

Incident Based Automation, IBA, System
Business Process Modeling, Interview

Team Transitioning, Incident Closeout and Monitoring

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October 18, 2007

Interview Notes by Smith Young, IBM Senior Architect

Transitioning and Closeout:

Question: What are the IC activities during Team transition and incident closeout?

Your team is transitioning in:

Answer:

- Assure good handoff of knowledge on an individual basis
- Assure good narrative is being developed
- Assure adequate Transition Plan that can be referred back to
- From I-Suite want to know dollars spent and where can go with WFSA, what's the burn rate, and identify accountable items
- Need to know key players (e.g., multi-agency, multi-jurisdictional) and parts they play (should be in Transition Plan).
- Discover key issues on the host unit (not identified by Agency Administrator but outgoing IC knows about)

Question: How many transition meetings

Answer: In-briefing (w/ AA normally attending) and Formal transition meeting (teams only). From a tools basis, want to know resources on the incident, in-route and pending

Your team is transitioning out to another team

Answer:

- IC will attend in-Briefing (and perhaps key staff)
- Outgoing IC attempts to anticipate political information incoming IC will need

Your team is transitioning back to local unit

Answer:

- Review Turn-Back standards in Rehab. Plan for how much mop-up is required (more control than during transition)
- Oversee and assure that Operations Section is working with and building organization familiar with local unit while IC works directly with Agency Administrator and FMO (also in Transition Plan)
- Assure local unit has what they need; may need to provide resources.

- Delegation of Authority is rescinded and re-issued, e.g., to Type 3 IC. Provide transfer of command announcement in a broad fashion, e.g., radio, operational period briefings

Question: What are the Turn-Back standards?

Answer: Variable as it can be regional and different between July and August

Question: How do you split the workload with the deputy IC?

Answer:

- If there is one, the deputy goes to the different sections to assure proper job of documentation, and insuring good transition by the sections
- IC primarily deals with external issues, has the responsibility associated with delegation of authority.

Monitoring and Reporting:

1. The number one priority for monitoring is costs; daily, hourly and weekly
 - a. WFSA document
 - i. Renegotiate when costs exceed objective
 - ii. Problem is that the costs between I-Suite and the WFSA don't line up
2. Need to monitor key resources beyond the ICS-209
3. IC needs questions answered about how costs are increased by contractors and by agency resources
4. Need to monitor the impact of releasing resources during demob
5. Need to monitor "Effectiveness" in addition to costs
 - a. The Agency Administrator needs to show "values to be protected"; otherwise the IC may not know.
 - b. Sometimes difficult to get from the Agency Administrator
 - c. Needed to justify costs, e.g., varies by "political values", "intrinsic values", range land and so forth.
 - d. Question: How do you communicate "justifications" back to Agency Administrator?

Answer:

- i. "Decision Document" is the WFSA, which documents justifications (validated/updated daily)
- ii. "Values to be Protected" dictate decisions

Discussion Points:

1. Transitioning In

Question: Does Agency Administrator attend Transition Meeting?

Answer: Normally Not

From a tools perspective, being able acquire reports from I-Suite about resources on the incident, in route and pending is most important

2. Transitioning Out

- Comment: ICs could do better job with Transition Plan
- Web sites could help if posted in advance for incoming team to review

3. “Area Command” Transitioning

Question: How is transitioning different under Area Command?

Answer: Incoming IC may not get adequate briefing from local Agency Administrator. IC needs to spend additional time getting info.

- IC works for Area Command , not the Agency Administrator

4. All Hazard

- IC generally works for people who are not familiar with the incident management process
- Katrina, for example, Delegation of Authority was through Area Command
- Information Technology issues
 - a. Blackberrys have become useful to IC's, rather than packing a laptop.
 - b. I-Suite doesn't handle complexes well.
 - c. Use of Infrared is a huge product to portray what the incident is doing.
 - d. Need real time products – IR, Google Earth, Predictive Services
 - e. Teams need to be able to purchase computer equipment in order to produce the products that are being expected.
 - f. Teams are operating without a budget. Computer equipment is acquired by beg, borrow, or steal.
 - g. Team Websites: Have a difficult time getting websites. Firewall issues, connectivity, consistency.
 - h. Need additional resources and staffing to produce products. This is in direct conflict with cost containment. Addressing IT issues results in costs going up.
 - i. Is what we are paying for computer rental costs worth it?
 - j. Expectations and performance are in conflict with cost containment.
 - k. IT is a costly issue and products it can produce are needed for closeouts and briefings.

Post conference call questions and clarifications:

1. Does the outgoing IC “always” go to the in-briefing? Please clarify. No, s/he doesn't always, but tries to if possible.
2. Paul, in an interview earlier this year you were asked about making recommendations and you said there's a need to improve large fire decision support process, for example, providing the host Agency Administrators the tools to have the best strategy to manage an incident. Were you referring to the AA managing the incident prior to the delegation of authority or after? Really, both, but most importantly, prior to the development of the WFSA and Delegation of Authority , so that s/he can have the best available info to make strategic decisions, most of which should be made before the IMT arrives.