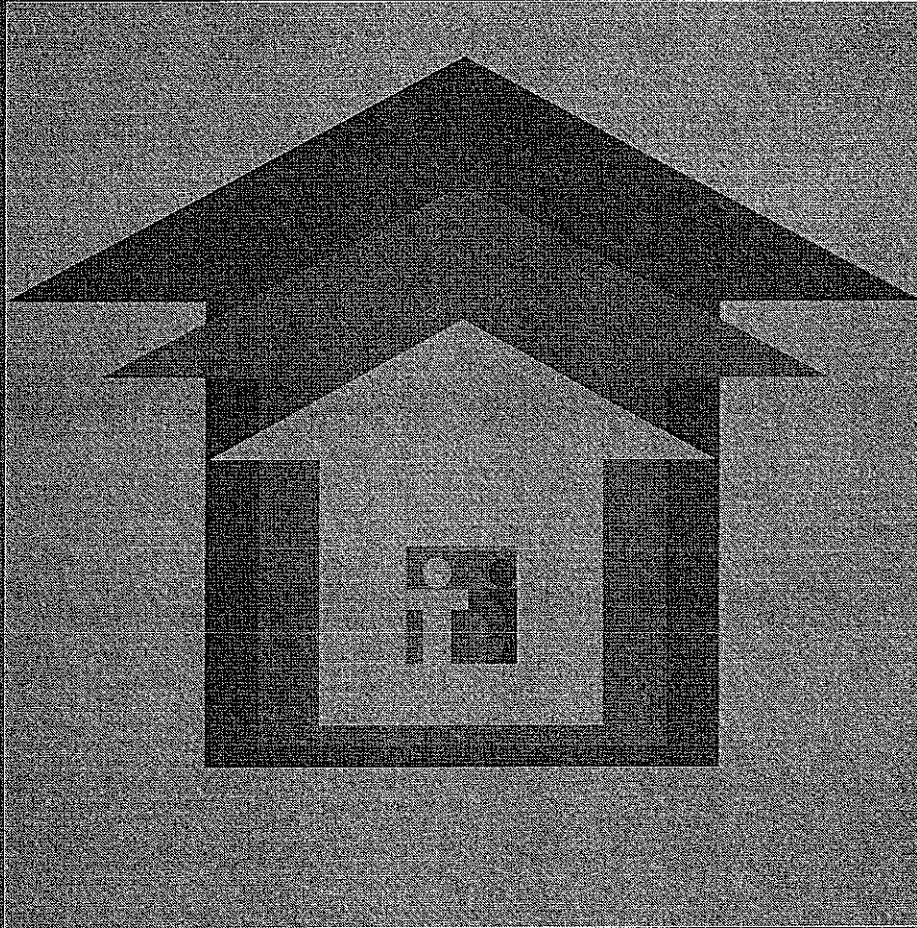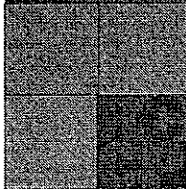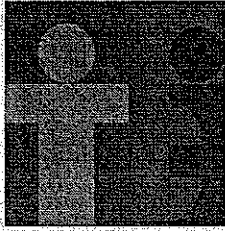# EXHIBIT A - PART 1

(Brochure pp. 1 - 12)

Bringing the TCI System
To Your Organization

RESIDENTIAL
CHILD CARE PROJECT
Cornell University, College
of Human Ecology, Family
Life Development Center,
Beebe Hall, Ithaca, New
York USA 14853-4401
Tel:607 254 5210
Fax:607 255 4837
http://rccp.cornell.edu

Dear Colleague,

As requested, I am sending you information on how to bring our Therapeutic Crisis Intervention (TCI) Program to your organization. Our goal is to disseminate model techniques in the prevention of institutional child abuse and neglect by preventing and de-escalating aggressive behavior in residential child care facilities. Residential child caring agencies have been able to reduce the need for physical restraint by effectively implementing our Therapeutic Crisis Intervention system. Implementation of TCI has resulted in an increased ability on the part of staff to manage and prevent crises. Implementation studies have also shown an increased knowledge and skill on the part of all staff to handle crisis episodes effectively and a change in attitude regarding the use of physical restraint.

If TCI is to be an effective crisis management system for your organization, you need to address five general criteria: leadership and administrative support, clinical oversight, supervision, training, and critical incident monitoring. There is a description of these criteria on page 4 of this brochure to help you decide whether TCI is right for your organization. Information about how we can help you implement the TCI System is on page 3.

Many larger organizations request onsite training of trainers in order to train large numbers of trainers in a cost effective manner. Please see page 7 for information about sponsoring an onsite training of trainers.

The TCI certification program is designed to develop, maintain, and strengthen the standards of performance for individuals who have successfully completed the requirements of the TCI training of trainers. This process affirms our commitment to ensure that TCI is implemented in child caring agencies in a manner that meets the developmental needs of children, and the safety of both children and staff. Please note that all participants must pass the certification requirements during the training in order to train TCI. Attendance alone does not qualify them to be TCI trainers. Complete information about the certification process may be found on page 11.

This brochure includes detailed information about the TCI programs we offer onsite. If you need any other additional information, please contact us.

Sincerely,

Martha Holden
Senior Extension Associate
Project Director
Residential Child Care Project

Contents

TCI Programs Offered Onsite

The Residential Child Care Project is prepared to bring the following programs to your organization:

SYSTEM WIDE

Comprehensive TCI Implementation Package
This is the most comprehensive program the RCCP offers. It includes assessment, technical assistance, and training, that takes place over an 18 month period. Staff from the RCCP work with the residential facility to implement the TCI model of crisis prevention and management. Please contact the RCCP for pricing information for this package.

TRAINING

TCI Training of Trainers Program
This program includes an initial assessment and planning meeting and a five day training of trainers program. The number of training participants is limited to 18. The cost of this program is $17,500 US; £15,000 UK; and €20,000 Ireland.

TCI Training of Trainers: TCI Without Physical Interventions
This program includes an initial assessment and planning meeting and a four day training of trainers program. The number of training participants is limited to 18. The cost of this program is $15,000 US; £13,000 UK; and €16,000 Ireland.

TCI for Family Care Providers Training of Trainers Program
This program includes an initial assessment and planning meeting and a five day training of trainers program. The number of training participants is limited to 18. The cost of this program is $17,500 US; £15,000 UK; and €20,000 Ireland.

TCI Updates
Two day training programs are offered for those who have completed any of the above train the trainer programs. The number of training participants is limited to 20. The cost of two day updates is $6,600 US; £5,000 UK; and €7,500 Ireland.

In 2006, the RCCP is offering one day updates in the UK and Ireland for TCI trainers who have successfully completed both the *Designing Refresher Training Update* and the *Post Crisis Response Update*. The number of training participants is limited to 20. The cost of these one day updates is £2,750 UK; and €4,000 Ireland. These one day updates will be offered in North America in 2007.

Note that TCI trainers are required to attend and successfully complete a TCI update every two years in North America, Bermuda, and Australia, and every year in OCFS agencies in New York State and in the United Kingdom and Ireland to maintain their certification status. (For more information about certification, please go to page 11)

Preplanning Considerations

If TCI is to be an effective crisis management system for you and your organization, you need to address five general criteria: leadership and administrative support, clinical oversight, supervision, training, and critical incident monitoring.

Leadership and Administrative Support
The level of effectiveness of our system to help organizations reduce the need for high risk interventions and prevent and reduce potentially dangerous situations depends on leadership's commitment to its implementation. TCI should be consistent with the organization's mission and philosophy. The leadership should be fully informed about the TCI crisis management system, understanding its foundation and supporting the necessary components that are integral to its implementation and maintenance. There should be clear policies, procedures, and guidelines written and communicated to all staff. Every staff member should know what to do when confronted with potential crisis situations, and how to prevent, de-escalate and contain a child's aggressive and acting out behavior.

Leadership must provide adequate resources, including adequate and qualified staff, support for regular external and internal monitoring, and clear rules and procedures that have safeguards against abusive practices. Leadership should promote an organizational culture that values developmentally appropriate and therapeutic practice above control and expediency.

Clinical Oversight
Clinical services play an important role in overseeing and monitoring clients' responses to crisis situations. Developing and implementing an individual crisis management plan is critical to responding appropriately and therapeutically to a child in crisis. Each child should have a functional analysis of his or her crisis behavior with a plan that will eliminate the need for external controls by helping the child develop replacement behaviors and more appropriate coping skills. The plan should also include a strategy for intervening that includes specific

physical interventions, if appropriate, or alternative strategies if physical intervention is not an option. This involves screening the child for any pre-existing medical and psychological conditions that would be exacerbated if the child were involved in a physical restraint. Medications the child may be taking which would effect the respiratory system should be noted. If there is a history of physical or sexual abuse, this should be considered as it could contribute to the child experiencing emotional trauma during a physical restraint. There should be ongoing reviews of the child's progress toward goals and eliminating the need for external controls.

Supervision
Frequent and ongoing supportive supervision should be built into the implementation and ongoing monitoring of the TCI crisis management system. Supervisors should be fully trained in all of the prevention, de-escalation, and intervention techniques so that they can provide effective supervision, coaching, and monitoring. Supervisors should have reasonable expectations with realistic time frames and schedules for staff so that they can accomplish tasks and respond to children's needs in a thoughtful and planful manner.

A post-crisis multilevel response should be built into the practice. Children and staff should receive immediate support and a process debriefing following a crisis. Families should be notified when their child has been involved in a physical intervention. Discussing crisis incidents should be built into team/unit meetings so that everyone can learn from these situations.

Training
TCI should be one part of a comprehensive staff development program that provides basic training as well as specialized training based on the population served. TCI training is only to be conducted by a certified TCI trainer who has completed a Cornell-sponsored training of trainers program. The course should be four to five days in length with a minimum of 24 hours of instruction. The *Trainer's*

Preplanning Considerations

Activity Guide must be followed with competency testing conducted at the end of the course. If the training is less than 24 hours, the physical restraint techniques should not be taught. Refreshers should be conducted with all direct care staff at least semiannually, with annual testing and recertification. TCI trainers are required to attend a Cornell University sponsored update and pass the testing requirements at least every two years in order to maintain their certified training status. In some locations updates must be completed annually.

Documentation and Critical Incident Monitoring

Documentation is critical, and includes the documentation of staff supervision and training and the documentation and monitoring of critical incidents. As part of an agency's leadership and administrative support for TCI, an agency-wide committee should have the authority and responsibility to enforce documentation requirements and track the frequency, location, and type of critical incidents that occur. In addition, any committee or data management system should have the potential to effectively monitor staff, child, and programmatic involvement in critical incidents. This documentation and monitoring system allows the organization to review incidents and make decisions about individual and organizational practice.

In addition to an agency-wide critical incident review committee, there should be a peer review (clinical review) of critical incidents and a team or unit review. These reviews would focus on different aspects of the critical incident and feed back any information or suggestions to the team, clinician, or administration. There should be some type of benchmarking process and red flagging that is put in place that will note any situation that exceeds the norm and requires a special review. For example, a red flag might appear after a certain number of incidents during a month, or restraints that exceed a certain length or time.

Comprehensive TCI Assessment and Implementation Package

The Residential Child Care Project has developed a comprehensive implementation package for residential child care agencies An organization can expect an increased ability to prevent and manage crisis situations, including fewer physical restraint episodes, fewer injuries to children and staff, increased knowledge and skill levels on the part of all staff to handle crisis episodes effectively, and an overall change in the organizational culture.

Over an 18 month period, staff from Cornell University's Residential Child Care Project will work closely with the residential agency to implement the TCI model of crisis prevention and management This includes:

- an assessment of the current crisis prevention and management system
- a plan to implement TCI tailored for the organization
- onsite training of trainers program
- onsite technical assistance to implement the comprehensive TCI system

Assessment Phase

RCCP staff will meet with agency staff to administer surveys and to conduct interviews (all surveys and interviews are confidential and anonymous); observe child-staff interaction; and review agency policies, procedures, and critical incident reports The assessment process focuses on the five critical organizational domains; leadership, supervision, clinical oversight, training, and critical incident monitoring At the end of the phase, RCCP staff will conduct an assessment and planning meeting with key agency staff.

Training Phase

Selected agency personnel will attend a "Training of Trainers in TCI" program Using a train the trainer approach, RCCP staff will instruct selected supervisory and training staff to deliver TCI in-service training to all levels of residential child care staff The selection of candidates for our TCI train the trainer program is critical to the success of TCI in

your agency Given the nature of their responsibility to play a key role in implementation, the training participants should have "hands on" experience in dealing with children in crisis. If they are effective role models for new and experienced care workers they can instill positive and supportive values to child care staff and can coach and give corrective feedback to staff more effectively The participant should be committed to conducting ongoing training for your staff for a period of two years It will be helpful to have training responsibilities written into the job description.

Technical Assistance Phase

An agency implementation team will meet with RCCP staff throughout the project to help facilitate the process and to tailor the model to meet the organization's specific needs Technical assistance and training will be ongoing and available throughout the life of the project

Special Features

- Organizational capacity to maintain the TCI system
- Onsite training and technical assistance
- Selected agency staff trained as trainers in TCI
- Training materials to conduct 30 hours of in-service training

For further discussion of this project please contact Martha Holden at 607 254 5337

Sponsoring Onsite Training

The process for bringing the TCI training of trainers to your agency is as follows:

1. In North America, you will work with Eugene Saville, RCCP Project Assistant, to determine a mutually convenient week during which this program could be offered. (Please see Timeline for Sponsoring a TCI Onsite Training on page 8) In the United Kingdom and Ireland, you will work with local RCCP representatives. *

2. At a date decided by you and a RCCP staff member, an assessment and planning meeting will be scheduled for your organization to prepare for implementing TCI.

3. The completed applications (page 10) of all training candidates must be received by the RCCP 30 days prior to the training. If the applications are not sent to us by the designated date, the training will be cancelled. Upon receipt of the applications, the RCCP will send information and assignments to the candidates to be completed before the training. Substitutions may be made up to two weeks prior to the training. Substitutes must receive materials mailed prior to training from the person they are replacing.

4. If you wish to open the training to other agencies, please let us know. We must have prior review of any materials that will be sent out to other organizations promoting the training. We also require that the tuition fee remain at $1,150./£950./€1,500. per participant in the five day TCI training of trainers program, and $450./£375./€600. per participant in the TCI update trainings.

5. At the completion of the training, your agency will be billed for the cost of the program:

TCI Training of Trainers	$17,500. /£15,000. /€20,000.
TCIF Training of Trainers	$17,500. /£15,000. /€20,000.
TCI Training of Trainers: TCI Without Physical Interventions	$15,000. /£13,000. /€16,000.
TCI Updates (2 Day)	$6,600. /£5,000. /€7,500.
TCI Updates (1 Day UK + Ireland only)	£2,750. /€4,000.

6. The RCCP will provide two TCI instructors and all of the training materials. Your agency is responsible for the training site; a room of at least 1500 square feet (140 square meters), a VCR and monitor, an overhead or PowerPoint projector and screen, a flip chart stand and flip chart, tables and chairs set up in a "U" shape, and morning and afternoon refreshment breaks. Please call if you have any questions or concerns regarding these procedures, 607.254.5210.

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* In the United Kingdom, contact: Nick Pidgeon 01786832566
  In Ireland, contact: Johnnie Gibson 02891888303

Timeline for Sponsoring an Onsite Training

Before Training Occurs

16-20 weeks
The sponsoring agency and the RCCP set a training date; the agency contact person is established.

12-16 weeks
The agency contact person works with Eugene Saville, RCCP Project Assistant or local representative, to secure an appropriate training site and lodging for TCI instructors. The agency distributes information and applications for training. (*Any materials to be distributed that are not Cornell University originated must be reviewed by the RCCP before distribution*)

6 weeks
Training site details are confirmed with the RCCP.

4 weeks
The agency sends completed candidate applications to the RCCP. Training will be cancelled if applications are not received 30 days prior to training. The RCCP sends confirmation letters and reading assignments to candidates. If there are substitutions, the substitute candidates must receive the information two weeks prior to training from the person they are replacing. Travel arrangements are confirmed.

1 week
RCCP finalizes details with agency. Materials are sent to the site.

One Month Before or After Training Occurs
Assessment and Planning Day: This meeting, held from 9:00 am to 4:00 pm, involves assessing the current crisis management system according to TCI criteria and developing a plan to fully implement TCI. RCCP staff will meet with key staff members of your organization to present TCI implementation criteria, facilitate your staff in assessing your present system of crisis management, and help develop a plan specifically tailored for your agency to successfully implement TCI. There is no maximum number of participants in the assessment and planning meeting. The members of the group should have the authority to carry out the implementation plan. This work group should be carefully selected to represent various expertise, disciplines, and programs.
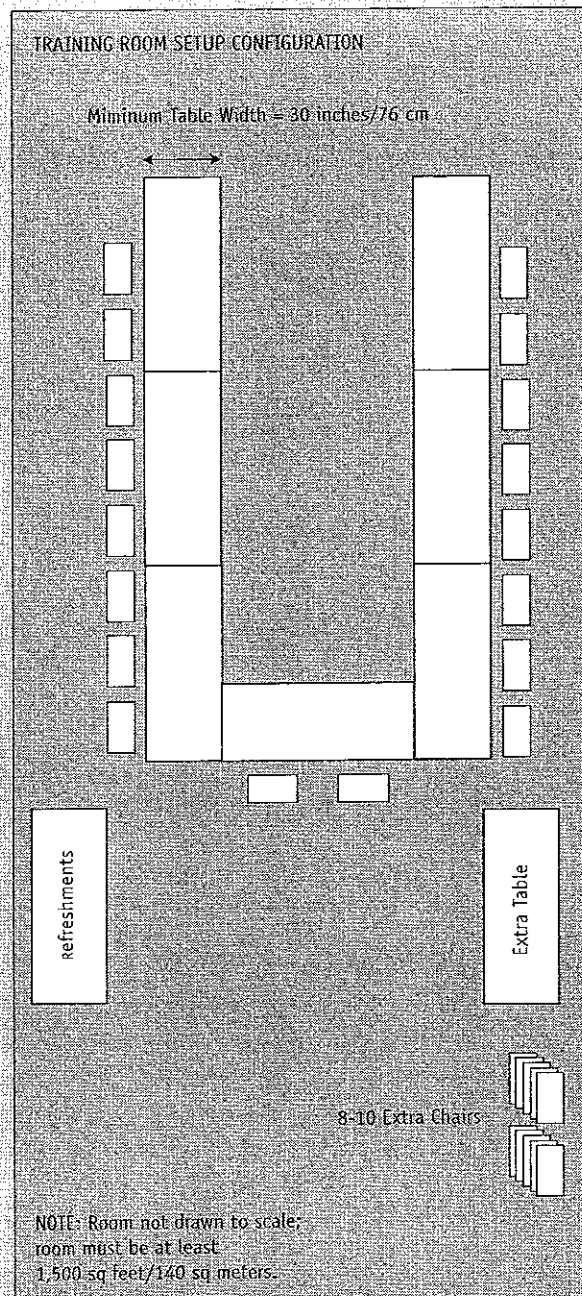
Responsibilities of the Sponsoring Organization

Training Room Requirements

1. The training room must be available as follows
   For TCI Train the Trainer Programs:
   8:00 am until 6:00 pm Monday – Thursday
   8:00 am until 4:00 pm Friday
   For TCI Updates:
   8:00 am until 6:00 pm both days
2. The training room must be at least 1500 sq. feet (140 sq meters) with no obstacles, i.e., columns.
3. Set up should be a "U-shaped" arrangement of standard size banquet tables at least 30 inches (76 cm) wide. Place 18 chairs on the outside of the "U," and 8-10 extra chairs in the room.
4. There should be an extra table to the side for organizing training materials.
5. Coffee, tea, fruit, and/or pastry, e.g., Danish, muffins, bagels, should be set up first thing in the morning and available to participants at their leisure. Drinks should be replenished at 10:30 am.
6. Soft drinks should be set up between 2:30 pm and 3:00 pm.
7. There must be one flip chart stand with flip chart paper and markers.
8. There must be an overhead or PowerPoint projector and screen.
9. There must be a VCR/TV monitor.

Registering Training Participants

The agency is responsible for registering training candidates. RCCP provides an application form for this purpose (see page 10). All completed applications must be received by the RCCP 30 days prior to the training. If the applications are not received by this date, the training will be cancelled. Upon receipt of the applications, the RCCP will send information and assignments to the candidates to be completed before the training. Substitutions may be made up to two weeks prior to the training.

TRAINING ROOM SETUP CONFIGURATION

Minimum Table Width = 30 inches/76 cm

refreshments

Extra Table

8-10 Extra Chairs

NOTE: Room not drawn to scale; room must be at least 1,500 sq feet/140 sq meters.

Training of Trainers in
Therapeutic Crisis Intervention (TxT) Application

Please print or type.

Candidate's Name	Position

Organization

Address

City	State/Province/County	Zip/Postal Code

Telephone	Fax

E-mail address (mandatory)

Training date and location

Supervisor's or Director's Name and Address

I attest that I am physically capable of sustained, intense exertion and have no physical disability or condition (i.e., recent surgery, back or knee problems, heart condition, obesity, pregnancy) that would prevent me from participating in the restraint techniques and exercises (i.e., dropping repeatedly to knees, supporting another adult's weight) required in the Train the Trainer in Therapeutic Crisis Intervention program. I understand that these activities are strenuous and I am responsible for any accident that may occur during my participation. *(Applies to TCI with physical training.)*

I understand that in order to be certified as TCI trainer and to be permitted to offer TCI training, I must pass the certification requirements during the Training of Trainer week. Attendance alone does not qualify me to become a TCI trainer and train TCI *(Applies to all training.)*

Participant's Signature	Date

Training of Trainers in
Therapeutic Crisis Intervention: Update Application

Please print or type.

Candidate's Name   Position

Organization

Address

City   State/Province/County   Zip/Postal Code

Telephone   Fax

E-mail address (mandatory)

Date on Your Training of Trainer's Certificate/TCI Trainer Identification Number

Supervisor's or Director's Name and Address

I attest that I am physically capable of sustained, intense exertion and have no physical disability or condition (i.e., recent surgery, back or knee problems, heart condition, obesity, pregnancy) that would prevent me from participating in the restraint techniques and exercises (i.e., dropping repeatedly to knees, supporting another adult's weight) required in the Train the Trainer in Therapeutic Crisis Intervention program. I understand that these activities are strenuous and I am responsible for any accident that may occur during my participation. **(Applies to TCI with physical training.)**

I understand that in order to be certified as TCI trainer and to be permitted to offer TCI training, I must pass the certification requirements during the Training of Trainer week. Attendance alone does not qualify me to become a TCI trainer and train TCI. **(Applies to all training.)**

Participant's Signature   Date

Certification of Trainers

The certification program is designed to develop, maintain, and strengthen the standards of performance for individuals who have successfully completed the requirements of the TCI training of trainers. This process affirms our commitment to ensure that TCI is implemented in a manner that meets the developmental needs of children, and the safety of both children and staff. Certification includes an agreement to practice in accordance with TCI principles. This agreement provides a framework for TCI practice and training and general standards that include levels of certification, regulations, and requirements for continuing or maintaining the certification process.

ASSOCIATE CERTIFICATION

Certification represents a high standard of professional practice. An associate certification is granted at the completion of training if the participant successfully completes the training and evaluation requirements. To maintain associate level certification, certified trainers must attend a Cornell sponsored TCI update every two years in North America; every year in New York State, the United Kingdom, and Ireland.

Basic Qualifications: Associate Certification

1. Successful completion of the training of trainers program. Successful completion is defined as complete attendance, a passing score on a written test and on skill demonstrations in key competency areas.
2. Participants agree to practice in accordance with TCI principles and follow the guidelines for training and implementing TCI.

Privileges: Associate Certification

1. Can provide direct training within their organization/agency.
2. Can apply for professional certification after a minimum of one year.

PROFESSIONAL CERTIFICATION

The second level of certification is the professional level. After a minimum of one year as an associate TCI trainer, applicants have to perform at a professional level for the predetermined number of competencies, successfully complete the TCI update for professional certification, and submit a portfolio of their work. To maintain professional level certification, certified trainers must attend, and successfully complete, a Cornell sponsored TCI update every two years in North America; every year in New York State, the United Kingdom, and Ireland.

Basic Qualifications: Professional Certification

1. Meet or exceed all the requirements for Associate Certification
2. Successfully complete the TCI update, Developing Professional Level TCI Skills.
3. Successfully complete a minimum of four direct care training programs of a minimum of 24 hours length with prescribed evaluation instruments within their associate certification period. Successful completion is defined by acceptable trainee performance on selected evaluation instruments.
4. Submit a portfolio with attendance sheets and test scores of direct training and selected video tape segments from direct training.

Privileges: Professional Certification

1. Can provide direct training within their organization/agency.
2. Can provide direct training outside of their organization/agency.
3. Is eligible to sit on a certification committee.
4. The employing organization can provide direct TCI training to staff outside of their agency.