

To Whom It May Concern:

Emergency Team Solutions, LLC (ETS) is pleased to present an opportunity to provide a one-day course, *Human Factors and Decision-Making in Emergency Management*, for employees of emergency response agencies. ETS has been heavily involved in human factors training, crew resource management, and decision-making in high-risk, high operational tempo environments for over 25 years.

Our team consists of individuals, each with decades of experience in the U.S. Special Forces, wildfire, and/or all-hazard incident environments.

Our instructors teach the Leadership Curriculum for Mission-Centered Solutions, who are the providers of the DHS-approved Leadership Curriculum: *At the Point of the Spear: Leading and Preparing Emergency Response Units* (DHS CA-002-PREV or NWCG L-380) and *Incident Leadership: Applying the Art of Command and Control in Changing Environments* (CA-010-PREV or NWCG L-381).

All of us have extensive training development and presentation backgrounds and possess first-hand knowledge of human factors and behavior in high operational tempo environments. During this period of change, training, and adoption of the ICS, we in ETS are passionate about assisting in the positive transformation of this country's emergency response capability. See Enclosure 1 for a summary of ETS Instructor backgrounds.

The *Human Factors and Decision-Making in Emergency Management* program is in synch with the established Human Factors and Leadership curriculum of the National Wildfire Coordinating Group (NWCG). However, in our course, ETS has focused on the NIMS All-Hazard environment (existing NWCG coursework is pure wildland fire), and has placed much greater emphasis on case studies and interactive exercises.

The training is cross-functional and highly relevant to fire (both wildland and structural), law enforcement and counter-terrorism units, public health and ambulance companies, aviators, dispatchers, etc. ETS will tailor the course to the specific working environment(s) of the participants.

A specific description of this course is enclosed as Attachment 2. It lasts 7.0 hours (plus a one-hour lunch equals 8 hours total), and involves short lecture segments supported by human factors-related videos, as well as small group (5-person) exercises.

Topic areas include: *Situation Awareness; Basic Communications Responsibilities; Attitude And Stress Barriers; Decision-Making; Teamwork Principles; and After Action Reviews (AARs)*. See Attachment 2 for a course description with desired outcomes.

Why is this subject of Human Factors so critical to survival in the often chaotic incident environment? Why is this training so effective? The most essential element of successful emergency response is competent and confident emergency responders who, individually and collectively, have a sound foundational knowledge of human factors and decision-making, enabling each to work both independently and within a team in a manner that is resilient to error and conducive to successful outcomes. **Quite simply, this knowledge has the potential to both increase the effectiveness of our response and to protect and save lives, including those of our first responders.**

Additionally, awareness of human factors and the decision-making process has proven effective in changing behavior to more positive outcomes in emergency response incidents, agency/department cultures, and in individuals' personal lives. We also provide an opportunity for individuals to complete a self-assessment of strengths to sustain and areas in which they might improve, which can provide a template for supervisors and employees to follow for individual development plans.

Our emphasis points are these:

1. Changing behavior via awareness and knowledge of Human Factors (HF) and Decision-Making (DM)
2. Instructed by "real-world" experts in HF and DM with extensive ICS background
3. You can be the best technical leader in the world, but the team is either unsuccessful or does not perform as well if you don't have the knowledge and skills in HF and DM

Please reference the enclosed appraisal and recommendation from Chief Michael Brown, San Ramon, CA. Fire Protection District, regarding the effect this training has had on his department (Attachment 1).

There are several methods we suggest to put together a class. Both work equally well, and are dependent upon your objectives, student availability, etc: (1) a strictly homogeneous group (i.e., all fire, all police, all public health) from your own agency; or (2) a mix of responders from different departments and/or jurisdictions, including private entities such as ambulance companies, hospitals, etc.

We provide all student materials and bear the cost of instructor travel. All that we require is a screen for slide presentations, flip charts, and a place to conduct the training. We are highly flexible: the training location may range from a full-support training facility to an engine bay at a fire station with chairs, tables, and a projector screen.

ETS recognizes that many units' training time is limited and may be dependent upon volunteers' availability outside their work schedule. We are therefore extremely flexible in our presentation schedule and are more than willing to work around your needs (e.g., weekend classes, splitting the courses into 4-hour sessions, etc.).

ETS was founded February, 2001 after my retirement from the federal wildland service, and is a registered Colorado corporation with the Department of Revenue. Additionally, we have a VISA/MasterCard Merchant Account to facilitate easy payment for agencies with capability to process credit card transactions, as well as any individuals attending who may wish to pay with their own charge card. We can also work with any other procurement vehicle (e.g., purchase orders, etc.) that you wish.

If you are interested in pursuing further discussion on this, please either call, e-mail, or complete the enclosed Interest Card and mail it off. We look forward to working with you.