



Incident Command System (ICS) Guide for Electric Utilities

Prepared by:

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EXECUTIVE SUMMARY

Purpose of this Guide

This guide is intended to promote further adoption of the National Incident Management System (NIMS)¹ – Incident Command System (ICS) within the electric utility industry. NIMS ICS—an emergency response management system used by virtually all local, state, federal, and tribal government agencies, and widely used by the private sector—provides a common organization, common terminology, and common response procedures to help organizations quickly assimilate and begin working together to address immediate response needs.

Intended Audience

The target audience for this guide are all U.S. electric utilities that have a responsibility to respond to emergency or disaster incidents for the purpose of restoring electric power. This guide is applicable to any type of electric utility organization, including privately-owned, publicly owned, and rural cooperatives.

Background and Development of this Guide

Electric utilities have a long and successful history of helping each other during times of disaster. The U.S. electric utility mutual aid organizations provide a national structure to combine resources for power restoration in the aftermath of hurricanes, earthquakes, wildfires, and other disasters. Development of this guide is meant to help electric utilities build on that model of success and enhance their ability to join a response in an even more organized manner under a standard methodology.

Development of this guide began with an assessment of response effectiveness within the electric utility mutual aid organizations following major restoration efforts related to storm events in 2017 and 2018.² In 2019, an electric sub-sector working group was formed to consider one of the conclusions of this assessment, the role of NIMS ICS in contributing to response effectiveness. The working group consisted of members from the American Public Power Association (APPA) and the Edison Electric Institute (EEI)—with later involvement and support from the National Rural Electric Cooperative Association (NRECA). The working group concluded that NIMS ICS can be an effective tool in response management within the electric utility industry, but that it was neither in widespread use, nor used at a high level by many electric utility organizations. The working group determined that development of this guide would encourage all electric utility organizations to consider adopting NIMS ICS and fully implement the system in their local jurisdictions, as well as incorporate use during mutual aid response.

The Value of NIMS ICS to the Electric Power Industry

NIMS ICS is a standardized response management system that has proven its effectiveness over the past 50 years for all types of emergencies, regardless of the cause or size of the incident. It represents the best practices of emergency response management learned by repeated use over a long period of time. Born in the 1970s from mainly wildfire responders in the state of California, what would become NIMS ICS matured over the following decades to eventually be formally adopted by the U.S. Federal Government as the standard model for all agencies to adopt and follow. The basic principles of NIMS ICS have not changed since its inception and include common terminology, modular organization, management by objectives, incident action planning, and resource management, to name a few.

The greatest value of adopting NIMS ICS for an electric utility is that virtually everyone else in the response community uses it. Regardless of the type of incident, the electric utility will be able to join the response, or initiate the response, using this standard management model that all involved parties know and can work within very effectively. Without NIMS ICS, some other management system would have to be created for each response, requiring a great deal of effort and time to develop with concurrence from all the involved organizations, probably leading to delays and inefficiency.

Another major value of NIMS ICS is that it is essentially free. The materials needed to learn and use NIMS ICS are open source and can be obtained from many different public sources. There is no cost to join, and there are no annual subscriptions. The only costs an electric utility would incur are the internal time commitment to learn the system, and possibly the use of any outside vendor for training or services, if so desired. Another consideration is that NIMS ICS can easily pay for itself by enabling the involved organizations to respond faster, resolve the response sooner, and efficiently demobilize costly equipment and people that are no longer needed.

How to Use This Guide

This guide is primarily a reference document that provides an overview of NIMS ICS along with guidance on how an electric utility could adopt or increase its current use of the system. This guide is not prescriptive or mandatory. Each electric utility organization should assess its responsibilities for emergency management, its regulatory environment, and other considerations to determine if adoption of NIMS ICS is appropriate. This guide will assist in making that determination by presenting the case for adoption, the requirements for adoption, and how to initiate the process. From there, the electric utility will be able to decide on a course of action to implement NIMS ICS in a manner and timeframe of its choosing.

¹ <https://www.fema.gov/emergency-managers/nims>

² *Electric Power Industry Storm Response Strategy and Policy Review: 2017 Atlantic Hurricanes and 2018 Nor'easters*

SECTION I: PURPOSE OF THIS GUIDE

As part of the U.S. national critical infrastructure, electric utilities respond to disasters in coordination with local, state, federal, and tribal partners to ensure the safe and reliable delivery of energy, or the recovery of energy delivery, to customers during times of significant service disruptions. Without energy delivery to the population, security, health, and welfare are threatened, and the affected regional economy cannot function effectively. Organizing response to energy outage emergencies requires “unity of effort” to efficiently direct resources and bring support to those in greatest need. One tool in an organized response is the use of the National Incident Management System’s (NIMS) Incident Command System (ICS), a system that has proven its effectiveness in emergencies large and small over the past several decades. ICS is a response management system that is effective for all emergencies, regardless of the initiating hazard.

This guide provides electric utilities with information to consider for the potential adoption of ICS, and encourages, to the extent possible, adoption - in a manner consistent across the industry. This guide is consistent with the National Response Framework (NRF)—the national system on how the U.S. federal government responds to all types of disasters and emergencies—and all other federal response policies and directives.

This guide is provided as a reference for those electric utilities that may be considering adopting ICS as an internal policy. Adoption of ICS for any electric utility is voluntary, unless required directly or indirectly by its owners or regulators. Electric utilities should carefully review their regulatory and operating condition documents to identify any ICS requirements, and if any exist, this guide may be helpful in meeting such requirements.

Following a review of major storms and outage events in 2017 and 2018, the Edison Electric Institute (EEI) and the American Public Power Association (APPA)—with later involvement and support from the National Rural Electric Cooperative Association (NRECA)—assembled a small team of member companies to consider opportunities to evaluate and explore potential ICS adoption and organization. The major initiative of this dedicated group was to develop the *Incident Command System (ICS) Guide for Electric Utilities*. Since there are no known information resources or training programs specific to potential electric sub-sector adoption and implementation of ICS, this guide provides electric utilities with a tool to aid in the potential adoption of ICS within their organization in a manner consistent across the industry, where applicable. This guide is also designed to serve as an information resource for the industry’s federal, state, and local partners on electric sector operations.

About ICS

ICS was developed in the 1970s by an interagency group in Southern California called Firefighting Resources of Southern California Organized for Potential Emergencies (FIRESCOPE). FIRESCOPE set out to develop two interrelated, yet independent, systems for managing wildland fires, including ICS and the Multiagency Coordination System (MACS). FIRESCOPE members involved in the original research and development for ICS came from various backgrounds and brought diverse experiences to the concept and development process, including Peter Drucker’s famous concept of *Management by Objectives*.³ Other management concepts, such as “span of control,” were included as well. By 1974, the functional framework for the modern-day ICS organization had been developed. By 1976,

³ Drucker, Peter F. *The Practice of Management*. New York: Harper & Row, 1954.

the focus began to shift into development of an all-risk, all-hazard system that could be used to manage an emergency of any nature. Presently, it now includes five basic functional areas:

- command
- operations
- planning
- logistics; and
- finance/administration

From the original ICS organization as developed in 1974 to the ICS organization we have today, there have only been minor changes to the basic concepts and structure. These concepts and structures have stood the test of time in response to countless events over the years. ICS has evolved to become the most widely used system for managing all types of emergencies in the U.S. and it also has been adopted by some international organizations for use outside the U.S.

In response to observations and lessons learned from the September 11, 2001 attacks in the New York, Virginia, and Pennsylvania, U.S. President George W. Bush issued Homeland Security Presidential Directive (HSPD-5) in 2004, directing the development of a single, national incident management system.⁴ After careful review of existing command and control and incident management systems, ICS and MACS became cornerstones of the NIMS command and management. National implementation of NIMS, including ICS and MACS, officially began in 2005 with federal emergency preparedness grant funding tied to various NIMS implementation metrics.

ICS now is used almost exclusively for response management throughout the public, non-governmental organizations (NGOs) and private sectors.

Features of ICS

Electric utilities often are involved in complex disaster response operations, and are called upon to work with multiple local, tribal, state, and federal organizations, as well as to coordinate with other responding electric, gas, water, and telecommunications utilities. Adopting “utility-compatible” ICS principles, where applicable, may allow all responding organizations to merge into a single team more easily and collaborate effectively to achieve the best response. ICS is focused on flexibility, standardization and “unity of effort”. ICS:

- is a standardized management tool for meeting the demands of small or large emergency or non-emergency situations.
- represents "best practices," and has become the national standard for response management.
- may be used for planned events, natural disasters, and all other emergencies; and
- is not just a standardized organizational chart but is an entire management system.

The principles of ICS, which contribute directly to a successful response, include:

- Emphasis on safety and accountability for personnel management
- Establishment and transfer of command
- Unified command, chain of command and unity of command

⁴ <https://www.dhs.gov/publication/homeland-security-presidential-directive-5>

- Modular organization, while maintaining a manageable span of control
- Use of common terminology.
- Incident action planning (IAP) or Operational Plans for the upcoming Operational Period
- Establishing designated incident facilities and locations
- Implementing comprehensive resource management practices
- Integrating communications
- Effective information and intelligence management

By definition, an “event” is anything that requires the application of ICS with notice of the upcoming activity, i.e., the Superbowl, Presidential Inauguration, or large festival. An “incident” is anything that is no-notice and requires a rapid reaction and response to an urgent or emergency condition, i.e., car hit pole, substation fire, vandalism.

Safety Practices Integration with ICS

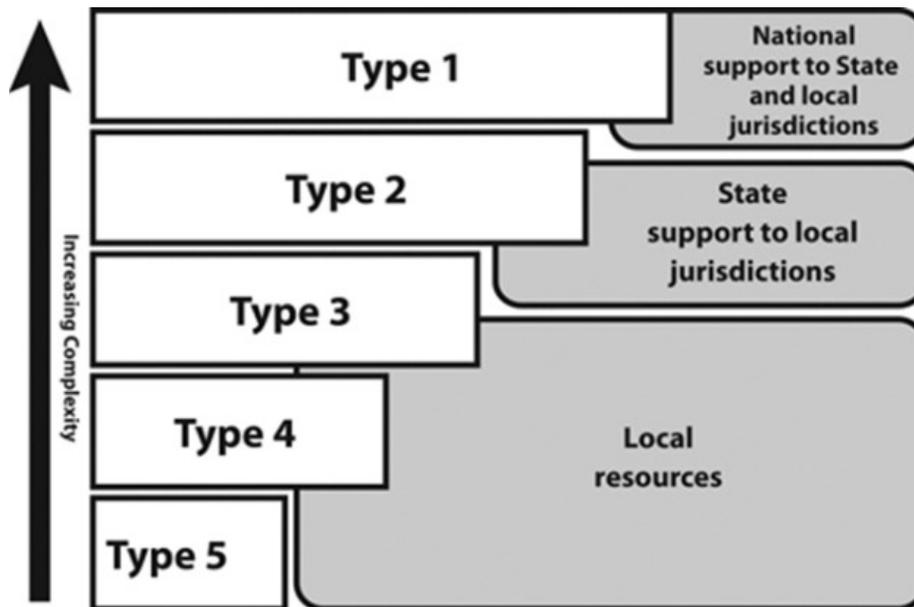
All electric utilities have standard operating and safety procedures that are well-practiced and adopted for their unique operating area and services. ICS principles are intended to enhance, not replace, existing electric utility procedures. Each electric utility involved in a response should integrate its standard operating and safety procedures as needed into their ICS as appropriate. It is important to review how conditions change during specific emergencies—fire, flood, hurricane, earthquake, tornado, pipeline rupture, dig-in, etc.—and expand traditional safety procedures for any situation if needed.

Every ICS includes a Safety Officer who is tasked with developing the safety plan specific to the emergency. All personnel will receive a briefing on the safety plan and acknowledge their acceptance of safety requirements for their planned activities. In a multi-jurisdictional or multi-discipline response, several organizations may have to contribute their safety procedures to the overall safety plan and agree to resolve any inconsistencies. Having a common safety environment for all responders will contribute to a safe and efficient response and make safety monitoring / observations consistent throughout the response area. In the absence of a formal “site safety plan” for the emergency response, electric utilities should maintain their existing safety procedures as applicable to their response activities. If unknown hazards are encountered, or hazards are present for which safety procedures have not been developed, electric utilities should stop activities until adequate safety measures can be established.

Incident Levels or Types and Triggers

As an electric utility begins to build out their ICS, they will also want to think about defining specific incident levels or types and incident triggers. Under NIMS there are five Incident Types (see Figure 1 below).

**Figure 1.
NIMS Incident Types**



Source: *Emergency Management Services International (EMSI)*

Most incidents are small and routine and handled by the electric utility without additional activation of the Department Operations Center (DOC), Emergency Operations Center (EOC) or Incident Coordination Center (ICC). But it also important to plan in advance for the no-notice incident onset of catastrophic proportions or an escalation of a simple incident into something much more complex and of longer incident duration. If employees are notified that “we are activating at a Level or Type 2” what does that mean and does everyone know what to do? Many electric utilities use the Type or Level combined with the scenario type (Fire, Flood, Storm, Cyber, Active Shooter) to define these specific “Activation” levels and then train all personnel so they understand what is expected when that declaration of emergency takes place.

As the ICS becomes more mature an electric utility may choose to define incident triggers and depending on where you sit in the organization the criteria may be very different. As an example, what is the difference between having one Distribution crew deployed to an emergency vs. ten? What about the customer call numbers? What about the Critical Facilities that may be impacted like a hospital or 9-1-1 center? As the electric utility begins to define these “Triggers” it actually strengthens the system and affords the opportunity for deeper training and learning for employees. A fully matured ICS includes the understanding of a declaration of a Level 2 Storm or a Level 3 Substation Fire correlating with the parts of the ICS that will need to report for duty and pre-defined Objectives can be developed in advance and then refined as needed to meet the needs of the situation at hand.

SECTION II: HOW TO IMPLEMENT ICS INTO YOUR ORGANIZATION

Appointing the Program Manager for the Emergency Operations Program (EOP) or Electric Operations is a key first step in the development of ICS within an electric utility. Ideally, the Program Manager would have formal and informal training, education, and experience in emergency management; working knowledge of the NIMS, ICS, understanding of electric utility operations; and familiarity with local, regional, and state emergency preparedness and response structures and procedures. Depending upon the size of the electric utility, the responsibility for the Emergency Operations Program could fall upon a single person who manages this program among many others, or at a larger electric utility this individual could have the responsibility of directing a large team of individuals with the sole focus of emergency operations. Electric utilities across the United States are using centralized and de-centralized models and it is a good idea to design your ICS to be nimble and work regardless of the incident size, scope, or impacts. Professional development of the Program Manager and individuals who work as a part of the emergency response team can include advanced degrees and certification programs through the Federal Emergency Management Agency (FEMA) or other sources. Examples include Certified Emergency Manager (CEM), Associate Emergency Manager (AEM) or state-issued certifications in Emergency Management. For more information on FEMA ICS certifications see Section VII of this guide.

The electric utility's preparedness and response efforts, including the development and revision of the EOP and supporting annexes, revisions of supporting policies and procedures, planning, and executing training and exercises, and preparing After Action Reports (AAR) and Corrective Action and Improvement Plans (IP), all fall under a responsible Manager or Team to facilitate and lead these efforts. The Manager or Team also represents the interests of the electric utility at various preparedness meetings at the local, regional, state, and tribal levels.

In addition to the Program Manager, it is recommended that the electric utility create, if appropriate given the size of the electric utility, an Emergency Operations Committee that includes a multi-disciplinary cross-section of the electric utility including representatives from operations, logistics, human resources (HR), communications, finance, and other departments, as necessary.

An Emergency Operations Committee can function as a stand-alone governing body for some electric utilities depending on the size and need of the electric utility. At other electric utilities, the Emergency Operations Committee can be a subcommittee of another acting committee (e.g., Physical Security, Safety, Risk Oversight, etc.). The Emergency Operations Committee can be utilized as both a repository for documentation related to readiness (e.g., minutes, regulatory requirements, training records, AARs, etc.) and as a planning committee for training, drills, and exercises.

Creating and Modifying ICS Tools

Once the electric utility has designated the individual, team, or committee to review and support ICS adoption, the development and implementation of the support materials can begin. The successful implementation of ICS at an electric utility begins with this designation of an individual, team, or committee to review the ICS materials for applicability relative to the electric utility's size, structure and risks identified in the annual Hazard Vulnerability Analysis (HVA).

Several steps are necessary to integrate ICS into electric utility operations, including:

- Assign an individual or team with appropriate authority and respect within the electric utility to oversee ICS implementation according to an outlined plan. ICS is a maturation process that takes time to “culturize” within an organization but over time it will help standardize, align, and integrate policies, procedures, and outcomes across the electric utility.
- obtain support from the Chief Executive Officer (CEO) and other senior leaders;
- encourage the recognition that ICS implementation must be a high priority for both leaders and staff;
- provide financial resources and budgets needed to support emergency management and ICS activities;
- establish training requirements/competencies that meet established national standards;
- promote the electric utility’s integration into the community-based response;
- Help employees and staff “know” their assigned emergency role; and
- provide training on ICS, in addition to training on the Emergency Operations Plan (EOP).

In addition to the information contained in the various sections of the guide, several tools have been created and provided to assist the electric utility in implementing ICS. The guide’s Appendix contains a select number of sample template incident forms and an organization chart developed by an investor-owned electric utility and intended for potential “adoption and / or adaption” by other electric utilities.

The Appendix includes:

- Electric Utility Incident Organization Chart
- Safety Plan form; and
- Resource Summary form

ICS is modular by design and it expands and contracts to fit the incident needs while helping to manage Span of Control (number of resources reporting to any single supervisor). The review of each ICS tool should be deliberate and thoughtful, understanding that ICS is based on a standardized incident management system that has proven to be successful across many disciplines. Minor modifications are acceptable to fit the mission and resources of the electric utility; however, significant variations should be approached with caution. Substantial deviation from accepted ICS principles may result in a system that is not recognized by other response partners and could potentially have an adverse impact on the coordination that is necessary during large scale disasters.

Customizing ICS To Your Electric Utility

Examples of customization include:

- placement of the electric utility logo on materials prior to printing;
- customized document placement on a designated intranet location for electronic data collection; and
- pre-populating key forms for use during incident response; and adding electric utility specific information to internal Job Action Sheets (JAS) and other related documentation.

Additional data items, (e.g., communication instructions) that are desired should be determined and added as well. All customized tools should be evaluated by the electric utility's Emergency Operations Leader or Committee for relevance to an electric utility's situation. As a rule, the title, core, and intent of the tool should always remain the same. Individual electric utilities and planning partners also may choose to develop Incident Planning Guides (IPGs) and Incident Response Guides (IRGs) beyond those developed within the ICS Toolkit. For example, in the annual HVA the electric utility may identify a threat for which an IPG or IRG has not yet been developed. Examples range from airplane crashes to chemical plant explosions to pandemic situations or civil unrest.

Creating Incident Planning Guides (IPGs)

The IPG is designed for use by the Emergency Operations Lead or Committee or local planning partners to identify strategies and actions specific to the electric utility in reducing the impact of the threat while preparing the electric utility to respond and recover. The IPG includes all four phases of emergency management:

- mitigation
- preparedness
- response, and
- recovery

The following sections provide guidance on identifying actions, strategies, and tasks toward developing the IPG.

Mitigation

For threats to the physical facility and overall operations, two types of mitigation should be considered, structural and non-structural mitigation. Structural mitigation is reinforcing, bracing, anchoring, bolting, strengthening, or replacing any portion of the building that may become damaged and cause injury.

Nonstructural mitigation reduces the threat to safety posed by the effects of an incident that causes interruption or failure of such nonstructural elements as building contents, internal electric utility systems, interior glass, and decorative architectural walls and ceilings.

Preparedness

Preparedness refers to those measures taken to prepare to respond to a given incident. Items to consider when creating the preparedness section of the IPG include:

- Status of current plans
- Frequency of maintenance, education, testing, and exercising
- Business Continuity Plans (BCP)
- Insurance and Reimbursement Plans
- Availability of alternative sources for critical supplies and services
- Time to marshal response from internal and external sources
- Scope of current capability
- Historical evaluation of response and response success
- Time to prepare and mitigate (can be event-specific)
- Mission of the electric utility to support the community in the identified hazard or event

Assessment of internal resources:

- Volume and type of redundant supplies on-site
- Staff availability and capability to surge to meet needs
- Alternate work locations to enable critical operations as well as business continuity
- Availability of back-up systems/components
- Resource ability to withstand direct impact from the hazard or event
- Availability of external resources:
 - Coordination within corporate or partnered electric utilities
 - Agreements with regional mutual assistance groups
 - Coordination with state and local agencies
 - Community resources
 - Staging Site agreements
 - Current memoranda of understanding to support the electric utility
 - Contractor and resource management

Response

In the response section of the IPG, consider all the activities your electric utility undertakes to respond to a given incident. The actions are designed with strategies and actions to be activated during the emergency. Questions should be developed that are specific to the event and the mission of the electric utility to respond to that event, including contractor and internal capabilities.

Extended Operations and System Recovery

When creating the extended operations and system recovery sections of the IPG, consider all activities that the electric utility may require to return to “normal” complete business operations. Short-term actions assess damage and return vital life-support operations to minimum operating conditions. Long-term actions focus on returning all operations back to normal or an improved state of operations.

Creating Incident Response Guides (IRGs)

The IRG is designed to address your response to the incident. It is a document that provides the Incident Commander⁵ (IC) an overview of activities that should be taking place at any given time during the response. The IRG should be designed to address the most likely activities for a given response and is not intended to be all-inclusive. The electric utility must customize the IRG to its unique capabilities as well as provide concrete actions to be taken by the Incident Management Team (IMT). An IMT is typically comprised of the eight basic Command General Staff positions (See Figure 2 below) and can easily be remembered by the acronym S.L.I.P – F.L.O.P (Safety; Liaison; Incident Commander – Finance; Logistics; Operations and Planning) – more on this topic later.

⁵ Many electric utilities have adopted the term Utility Commander or Utility Incident Commander to reduce the confusion on an incident scene where Fire and/or Police presence may be in place. Many of our Public Safety Partners use the term Incident Commander and it provides a mechanism to differentiate from the Utility ICS structure.

Incident Objectives

Incident objectives are statements of guidance and direction necessary for selecting one or more appropriate strategies and the tactical direction of resources. Management by Objectives, a foundational tenet of the ICS is a management approach that involves a 4-step process (developing objectives, discussing strategies, conducting resource management or tactics; conducting operational period briefings, collecting situational updates, and monitoring progress and revising objectives as needed in each operational period). The objectives should be relatively broad and should follow the S.M.A.R.T. acronym – Specific, Measurable, Achievable, Realistic and either Time Framed or Task Oriented and apply directly to the accomplishment of the goals. In developing the Incident Action Plan (IAP), the IC may use these as the overarching objectives in the event.

For example, the Incident Objectives for an incident could include:

- Ensure the safety of staff, contractors, and customers while initiating restoration procedures
- Coordinate with law enforcement in the response to and restoration of a damaged location
- Provide updates to regulators and customers on progress of activities

Training

Once the ICS materials have been reviewed and accepted for use by the electric utility, the next phase involves training the leadership and those who may potentially be assigned to the IMT. This training can be accomplished using traditional classroom-based presentations, computer-based learning, and/or interactive tabletop sessions. It is commonly recommended to train at least three persons for each key ICS IMT position to accommodate longer duration incidents and staff turnover. Additional information regarding ICS training can be found in Section VII of this guide.

Exercises

Exercises should be based on specific objectives that include mitigated plans or deficiencies identified during previous exercises, drills, or actual responses. The Homeland Security Exercise and Evaluation Program (HSEEP) is one example of methodology available for use.⁵ HSEEP is a standardized approach to exercise design, development, implementation, and evaluation. The use of HSEEP provides a low-risk environment to test and evaluate plans and capabilities; identify gaps and areas for improvement; and comply with accreditation and regulatory guidelines.

The HSEEP website provides useful information and tools, including templates to assist electric utilities in HSEEP compliance. HSEEP's toolkit includes materials describing exercise design, implementation, and evaluation that can be helpful toward meeting exercise related federal funding requirements. Materials available within HSEEP provide tools for identifying objectives and evaluating exercises through a standardized approach. The AAR and IP provide a comprehensive actionable summary of exercise performance, timelines, and assignments to complete the recommended corrective actions. The use of HSEEP is consistent with accrediting organizations and regulatory emergency management guidance documentation.

Integration with Community Emergency Response Partners

The authority for managing an emergency usually rests with the governmental agencies that have jurisdictional authority relevant to the incident. This led to the adoption of the ICS by the NIMS as a means of unifying the operational response structure when more than one agency was involved in an incident (e.g., fire and law enforcement) or when an incident crossed jurisdictional lines (e.g., involved multiple municipalities, regions, counties, or states). Because ICS is the accepted standard practice

among governmental response agencies, it is important that an electric utility's ICS remain consistent with the national ICS as it relates to coordination with community partners.

The highest operational priority in any emergency is protecting lives. The field-level first responders (e.g., emergency medical services (EMS), fire service, and electric utility crews) along with their leadership must be prepared to integrate successfully within the community's emergency response system. It is important to predetermine in advance the way an electric utility will coordinate within the community's emergency response structure (i.e., in accordance with local policies and procedures).

⁵ <https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep>

SECTION III: COMMAND, COORDINATION, AND INTEGRATED COMMUNICATIONS

The Command, Coordination, and Integrated Communications component of NIMS describes the systems, principles, and structures that provide a standard, national framework for emergency management. Regardless of the size, complexity, or scope of the emergency, effective command, and coordination—using flexible and standard processes and systems—helps safely and efficiently manage the emergency. To ensure that entities with a functional role in emergency management can seamlessly integrate, NIMS encourages common principles, such as terminology, management by objectives, a modular organization, and others to enhance the effectiveness of command, coordination, and communications.

Modular Organization

ICS and Emergency Operations Center (EOC) organizational structures develop in a modular fashion based on an emergency's size, complexity, and hazard environment. Responsibility for establishing and expanding ICS organizations and EOC teams ultimately rests with the IC (or Unified Command (UC)). As emergency complexity or duration increases, organizations expand as the IC / UC, and subordinate supervisors delegate additional functional responsibilities.

The ICS consists of a standard management hierarchical chain of command that expands, and contracts based on the size and needs of emergencies. Through this scalable organization, everyone fulfilling each role has a clear route, if not means, of communications up and down the chain of command and pre-established responsibilities. To maximize resources only positions that are required at the time should be established. ICS structures and responsibilities are discussed further and in more detail in this section.

Management by Objectives

The IC or UC establish objectives that drive emergency response and recovery operations. Management by Objectives includes the following:

- Establishing specific, measurable, achievable, realistic and time or task-oriented objectives
- Identifying strategies, tactics, tasks, and activities to achieve the objectives
- Developing and issuing assignments, plans, procedures, and protocols for various emergency management functional elements to accomplish the identified tasks

Documenting results against the objectives to measure performance, facilitate corrective actions, and inform development of emergency objectives for the subsequent operational period.

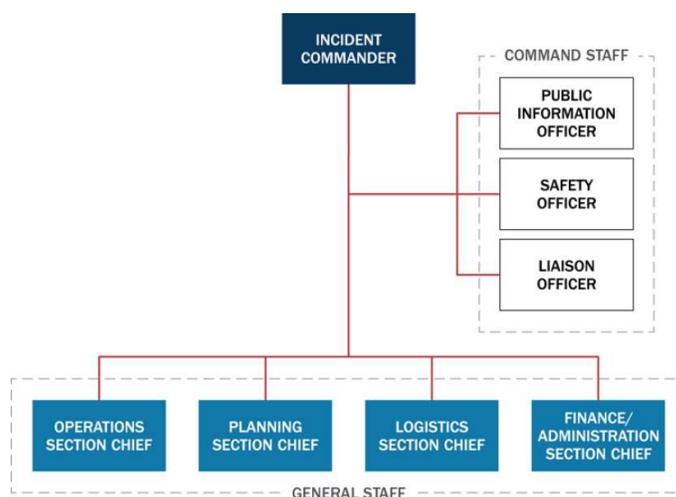
Integrated Communications

Incident Management must establish communications protocols that provide and maintain contact among and between emergency resources, enable connectivity between various levels of government, achieve situational awareness and facilitate information sharing. Planning, both in advance of and during an emergency, addresses equipment, systems, and protocols necessary to achieve integrated voice and data communications.

Electric utilities should ensure that all stakeholders are identified prior to an emergency and that there are communications procedures in place to communicate with all stakeholders.

The following figure depicts the standard ICS roles for command and general staff with an overview of their responsibilities also provided.

Figure 2.
ICS Roles for Command and General Staff



Source: Federal Emergency Management Agency (FEMA) / Emergency Management Institute (EMI)

Incident Commander (IC): A person broadly familiar with corporate/agency operations – whether in the EOC or at the scene in the Field at an ICP. Responsibilities include establishing emergency objectives and priorities, delegating authority for certain tasks, providing strategic guidance, and activating other components of the IMT.

Safety Officer (SO): Electric utilities work in a routinely dangerous environment and it is important that the SO is familiar with “blue sky” as well as emergency hazards that may escalate in non-routine operations. The SO monitors emergency operations to advise on matters of health and safety, and established systems and processes needed to assess, communicate, and mitigate hazardous environment. Many electric utilities are developing a Field Safety Officer program as opposed to the Safety Officer in the EOC to support Operations in the field.

Liaison Officer (LO): The LO is responsible for communicating and maintaining relationships with external counterparts from affected organizations and the community and ensuring there is unity of effort between the electric utility and other responding agencies (ex. State Regulatory Agencies, State Emergency Management Officials, American Red Cross, etc.). Daily, this person is interacting and supporting the electric utility’s mission and objectives by working with Public Safety Partners and Community representatives.

Public Information Officer (PIO): The PIO is responsible for gathering, verifying, and disseminating all internal employee information and all public information to stakeholders and customers in a timely and accurate manner. The PIO works with the IC to establish communication protocols and approval processes for disseminating information. For multi-jurisdictional emergencies involving multiple PIOs, a Joint Information Center (JIC) and Joint Information System (JIS) may be established with PIOs from each entity to ensure unity of public messaging. For more information, refer integrated communications in Section III of this guide.

Operations Section Chief (OSC): All tactical operational aspects of an emergency are handled by the OSC. The OSC leads the Operations Section personnel who establish Operational Objectives and plan and perform tactical activities to achieve the established power repair and/or restoration objectives. These activities mostly focus on public safety, reducing or mitigating immediate hazards, protecting property and the environment, and restoring normal operations. Knowledge, training, and the capabilities to manage resources, logistical needs and safety for the emergency are required of the person in this role and familiarity with the service territory, infrastructure and critical facilities are also important facets.

Planning Section Chief (PSC): The Planning Section personnel collect, evaluate, and display/disseminate emergency information, prepare, and provide status reports and incident action plans, tracks resource needs and status, and develops plans for demobilization and incident close out. The PSC leads the Planning Section and is typically the individual who activates (as directed by the IC) the emergency response system, IMT and/or opening of the Emergency Operations/Incident Coordination Center (ICC). The PSC is the chess player on the team and must be looking multiple operational periods ahead to ensure Operations does not run out of the “staff or stuff” needed to resolve the incident.

Logistics Section Chief (LSC): The LSC leads the Logistics Section which provides services and support for effective and efficient emergency management including ordering resources to meet the needs of the Operations Section. All necessary resources identified such as personnel, supplies, and equipment are ordered, received, and organized by the Logistics Section which also assists in the establishment, maintenance and security of emergency facilities including required transportation, security, food, fueling, information technology (IT) and communications support. Familiarity with contractors, contracts, purchasing, and shipping/delivery are necessary in this role.

Finance/Administration Section Chief (FSC): The FSC leads the Finance/Administration Section which is responsible for financial, administrative, and costs analysis for the emergency including recording personnel time, administering claims, and tracking/analyzing costs associated with the emergency. The Finance/Administration Section works closely with Logistics and Planning to contract for and procure the resources needed to manage the emergency and reconcile operational records with financial documents.

Additional Branches/Divisions and Groups: The Branches, Divisions and Groups established under each Operations should be based on the size and complexity of the emergency and may vary depending on the organization, services they provide and established emergency objectives. Divisions or Groups are typically established first and allow the incident to be divided Geographically (Divisions) or Functionally (Group). Branches are typically used when the incident expands and there are many resources deployed – Branches allow for the incident to be divided even further to help maintain the Span of Control. Span of Control best practices teach that the optimal number of boxes on the organization chart below any Chief, Director, Leader or Supervisor is a 1:3 to a 1:7 ratio with 1:5 being optimal. As Operations continues to divide the incident the target is no more than 7 boxes on the org chart under any one supervisor or leader. If the boxes under one supervisor exceed 7 then it is time to divide the incident again by adding another Division or Group. When there are more Divisions or Groups than there are leaders then Branches are added to reduce the Span of Control.

**Table 1.
ICS Roles and Titles Branches, Divisions, Groups and Units**

Operations Section Options for Dividing	Planning Section	Logistics Section	Finance/Admin Section
North, South, East, West Distribution Division (or by District or Yard)	Resource Coordination Leader	Service Branch Director Comms Unit Leader Medical Unit Leader Food Unit Leader	Cost Tracking Unit
Distribution Group or Branch	Situation Unit Leader (includes Damage Assessment and Other)	Supply Branch Director Supply Unit Leader (includes Materials) Facilities Unit Leader Ground Support Unit Leader (Fleet)	Claims Unit
Transmission Group or Branch	Documentation Unit Leader	Other Units Possibly Needed	Timekeeping Unit
Damage Assessment Division, Group or Branch	Demobilization Unit Leader	Lodging Unit Leader	Procurement/Contracts
Vegetation Management Division, Group or Branch		Security Unit Leader	
Substation Division, Group or Branch			
Wires Down/Public Safety Division, Group or Branch			
Air Operations Branch (Always called a Branch)			
Staging Area Manager (Always called a Manager)			

Figure 3.
FEMA “Plain Vanilla” ICS Structure—Not Electric Utility Adapted

**Federal Emergency Management
Agency – Plain Vanilla ICS
Structure – Not Utility Adapted**

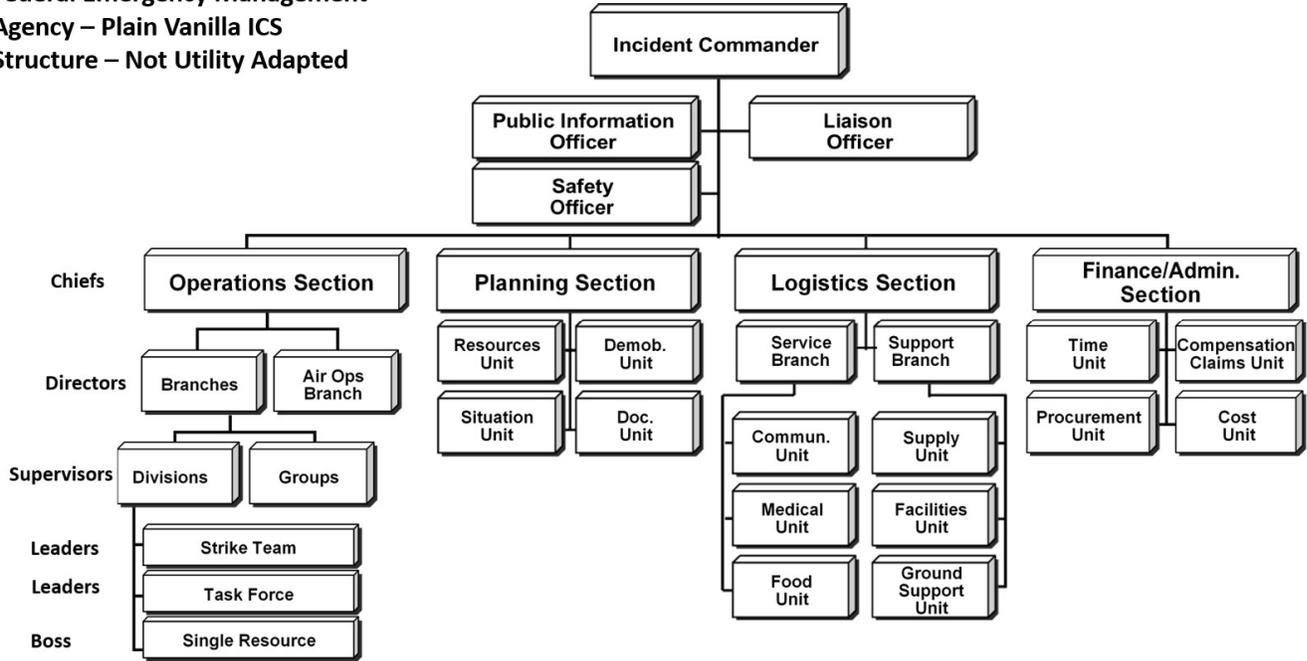


Figure 4.
Sample Electric Utility ICS Organization Chart

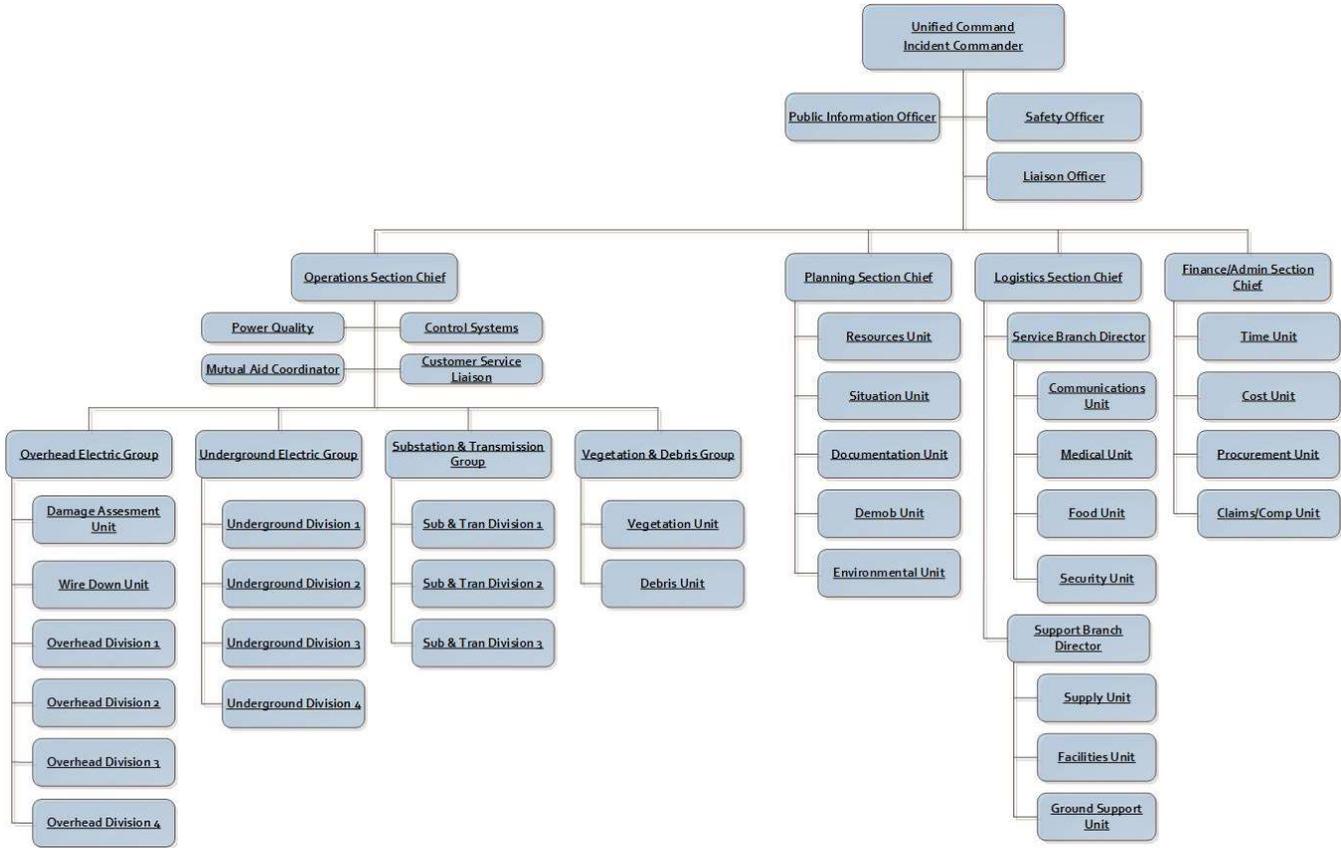


Figure 4. above is an example of a fully expanded ICS structure used during a major incident. All ICS structures are fully expandable or retractable based on the size of your utility, the duration of the event, and the impact of the event on your system. In smaller utilities some of the Command and General Staff positions are combined and performed by one or more employees.

Chain of Command/Unity of Command

Chain of Command refers to the orderly line of authority within the ranks of the emergency response and recovery organization. Unity of Command means that everyone only reports to one person. This clarifies reporting relationships and reduces confusion caused by multiple, conflicting directives, enabling leadership at all levels to effectively direct the personnel under their supervision.

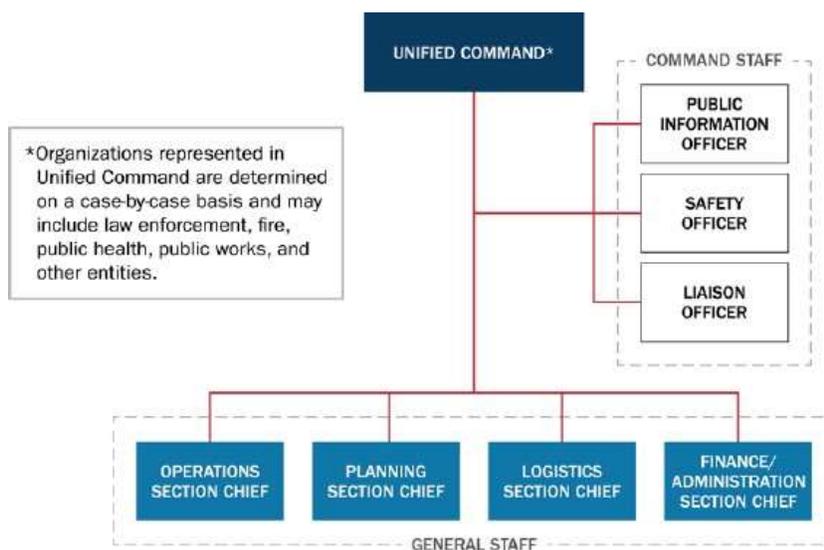
Unified Command (UC)

UC is an authority structure in which the role of the IC is shared by two or more individuals, each already having authority in a different responding agency. UC is especially helpful for managing events involving multiple jurisdictions or agencies where the responding agencies and/or jurisdictions share responsibility and management for the emergency (Multi-agency Coordination or MAC).

If a UC is erected, ICs representing agencies or jurisdictions that share responsibility for the emergency can manage the emergency response from a single, co-located Incident Command Post (ICP).

A UC allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, accountability, or differing safety procedures as each retains the right to operate under their own safety procedures. Under a UC, a single, coordinated IAP will direct all activities under the leadership of a single, jointly agreed to and appointed Operations Section Chief (OSC). The ICs will supervise a single Command and General Staff organization and speak with one voice to establish response priorities and strategies however, each participating partner maintains authority, responsibility, and accountability for its personnel and other resources, and each member of a UC is responsible for keeping other members of a UC informed.

**Figure 5.
Unified Command (UC)**



Source: Federal Emergency Management Agency (FEMA) / Emergency Management Institute (EMI)

Multi-Agency Coordination (MAC) Group

MAC Groups typically consist of agency administrators, executives, or their designees. Organizations at any level (e.g., local, state, tribal, or federal) or within any discipline (e.g., emergency management, public health, critical infrastructure, or private sector) may establish a MAC Group. In some jurisdictions, local law or policy may require a MAC Group to authorize additional resources and/or provide guidance to EOC staff and/or incident command.

MAC Groups are primarily responsible for establishing policies that all responsible entities can support and for prioritization and allocation of scarce resources. Unlike UC, they do not perform emergency command functions, nor do they replace the primary functions of operations, coordination, or dispatch organizations. When competition for resources is significant, MAC Groups may relieve the coordination and dispatch organizations of some prioritization and allocation responsibilities.

SECTION IV: ICS EXECUTION

Pre-Event Planning

As with any threat or hazard included in an electric utility's emergency readiness efforts, the Planning Section should establish goals, objectives, and courses of action for the various response plans. These response plans will be impacted by the assessments conducted at the outset of the planning process and updated as ongoing assessments occur. Operational plans (Base Plan; Concept of Operations (ConOps); Annexes; etc. should be created with input from several stakeholders including executive leadership, legal, operations, security, facility engineering, human resources, emergency management, risk managers, and local law enforcement.

A key concept in ICS is that the electric utility must specify who has the authority to activate the system. Specifically, the plans should describe what triggers the activation, the method for notifying relevant personnel, and the criteria that needs to be met to return to normal operations. The triggers for activation also should be clearly defined, trained, and exercised in advance of an emergency. Activation of the ICS organizational structure should be delegated in advance if possible so that everyone on the IMT knows and is trained and exercised in their assigned emergency role. That way when, a regional emergency, storm, or other disruption to normal operations occurs the IMT is ready to go. It is important to define what specific criteria will trigger and terminate the response. All emergency response personnel should be notified of the IMT activation and participate in their assigned emergency role. Electric utilities should develop communication mechanisms that can be used for all types of important notifications during an emergency. Communication plans should be layered, redundant and route diverse so the IMT's ability to communicate is well thought out in advance of any emergency and accounts for both ground-based and space-based (satellite) communications paths and devices.

Situational Awareness & Situational Assessment

Situational Awareness and Situational Assessment are two key concepts that are critical to maintaining a Common Operating Picture (COP) for use by IMT decision makers. Situational Awareness is the monitoring of elements that are currently going on both internally and externally to the electric utility. These elements could include the current outage situation, staffing levels, weather conditions or significant social/political/sporting events. The Situational Assessment is the ability to evaluate these elements collectively and decide the warranted actions or activities based on incident complexity and duration, impacts and project safety factors.

Once an electric utility becomes aware of an emergency incident, it should determine if a field-level ICP or ICC has been or should be established by the electric utility if it is an electric utility related incident. The electric utility may determine this by contacting its own Control Center, Internal Dispatch department, local community-based dispatch center, EOC (or local emergency management agency/office of emergency management (EMA/OEM)) or state EOC if activated. With proper pre-incident collaborative planning, local policies and procedures should emphasize the integration of the electric utility in the emergency response and information sharing processes. Once this is determined, the electric utility should integrate with community response entities in accordance with local policies, procedures and/or pre-established community relationships.

Activation and Notification

Following the initial notification process, the next step is to determine the appropriate response actions based on available information. Options include standby, partial, or full activation of any parts of the

ICS, acquiring of additional contract and mutual assistance crews to augment repair and restoration, and acquiring additional logistical support and material resources.

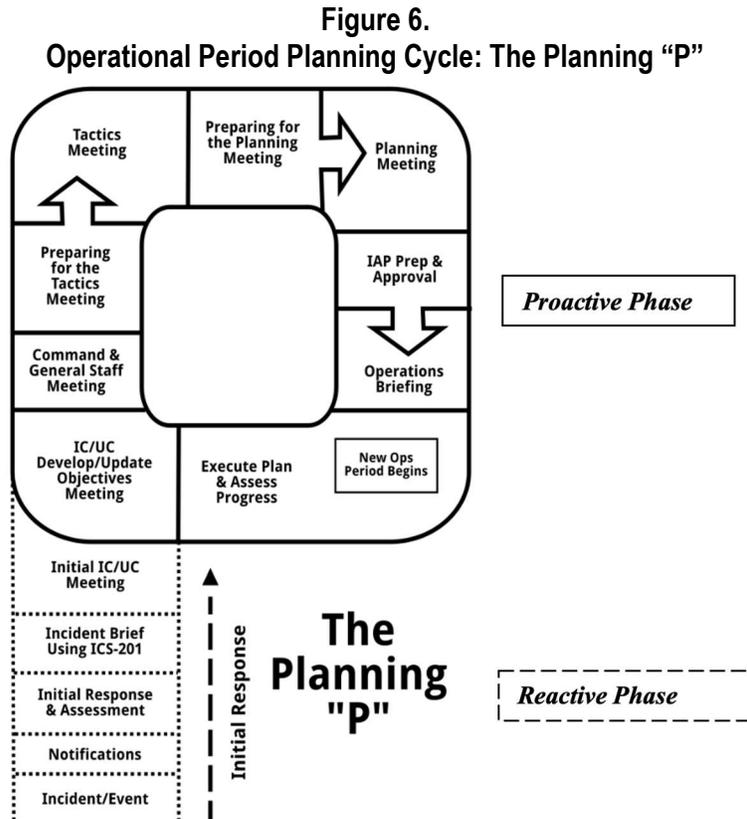
Early activation of the ICS should be considered if there is indication that the incident is large and/or complex. After the decision has been made to activate the ICS, the IC determines the initial management objectives and priorities. Based on this assessment, additional Command and General Staff positions are activated, as determined according to the size and/or complexity of the incident.

The Planning Section develops incident action plans (IAPs), collects, and evaluates information to monitor progress, and maintains information on the status of resources. The Planning Section also develops plans for demobilization.

The operational period planning cycle (the Planning “P”) and IAP are central to managing electric utility incidents. IAPs help to synchronize operations and ensure that they support overall incident objectives.

Planning Cycle: The Operational Planning “P”

The Planning “P” was originally developed by the U.S. Coast Guard and has undergone multiple enhancements over the years and has two phases: Proactive and Reactive. Each phase has specific activities that drive the ICS process, which has proven effective and efficient for more than 30 years. The figure below outlines the different meetings and key decisions during each phase of the operational period planning cycle or the Planning “P”.



Source: Oklahoma Gas & Electric (OG&E)

Incident Action Planning (IAP)

Coordinated action planning guides emergency response and recovery activities. IAPs represent concise, coherent means of capturing and communicating emergency objectives, tactics, and assignments for operational and support activities. The IC or UC establishes objectives that drive emergency operations (e.g., management by objectives).

Every emergency should have an incident action plan; however, not all emergencies need written action plans. The necessity for written action plans depends on emergency complexity, command decisions and legal requirements. Formal IAPs are not always developed for the initial operational period of no-notice

incident. However, if an incident is likely to extend beyond one operational period, becomes more complex, or involves multiple jurisdictions, agencies, or entities, preparing a written incident action plan or IAP becomes increasingly important to maintain unity of effort and effective, efficient, and safe operations.

Types of information captured within the IAP for the Operational Period (OP) include:

- Incident Objectives & Strategic Approach
- Response Organization Identification & Organization Charts
- Weather information
- Safety, Security and/or Medical Plan
- Communications Plan
- Daily Operations/Meeting Schedule
- Maps or other visual documents
- Any other information critical to the response

Note: Because the IAP may be copied and distributed or sent to a mobile device it is important not to build an IAP that resembles a large book, but rather try to keep it as concise as possible for those who are going to use the document.

Escalation

The ICS organizational structure is modular, expanding to incorporate all elements necessary for the type, size, scope, complexity, and duration of an incident. It builds from the top down; responsibility and performance begin with IC. As provided in Section III when the need arises, four separate Sections can be used to organize the General Staff. Each of these Sections may have several subordinate units, (Branches, Divisions, Groups, Strike Teams, Task Forces and Single Resources) depending on the incident requirements. If one individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the functions requires independent management, an individual is assigned responsibility for that function.

To maintain a manageable span of control, the initial responding IC may determine it necessary to delegate functional management to one or more Deputies or Section Chiefs. The Deputy or Section Chief(s) may further delegate management authority for their areas, as required. A Section Chief may establish Branches, Groups, Divisions, or Units, depending on the Section. Similarly, each functional Unit Leader will further assign individual tasks within the Unit, as needed. The use of deputies and assistants is a vital part of both the organizational structure and the modular concept. The IC and Command Staff may have one or more deputies, who may be from the same or an assisting agency.

Deputies may also be used at Section and Branch levels of the organization. A deputy, whether at the Command, Section, or Branch level, must be fully qualified to assume the position.

Additional positions may also be necessary depending on the nature and location(s) of the incident, or specific requirements established by the IC. For example, legal counsel may be assigned to the Planning Section as a technical specialist or directly to the Command Staff to advise the IC on legal matters, such as emergency proclamations, legality of disconnect orders, safety concerns, and legal rights and restrictions pertaining to media access. Similarly, a specially qualified Safety Subject Matter Expert (SME) may be designated and assigned directly to the Command Staff to provide advice and recommendations to the IC in the context of incidents involving medical health issues, exposure concerns, personal protective equipment (PPE), or isolation/quarantine considerations, particularly in the response to a pandemic incident.

Demobilization

Planning for demobilization should begin as soon as the IMT reaches Incident Stabilization (things have leveled out and there is a sufficiency of resources). The Planning Section, on behalf of the Operations Section Chief is tasked with developing preliminary demobilization activities for when and how demobilization is to occur and revising the plan as needed once implementation is underway. The decision to move from response to demobilization will be made by the IC in consultation with Operations. Depending on the situation, not all areas of the organization will begin demobilization at the same time. Planning should address not only when the demobilization process is to begin but also how it will be achieved over time. When the decision to demobilize has been made, it should be communicated by the PSC or IC to electric utility personnel, the OSC and LSC to external resources, and by the LO to appropriate external agencies (e.g., fire, law enforcement, and local EMAs/OEMs). Select information may need to be shared with the regulators and other governing agencies. The PIO also should determine the need to share information with the public, particularly in situations where restoration operations are expected to extend beyond the planned response timeframes.

SECTION V: RESOURCE MANAGEMENT

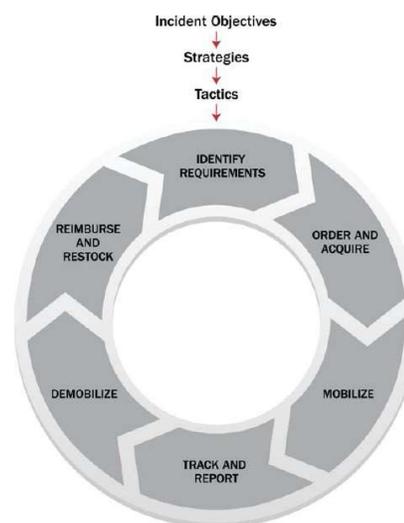
A resource management plan identifying resource requirements should be developed at the earliest time feasible based on an assessment of threats, vulnerabilities and / or expected impact. Resource management strategies for electric utilities typically include securing materials, equipment, and personnel through previously established vendor contracts and / or mutual aid agreements. Additionally, resources must be managed effectively throughout the emergency to reduce any duplication in efforts and ensure resources can be re-assigned or released as appropriate. Under typical ICS, the Logistics Section has responsibility for supporting the emergency's resource needs and should have appropriate internal support staffing based on the size of the expected resource requirements. As the ICS processes mature Resource Requirements can be built against different scenarios in advance and then refined for the incident at hand.

Identifying and Typing Resources

To facilitate sharing of resources during emergencies, resources should be defined by the capabilities they perform. The following types of resources (personnel/crews) are some, but not all, of the common resources utilized by the electric utility industry:

- Overhead (OH) Distribution
- Overhead (OH) Transmission
- Underground (UG)
- Substation
- Damage Assessors
- Tree / Vegetation
- Submarine Cable
- Generation
- Wire Down Standby
- Traffic Control
- Distribution Line Staking
- Pole Testing
- Comms or SCADA Techs
- Equipment Operations
- Meter Services Personnel
- Fault Vans

Figure 7.
NIMS Resource Management Process



Source: Federal Emergency Management Agency (FEMA) / Emergency Management Institute

Manageable Span of Control

Maintaining an appropriate hierarchy and span of control helps to ensure a safe, effective, and efficient emergency management operation. It enables management to direct and supervise subordinates and to communicate with and manage all resources under its control.

The type of emergency, nature of the task, hazards and safety factors, experience of the supervisor and subordinates and communication access between the subordinates and the supervisor are all factors that influence manageable span of control.

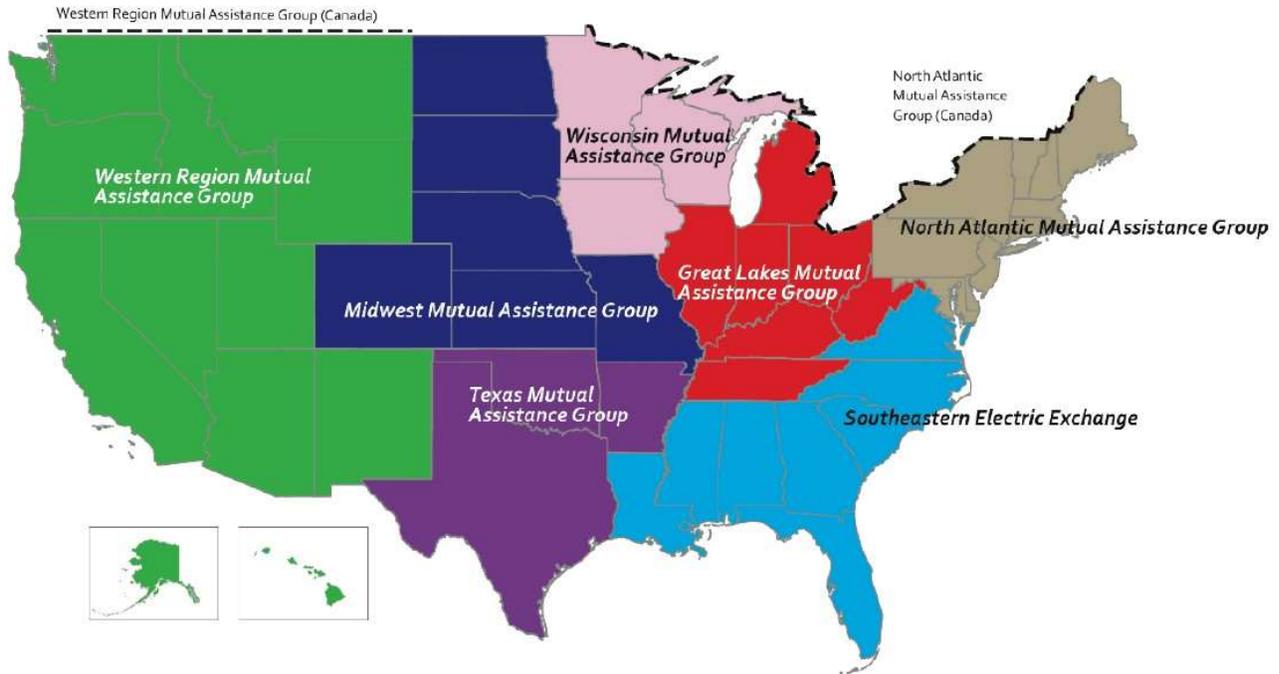
Field (Operations) Assigned Resources should be assigned based on the priorities and availability of resources and will depend on the electric utility and size / severity of the incident (e.g., five to seven crews per supervisor / foreman). FEMA NIMS guidance suggests a 1:5 ratio, however, each electric utility should use its best judgment to determine the actual distribution of subordinates to supervisors for a given emergency.

Mutual Aid / Assistance Agreements and Processes

Mutual aid / assistance agreements exist between electric utilities to facilitate the sharing of resources by addressing liability, compensation, and associated safety and other procedures. Most investor-owned electric utilities (IOUs) are members of EEI and one or sometimes state or regional mutual assistance groups (RMAGs) based on their geographical location operating under EEI's *Mutual Assistance Agreement* and *EEI's Mutual Assistance Governing Principles*.

For large scale (multi-regional or national) events EEI members developed the National Response Event (NRE) framework to meet the challenge of supporting the restoration resources needs of members during major outages that could have a national impact. EEI members identify two levels of NRE response. The critical difference between the two NRE levels is whether the event requires the national-level allocation of restoration resources due to the number of RMAGs impacted or due to resource constraints between RMAGs. It is important to keep in mind that different parts of the country have different procedures—like rubber glove vs. hot stick, union vs. non-union elements—and almost all will have travel time requirements so please keep these in mind when requesting mutual aid or assistance resources.

**Figure 8.
Regional Mutual Assistance Groups (RMAGs)**

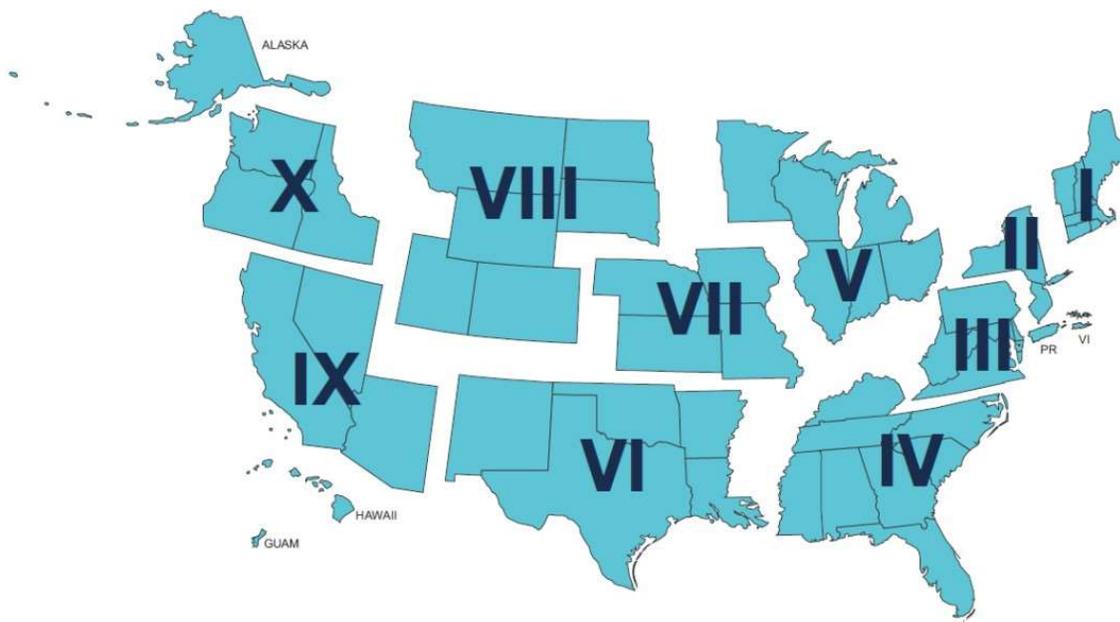


Source: Edison Electric Institute (EEI)

Public power electric utilities participate in APPA’s multifaceted mutual aid program, which is outlined by the association’s Mutual Aid Playbook (MAP).⁶ The association’s mutual aid program also includes the APPA Mutual Aid Agreement. APPA’s MAP outlines network coordinators for the nation’s ten public power mutual aid regions, which are based on FEMA regions. In the event of a state or regional disaster, public power electric utilities reach out to their network coordinator(s) listed in their respective region. Those network coordinators will then reach out to APPA staff in the event federal government support is needed (e.g., FEMA housing, access to fuel, etc.) and to provide general situational awareness from the region they represent.

⁶ <https://www.publicpower.org/resource/mutual-aid-playbook>

Figure 9.
APPA Mutual Aid Working Group (MAWG) Map



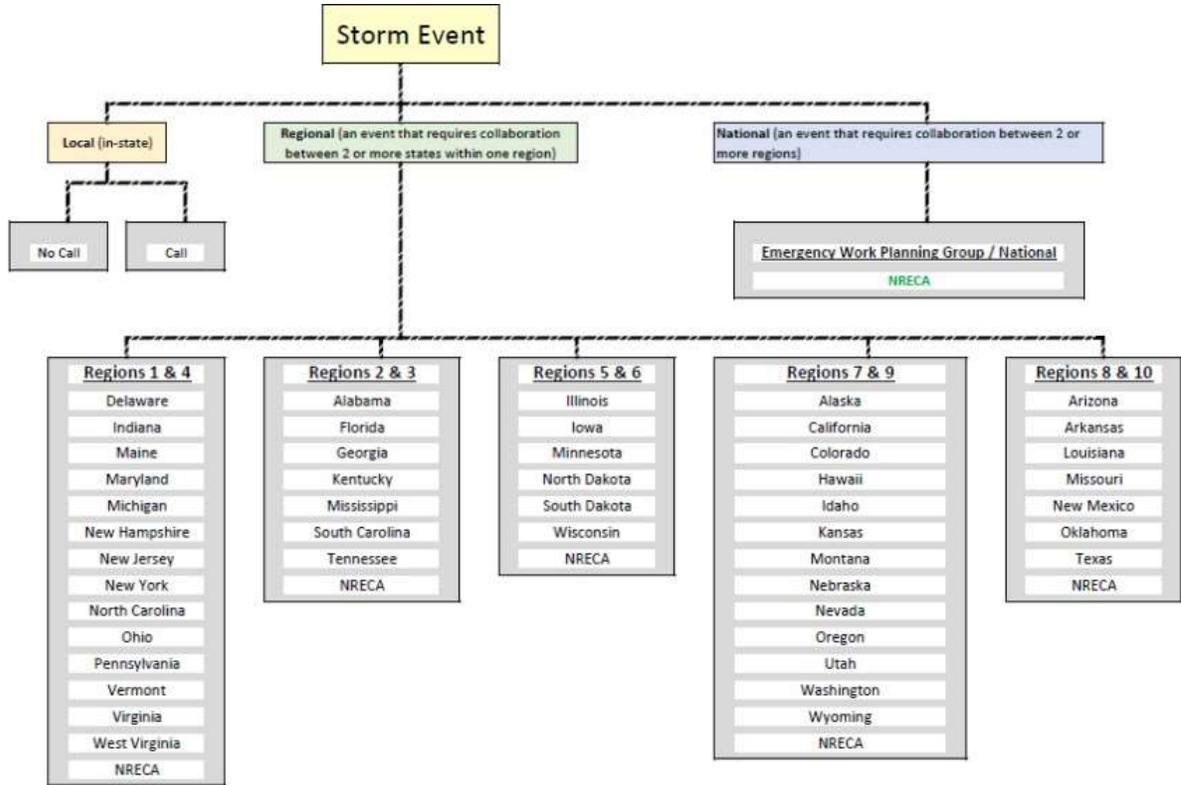
**American Samoa, Commonwealth of Northern Mariana Islands, Republic of Marshall Islands, and Federated State of Micronesia not shown.*

Source: American Public Power Association (APPA)

America’s electric cooperatives provide mutual assistance through a flexible and time-tested mutual assistance network. At the heart of the cooperatives’ network are the cooperative statewide organizations that communicate and coordinate the movement of personnel and equipment as needed to respond. Smaller disasters are typically handled by assistance from crews within or nearby the state where the emergency has occurred. To the extent the emergency requires additional manpower and equipment, statewide storm coordinators determine how best to provide the out-of-state assistance. NRECA provides support when needed to communicate progress, needs and challenges to federal partners.

The statewide organization maintains a comprehensive Emergency Response Plan (ERP) that provides a detailed inventory of the resources that each member may contribute to a restoration effort. All participants maintain mutual aid agreements which detail negotiated arrangements. The statewide organization maintains contact with the states’ Governor’s Office on a pre-arranged schedule during major events to convey key information as required for maximum response efficacy. Some electric cooperatives are part of multiple mutual assistance programs.

Figure 10.
Electric Cooperative Mutual Assistance



Source: National Rural Electric Cooperative Association (NRECA)

Resource Acquisition and Management Processes

Based on the size and expected impact of the emergency, necessary resources for response should be identified as early as possible due to travel times and include the types and quantity of resources needed, the location and time at which they should report and who will receive and use the resources (Primary Point of Contact or POC). Resource availability and needs constantly change as an emergency evolves, therefore the status of resources should be continuously evaluated throughout the emergency against current response objectives to ensure that all resources are being adequately utilized and to determine when resources should be re-assigned, released during the Operational Period or Demobilized. The responding and requesting electric utilities should ensure processes are in place to continuously validate, assess and adjust resources based on emergency priorities and objectives.

“Onboarding” of Outside Resources

External resources acquired through mutual assistance must be properly integrated/assimilated or “onboarded” and given important information regarding the entity they are supporting. Once acquired resources are on-site, they should be given an onboarding briefing (or given a resource handbook / guide) that covers the following information / topics specific to the requesting entity:

Onboarding may include these types of topics:

- Contact information (corporate & field contacts)
- Processes related to:
- Safety issues
- Communications (e.g., social media, media inquiries)
- Specific electrical hazards such as wires down.
- Motor vehicle accidents
- Environmental
- How to manage an emergency
- Safety briefing information, including specific information required by the U.S. Occupational Safety and Health Administration (OSHA) to be shared.
- Infrastructure / system / equipment & materials specifications and maps if available
- Job briefings
- Logistics information (lodging & meal provisions)
- Personal Protective Equipment (PPE) requirements
- Line clearance procedures
- Leadership expectations and Crew Guide (if available) familiar with the service territory and procedural guidelines including Safety and other factors

Ongoing Management of Resources

Resources must be continuously monitored and tracked throughout the event to ensure they are effectively supporting emergency objectives. This includes daily tracking of resource assignments, shifts, field locations and accommodations if needed. IMT staff should be monitoring the emergency to adjust, release or re-assign resources as needed.

Demobilization of Resources

Demobilization is the orderly, safe, and efficient return of emergency resources to their original location and / or status. Demobilization planning for de-escalation / de-mobilization is an on-going process that begins as soon as the IMT obtains incident stabilization to establish accountability and ensure efficient resource management. Tracking resource requirements and releasing those resources that are no longer required to support the response is essential for accountability and managing control.

Notification of demobilization to vendors and contractors should be made at the earliest time feasible to ensure resources can be re-assigned. Demobilization and release activities should also follow appropriate mutual aid and other established release protocols including rest before traveling, return of any issued equipment and a report that they have returned to the primary location safely.

SECTION VI: INCIDENT FACILITIES

Depending on the emergency size and complexity, the IC/UC, and/or EOC or Logistics Chief establish support facilities for a variety of purposes and direct the identification and location, based on the emergency. Typical facilities include the EOC, the ICP, staging areas, laydown yards and others as required. Regardless of the size or scope of the incident, any of the following facilities may be needed. If your electric utility is small, the facilities could all be established at a single location. Larger electric utilities and responses may be more dispersed with multiple locations and facilities throughout the incident impact zones.

Emergency Operations Center (EOC) or Incident Coordination Center (ICC)

The main purpose of the EOC is to provide an area for the response teams to consolidate and exchange information, support decision making, support resource management and communicate with personnel on scene while obtaining situational updates. Some electric utilities also use Department Operations Centers (DOCs) depending on how their normal organization is delineated. EOC – DOC – Field if in place are activated based on the severity of the incident. As an example, a simple car hit pole incident is typically managed in the field and neither a DOC nor EOC is activated. A catastrophic incident may see all components activated. By designing the system in this modular fashion, the components that need to be activated can scale to the incident at hand.

Primary functions whether virtual (VEOC) or physical (EOC), include:

- Collecting, analyzing, and sharing information
- Supporting resource needs and requests, and can include tracking or allocation
- Coordinating plans and determining current and future needs
- Local state and federal coordination.
- Policy, reputation, and strategic decision making
- Location of Incident Management Team.

Department Operations Center (DOC)

The main purpose of a Department Operation Center (depending on the size of the utility) is to provide Operational objectives, strategies and tactics once receiving the overall strategic guidance from the EOC. A DOC is responsible for assessing the Bulk Electric System (BES); Generation; Transmission, Distribution and other elements and determining the repair and restoration Prioritization and Resource Coordination elements in conjunction with the operational areas (Districts, Yards, etc.) Because a DOC is typically more familiar with the electric infrastructure and operational elements, they may be in a stronger position to determine the path forward than the EOC alone.

Field - Incident Command Post

The location at which the primary command functions are executed and operationally focused response groups are located. The ICP may be collocated with the EOC, partner Public Safety agencies or other incident facilities. It is critical that all arriving personnel with an assignment check in at the ICP before deploying into the incident itself.

Staging Areas

Staging areas may be established to position, support and track responding resources and equipment. A staging area can be any location in which personnel, supplies and equipment await assignment and may include temporary feeding, lodging, fueling and sanitation services. Each staging area should be assigned a Staging Area Manager who checks in all resources, provides updates on resource status, manages daily operations and requests additional Logistics Section support, as necessary, for resources at the staging area.

Camp

A geographical site equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

SECTION VII: TRAINING

A coordinated and collaborative training program is an integral part of any successful emergency response and recovery program for an organization. Training should be provided to all identified positions within the organization that have a functional role(s) during an emergency from the executive staff all the way through the organization.

A regular training program should consider the following sources for material and training opportunities:

- Home agency departments: Employment Health and Safety (EH&S), Labor Relations, HR, Operations, etc.
- Local, county, and state government(s): EMAs/OEMs, “first responders”, Critical Infrastructure, National Guard, etc.
- Federal partners: FEMA, U.S. Department of Homeland Security (DHS), US. Department of Energy (DOE), Federal Bureau of Investigation (FBI), U.S. Department of Defense (DoD), etc.
- Federal & State Regulators: North American Electric Reliability Corporation (NERC), Federal Energy Regulatory Commission (FERC), Nuclear Regulatory Commission (NRC), OSHA, State- level Public Utility Commissions, Public Service / Corporation Commissions, Public Utility Departments / Bureaus, etc.
- Trade associations: APPA, EEI, NRECA, National Association of State Energy Officials (NASEO), National Association of Regulatory Utility Commissioners (NARUC), etc.
- Academic institutions

The following sections are recommendations for baseline training for the various groups of personnel on NIMS and ICS. Some electric utilities have taken these base trainings and modified them, so they are more utility centric. The recommended training below should be considered during the development and execution of the overall organizational program:

Executive Staff

- ICS 402: Incident Command System (ICS) overview for executives and senior officials

Command & General Staff

All personnel identified with a role(s) in the Command & General Staff should consider completing the following courses:

- ICS-100: Introduction to the Incident Command System – All employees
- ICS-200: ICS for Single Resources and Initial Action Incidents – All employees
- ICS-300: Intermediate ICS for Expanding Incidents (if applicable⁷) – Those employees who will serve in an IMT role at the Leadership level.
- ICS-400: Advanced ICS for Command and General Staff (if applicable¹) - Those employees who will serve in an IMT role at the Leadership level (not all electric utilities believe this course is important especially in the early days of ICS adoption).
- IS-700: National Incident Management System, An Introduction - Those employees serving in a Liaison role and/or a jurisdictionally based electric utility. Not all electric utilities believe this course is important especially in the early days of ICS adoption.

- IS-800: National Response Framework, An Introduction - Those employees serving in a Liaison role and/or a jurisdictionally based electric utility. Not all electric utilities believe this course is important especially in the early days of ICS adoption).

The following role specific training should be considered in addition to the above-mentioned trainings as applicable (these are typically 2–5-day long courses and electric utilities should use some discretion in the number of personnel that may be trained in these deep dive courses):

- E/L 950: All-Hazards Position Specific Incident Commander
- E/L 952: All-Hazards Position Specific Public Information Officer
- E/L 954: All-Hazards Position Specific Safety Officer
- E/L 956: All-Hazards Position Specific Liaison Officer
- E/L 958: All-Hazards Position Specific Operations Section Chief
- E/L 960: All-Hazards Position Specific Division/Group Supervisor
- E/L 962: All-Hazards Position Specific Planning Section Chief
- E/L 964: All-Hazards Position Specific Situation Unit Leader
- E/L 965: All-Hazards Position Specific Resources Unit Leader
- E/L 967: All-Hazards Position Specific Logistics Section Chief
- E/L 969: All-Hazards Position Specific Communications Unit Leader
- E/L 970: All-Hazards Position Specific Supply Unit Leader
- E/L 971: All-Hazards Position Specific Facilities Unit Leader
- E/L 973: All-Hazards Position Specific Finance/Admin. Section Chief
- E/L 975: All-Hazards Position Specific Finance/Admin. Unit Leader Course
- E/L 984: Task Force/Strike Team Leader
- E/L 986: Air Support Group Supervisor
- E/L 987: Introduction to Air Operations

⁷ Electric utilities should refer to the FEMA-EMI core curriculum (<https://training.fema.gov/emiacourses/schedules.aspx>) in conjunction with their operational needs to determine applicability of these course and the personnel responsible for those capabilities.

The following role specific training should be considered in addition to the above-mentioned trainings as applicable (these are typically 2–5-day long courses and electric utilities should use some discretion in the number of personnel that may be trained in these deep dive courses):

- E/L 950: All-Hazards Position Specific Incident Commander
- E/L 952: All-Hazards Position Specific Public Information Officer
- E/L 954: All-Hazards Position Specific Safety Officer
- E/L 956: All-Hazards Position Specific Liaison Officer
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- E/L 970: All-Hazards Position Specific Supply Unit Leader
- E/L 971: All-Hazards Position Specific Facilities Unit Leader
- E/L 973: All-Hazards Position Specific Finance/Admin. Section Chief
- E/L 975: All-Hazards Position Specific Finance/Admin. Unit Leader Course
- E/L 984: Task Force/Strike Team Leader
- E/L 986: Air Support Group Supervisor
- E/L 987: Introduction to Air Operations

All Staff Supporting Operations Not Part of Command & General Staff

- ICS-100: Introduction to the Incident Command System
- ICS-200: ICS for Single Resources and Initial Action Incidents
- IS-700: National Incident Management System, An Introduction
- IS-800: National Response Framework, An Introduction

External Coordination

Check with local, county and state EMAs/OEMs to address any training requirements to ensure agency staff maintain appropriate training requirements to staff local, county or state EOCs. These roles are typically staffed by a Utility Representative or the Liaison role. Many electric utilities have built a place for a local, county, tribal, state, or federal representative within their EOC.

Ongoing Activities

Depending on how often these practices are implemented either in real life incidents and/or drill/exercise scenarios leaders should consider how often refresher training is delivered to personnel and staggering the training course offerings and exercises to ensure the majority of personnel have an opportunity to participate. The training officer or personnel responsible for training within your organization should continually review material from the various sources to ensure the current

practices and materials are included in the programmatic materials. As a best practice ICS principles and practices should be reviewed at least annually to ensure competency.

Agencies should consider the HSEEP for their Emergency Training and Exercise Design Teams. Check with local EMAs/OEMs for further guidance and training opportunities.

The HSEEP system is based on capabilities-based planning. A capabilities-based approach will provide a mechanism for the electric utility to strengthen emergency response and recovery in a building block fashion independent of the organization's structure, processes, people, or domains. Well-defined capabilities do not overlap; they are mutually exclusive. Capabilities define what an organization is doing right now and what it must be doing to meet current and future challenges. Properly defined, capabilities are stable over time, persisting throughout any organization changes, only major organizational updates should affect them. Capabilities are independent of the current structure of the organization and are not dependent on any specific work unit. The foundational level capabilities should work across the enterprise to anchor the remainder of the desired outcomes as they are defined or refined. Capabilities should not get into the weeds, Standard Operating Procedures (SOPs), Field Operations Guides (FOGs), Job Action Sheets (JASs) should provide that level of detail or specificity. The goal of selecting specific capabilities is they become a common basis for discussion, planning and the foundation of the emergency response and recovery practices. Capabilities become the measuring device on the ICS maturity model that allow the Team to demonstrate performance and moving the ball forward in an annual cycle.

Following an event, incident, training, drill or exercise the Team typically conducts a Hot Wash, Debriefing or other discussion to capture lessons learned and improvement elements. The discussions should be tied to specific capabilities that will continually strengthen the desired outcomes. HSEEP provides Exercise Evaluation Guides (EEGs) that can be modified to fit any part of the cycle and serve as a data capturing tool for the After-Action Report (AAR) and Improvement Plan (IP) process.

An example of foundational level capabilities for all ICS programs are listed below. As the system matures these can be expanded and added to over time.

COMMAND AND CONTROL

OPERATIONAL COORDINATION

PLANNING AND INTELLIGENCE

ONE VOICE COMMUNICATIONS

RESOURCE MANAGEMENT

SUPPLY CHAIN AND LOGISTICS

COMMUNICATIONS AND INTEROPERABILITY

OTHER INCIDENT SUPPORT (IT, SOPs, GIS, etc.)

More information can be found at:

- <https://preptoolkit.fema.gov/web/hseep-resources>.

Available ICS Training Links

NIMS Training Program (September 2011)

- www.fema.gov/pdf/emergency/nims/nims_training_program.pdf

SECTION VIII: CONCLUSION

As described in this guide, electric utilities have had a long and successful history of supporting each other during times of disaster while at the same time the approaches to disaster preparedness, response and recovery have evolved. One major tool that has emerged over the industry's long and supportive history is the gradual adoption of NIMS ICS by many U.S. electric utilities, from the largest to the smallest from east to west, north, and south. Since its inception back in the 1970s, NIMS ICS has proven to be an effective tool in response management within the electric utility industry, but it has taken some time to become more widely and broadly used across the entire sector. With that said, the working group tasked with seeking ways to encourage broader NIMS ICS adoption believed the development of basic information, like that found in this guide, would be a logical first step in introducing the concepts of NIMS ICS for consideration and potential adoption.

As designed over many months, this guide is primarily a reference document that provided you, its readers, an overview of NIMS ICS along with general guidance on how an electric utility might freshly adopt or increase its current use of the system. This guide was not meant to be prescriptive or mandatory and each electric utility organization should certainly assess its responsibilities for emergency management, its regulatory environment, and other considerations to determine if adoption of NIMS ICS is appropriate. Hopefully, the guide has assisted / will assist its readers in making that determination by presenting the case for adoption, the requirements for adoption, and how to initiate the process. From there, individual electric utilities will then be in a better position to decide on a course of action to implement NIMS ICS in a manner and timeframe of their choosing.

By design, this guide is applicable to any type of electric utility organization, including privately-owned, publicly owned, and rural cooperatives. It is the objective of the working group who developed this guide that the readers walk away with the understanding that the value of adopting NIMS ICS for an electric utility is first, that virtually everyone else in the response community uses it. Specifically, regardless of the type of incident, the electric utility will be able to join the overall response, or initiate the response based on a standard methodology. Secondly, NIMS ICS is highly scalable. NIMS ICS consists of a standard management hierarchical chain of command that expands, and contracts based on the size and needs of emergencies. Through this scalable organization, everyone fulfilling a specific role has a clear route, if not means, of communications up and down the chain of command and pre-established responsibilities. NIMS ICS is also scalable in the sense that no matter the size of your organization, the "building blocks" of the system allow for the electric utility to use what it needs and discard what it might not need for its specific purpose or organizational structure.

Finally, another major value of NIMS ICS is that it is essentially free. The materials needed to learn and use NIMS ICS are open source and can be obtained from different public sources, many of which are describe in the sections above. Though the source materials are readily available, there still is an "investment" that needs to be made when adopting NIMS ICS. This investment on the part of the electric utility includes the time commitment to learn the system, and possibly the use of any outside vendor for training or services, if so desired. Though there is no standard or industry-wide "payback period" for this type of investment, one can say that NIMS ICS adoption essentially pays for itself by enabling the involved organizations to respond faster, resolve the response sooner, and efficiently demobilize from disaster planning to full recovery.

APPENDIX

FEMA ICS Resources Links

Below, please find links to FEMA ICS Resources provided by FEMA's Emergency Management Institute (EMI). According to their website, EMI is the emergency management community's flagship training institution. EMI provides training to Federal, state, local, tribal, volunteer, public, and private sector officials to strengthen emergency management core competencies for professional, career-long training. EMI also develops courses and implements training delivery systems to include residential onsite training; offsite delivery in partnership with emergency management training systems, colleges, and universities; and technology-based mediums to conduct individual training courses for emergency management and response personnel across the Nation.

The following links provide access to related training materials and independent-study courses; printable job aids related to ICS positions and activities; and printable and fillable pdf versions of standard ICS forms.

- [Training Courses](#)
- [Job Aids](#)
- [Forms](#)

Electric Utility Incident Organization Charts and Forms

Below, please find a select number of sample template incident forms and an organization chart developed by an investor-owned electric utility and intended for potential “adoption and adaption” by other electric utilities.

Template 1. Electric Utility Incident Organization Chart

INCIDENT ORGANIZATION CHART (ICS 207-UTILITY ABBREVIATION)

1. Incident Name:	2. Operational Period: Date:	Time From: HH:MM	Time To: HH:MM
3. Organization Chart			
<pre> graph TD IC[Incident Commander] --- SOOG[Senior Official Oversight Group] IC --- DDC[Deputy Incident Commander] IC --- IO[Information Officers] IC --- TOO[Technology Operations Officer] IC --- SO[Safety Officer] IC --- OSC[Operations Section Chief] IC --- PSC[Planning Section Chief] IC --- LSC[Logistics Section Chief] IC --- FSC[Finance Section Chief] OSC --- DOSC[Deputy Operations Section Chief] OSC --- DOB[Distribution Operations Branch Director] OSC --- TSB[Transmission/Substation Branch Director] OSC --- GLB[Gas Liaison Branch Director] PSC --- DPSC[Deputy Planning Section Chief] PSC --- SPC[Situation Planning Branch Director] PSC --- RAB[Resource Acquisition Branch Director] PSC --- RU[Resource Unit Branch Director] PSC --- TS[Technical Specialists Branch Director] LSC --- DLS[Deputy Logistics Section Chief] LSC --- LRBD[Logistics Resources Branch Director] LSC --- SB[Security Branch Director] LSC --- FB[Facilities Branch Director] LSC --- FSB[Facilities Branch Director] LSC --- FSM[Staging Site Managers] FSC --- DFC[Deputy Finance Section Chief] FSC --- FSD[Financial Services Branch Director] FSC --- IUB[Insurance Unit Branch Director] FSC --- TB[Treasury Branch Director] FSC --- FRU[Financial Reporting Unit Branch Director] </pre>			
ICS 207- ABBV	IAP Page	4. Prepared by: Name	Position/Title:

[chart contents continue next page]

ICS 207-ABBV
Incident Organization Chart

Purpose. The Incident Organization Chart (ICS 207) depicts the ICS organization leadership assignments for the incident. The ICS 207 is used to indicate what ICS organizational elements are currently activated and the names of leaders staffing each element. For ease of use, the ICS organization chart is pre-loaded with the staffing and assignments anticipated for an event. An actual organization could be event-specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate. The pre-populated chart should be edited as needed for the specific response.

Preparation. The ICS 207 is prepared by Situation Planning. Complete only the blocks where positions have been activated, and add additional blocks as needed, especially for Agency Representatives and all Operations Section organizational elements. Blocks that are not activated should be deleted. A chart is completed for each operational period, and updated when organizational changes occur.

Distribution. The ICS 207 is stored on the **FILL IN LOCATION** site under the "ICS Forms" tab. A folder specific to an event will be created by Situation Planning and all related ICS forms will be stored there. In addition, it should be stored as part of the daily Incident Action Plan (IAP).

Notes:

- The ICS 207 is part of the IAP.

Block Number	Block Title	Instructions
1	Incident Name	Print the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date • Time From and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Organization Chart	<ul style="list-style-type: none"> • Complete the incident organization chart. • For all individuals, use at least the first initial and last name. • If there is a shift change during the specified operational period, list both names, separated by a slash.
4	Prepared by <ul style="list-style-type: none"> • Name • Position/Title 	Enter the name and ICS position of the person preparing the form.

**Template 2.
Electric Utility Incident Safety Plan Form**

SAFETY PLAN (ICS 208-UTILITY ABBREVIATION)

1. Incident Name:	2. Operational Period: Date: Date Time From: HHMM Time To: HHMM
3. Safety Plan and Safety Messages:	
4. Prepared by: Name: ICS Title:	
ICS 208- ABBV	

[form contents continue next page]

ICS 208-ABBV
Safety Plan

Purpose. The Safety Plan (ICS 208) is prepared to communicate the safety messages, issues and their mitigations for the particular incident.

Preparation. The ICS 208 completed by the Safety Officer for the Incident Action Plan (IAP).

Distribution. The ICS 208 is stored on the **FILL IN LOCATION** under the “ICS Forms” tab. A folder specific to an event will be created by Situation Planning and all related ICS forms will be stored there. In addition, it should be stored as part of the daily Incident Action Plan (IAP).

Notes:

- The ICS 208 serves as part of the IAP.
- Use additional copies for continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date • Time From and Time To 	Enter the date (month/day/year) and the start and end time (using the 24-hour clock) for the operational period to which the form applies.
3	Safety Plan and Safety Messages	Summarize safety hazards and their mitigations. Enter information such as known safety hazards and specific precautions to be observed during this operational period. Enter clear, concise statements for safety message(s), priorities, and key command emphasis/decisions/directions. If needed, additional safety message(s) should be referenced and attached.
4	Prepared by <ul style="list-style-type: none"> • Name • Position/Title 	Enter the name and ICS position of the person preparing the form.

ICS 204-ABBV
Resource Summary

Purpose. The Resource Summary (ICS 204) informs the Incident Management Team of current and expected resources.

Preparation. The ICS 204 is normally prepared by the Resources Unit, with input from the Resources Acquisition Unit and the Operations Section Chief.

Distribution. The ICS 204 is stored on the (FILL IN LOCATION) under the “ICS Forms” tab. A folder specific to an event will be created by Situation Planning and all related ICS forms will be stored there. In addition, it should be stored as part of the daily Incident Action Plan (IAP).

Notes:

- The ICS 204 summarizes resources and is part of the IAP.
- Multiple pages/copies can be used if needed.
- If additional pages are needed, use a blank ICS 204 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date • Time From and To 	Enter the date (month/day/year) and time (using the 24-hour clock) for the operational period to which the form applies.
3	Resources Enroute <ul style="list-style-type: none"> • Resource Type • Source • # of Persons • Estimated Date and Time of Arrival, Reporting Location • Special Equipment and Supplies, Remarks, Notes, Information 	For foreign resources traveling to the UTILITY territory report, the following: <ul style="list-style-type: none"> • Type of resource (Line skill, damage assessors, etc.) • Source (Contractor name, Utility name, etc.) • Number of resources • Estimated date and time of arrival and initial reporting location • Note any special equipment or supplies or other important notes
4	Resource on the System <ul style="list-style-type: none"> • Reporting Location • Resource Type • # of Persons • Source • Special Equipment and Supplies, Remarks, Notes, Information 	For foreign resources already working on UTILITY system, report the following: <ul style="list-style-type: none"> • Reporting Location – Staging site or other location the resources are assigned to • Type of resource (Line skill, damage assessors, etc.) • Number of resources • Source (Contractor name, Utility name, etc.) • Note any special equipment or supplies or other important notes
5	Additional Notes	This space can be used to record anticipated resource moves (for example: line skills currently in ABC STAGING SITE will be moved to XYZ STAGING SITE by the end of the day) or other important notes.
6	Prepared by <ul style="list-style-type: none"> • Name • Position/Title 	Enter the name and ICS position of the person preparing the form.

ACRONYMS

AAR	After Action Review
AEM	Associate Emergency Manager
APPA	American Public Power Association
BCP	Business Continuity Plan(s)
CCTV	Closed-Circuit Television
CEM	Certified Emergency Manager
ConOps	Concept of Operations
COP	Common Operating Picture
DOCs	Department Operations Centers
EEG	Exercise Evaluation Guide
EEI	Edison Electric Institute
EH&S	Employee Health & Safety
EMA	Emergency Management Agency
EMI	Emergency Management Institute
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FEMA-EMI	FEMA Emergency Management Institute
FERC	Federal Energy Regulatory Commission
FOG	Field Operations Guide
HazMat	Hazardous Materials
HR	Human Resources
HSEEP	Homeland Security Exercise & Evaluation Program
HSPD	Homeland Security Presidential Directive
HVA	Hazard Vulnerability Analysis
HVAC	Heating, Ventilation, and Air Conditioning
IAP	Incident Action Plan
IC	Incident Commander
ICC	Incident Command Center
ICS	Incident Command System
IMT	Incident Management Team
IP	Improvement Plan
IPG	Incident Planning Guide
IRG	Incident Response Guide
IT	Information Technology
JAS	Job Action Sheet
JIC	Joint Information Center
JIS	Joint Information System
LO	Logistics Officer
LSC	Logistics Section Chief
MAC	Multi-Agency Coordination
MAP	Mutual Aid Playbook

MAWG	Mutual Aid Working Group
NERC	North American Reliability Corporation
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NRC	Nuclear Regulatory Commission
NRECA	National Rural Electric Cooperative Association
NRF	National Response Framework
OEM	Office of Emergency Management
OG&E	Oklahoma Gas & Electric
OH	Overhead
OP	Operational Period
OSC	Operations Section Chief
OSHA	Occupational Safety and Health Administration
PIO	Public Information Officer
POC	Point of Contact or Primary Point of Contact
PPE	Personal Protective Equipment
PSC	Planning Section Chief
RMAG	Regional Mutual Assistance Group
SCADA	Supervisory Control and Data Acquisition
SME	Subject Matter Expert
UC	Unified Command
UG	Underground
VEOC	Virtual Emergency Operations Center

GLOSSARY OF TERMS

After Action Review (AAR): A structured review or de-brief process for analyzing what happened, why it happened, and how it can be done better by the participants and those responsible for the project or event. After-action reviews in the formal sense were originally developed by the U.S. Army.

Agency: A government element with a specific function offering a particular kind of assistance.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction.

Agency Representative: A person assigned by a primary, assisting, or cooperating local, state, tribal, territorial, or Federal Government agency, or nongovernmental or private organization, who has authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with that agency's leadership.

Assigned Resource: A resource that has been checked in and assigned work tasks on an incident.

Assignment: A task given to a person or team to perform based on operational objectives defined in the IAP.

Assistant(s): A title for subordinates of principal Command Staff and EOC director's staff positions. The title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

Associate Emergency Manager (AEM): An individual who shows dedication to the field of Emergency Management for individuals who do not meet the Certified Emergency Manager (CEM) requirements. An AEM has achieved a benchmark for professionalism by meeting the training, references, and essay application requirements as well as passing the International Association of Emergency Managers' certification exam.

American Public Power Association (APPA): The national trade association and public policy advocacy organization of not-for-profit, community-owned utilities in the U.S.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch falls between the Section Chief and the division or group in the Operations Section, and between the section and units in the Logistics Section.

Camp: A geographical site within the general incident area that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Certification: The process of authoritatively attesting that individuals meet qualifications established for key incident management functions and are, therefore, qualified for specific positions.

Certified Emergency Manager (CEM): An individual who has the knowledge, skills, and ability to effectively manage a comprehensive emergency management program. A CEM has a working knowledge of all the basic tenets of emergency management, including mitigation, preparedness,

response, and recovery. A CEM has experience and knowledge of interagency and community-wide participation in planning, coordination and management functions designed to improve emergency management capabilities. A CEM can effectively accomplish the goals and objectives of any emergency management program in all environments with little or no additional training orientation.

Chain of Command: An orderly line that details how authority flows through the hierarchy of the incident management organization. Allows an Incident Commander to direct and control the actions of all personnel on the incident.

Chief: The ICS title for individuals responsible for the management of functional sections: Operations, Planning, Logistics, and Finance/Administration.

Closed-Circuit Television: A television system in which the video signals are transmitted from one or more cameras by cable to a restricted set of monitors.

Command Staff: A group of incident personnel that the Incident Commander or Unified Command assigns to support the command function at an ICP. Command staff often include a PIO, a Safety Officer, and a Liaison Officer, who have assistants, as necessary. Additional positions may be needed, depending on the incident.

Common Operating Picture (COP): A continuously updated overview of an incident compiled throughout an incident's life cycle from data shared between integrated systems for communication, information management, and intelligence and information sharing. The common operating picture allows incident managers at all levels to make effective, consistent, and timely decisions. The common operating picture also helps ensure consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and nongovernmental entities that are engaged.

Concept of Operations (ConOps): A component of the basic plan that clarifies the overall approach to an emergency (i.e., what should happen, when, and at whose direction) and identifies specialized response teams and/or unique resources needed to respond to an incident.

Coordinate: To exchange information systematically among principals who have or may have a need-to-know certain information to carry out specific incident management responsibilities.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases, a deputy can act as relief for a superior, and, therefore, should be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, EOC Director, General Staff, and branch directors.

Director: The ICS title for individuals responsible for supervision of a branch. Also, an organizational title for an individual responsible for managing and directing the team in an EOC.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another.

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See also Group.

Edison Electric Institute (EEI): The national trade association and public policy advocacy organization that represents all U.S. investor-owned electric companies.

Emergency: Any incident, whether natural, technological, or human-caused, that necessitates responsive action to protect life or property.

Emergency Management Agency (EMA): A state-level government agency responsible for emergency management activities within a states' jurisdiction.

Emergency Management Institute (EMI): Through its courses and integrated programs, EMI serves as the national focal point for the development and delivery of emergency management training to enhance the capabilities of State, local, and Tribal government officials; volunteer organizations; FEMA's disaster workforce; other Federal agencies; and the public and private sectors to minimize the impact of disasters and emergencies on the American public. EMI curricula are structured to meet the needs of this diverse audience with an emphasis on separate organizations working together in all-hazards emergencies to save lives and protect property. Emphasis is placed on governing doctrine such as the National Response Framework, National Incident Management System, and the National Preparedness Guidelines.

Emergency Medical Services (EMS): A system that provides emergency medical care. Once it is activated by an incident that causes serious illness or injury, the focus of EMS is emergency medical care of the patient(s).

Emergency Operations Center (EOC): The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Emergency Operations Plan (EOP): A plan for responding to a variety of potential hazards.

Event: A disaster (natural or man-made) that has warranted action to protect life, property, environment, public health, or safety. Natural disasters include earthquakes, hurricanes, tornadoes, floods, etc.; man-made (either intentional or accidental) incidents can include chemical spills, terrorist attacks, explosives, biological attacks, etc.

Exercise Evaluation Guide (EEG): Provide a consistent tool to guide exercise observation and data collection. Aligned to exercise objectives and core capabilities, EEGs list capability targets and critical tasks.

Federal: Of or pertaining to the Federal Government of the United States of America.

Federal Bureau of Investigation (FBI): The domestic intelligence and security service of the United States and its principal federal law enforcement agency. Operating under the jurisdiction of the United States Department of Justice, the FBI is also a member of the U.S. Intelligence Community and reports to both the Attorney General and the Director of National Intelligence. A leading U.S. counterterrorism, counterintelligence, and criminal investigative organization, the FBI has jurisdiction over violations of more than 200 categories of federal crimes.

Federal Emergency Management Agency (FEMA): An agency of the United States Department of Homeland Security, initially created under President Jimmy Carter by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders on April 1, 1979. The agency's primary

purpose is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.

Federal Energy Regulatory Commission (FERC): The United States federal agency that regulates the transmission and wholesale sale of electricity and natural gas in interstate commerce and regulates the transportation of oil by pipeline in interstate commerce. FERC also reviews proposals to build interstate natural gas pipelines, natural gas storage projects, and liquefied natural gas (LNG) terminals, in addition to licensing non-federal hydropower projects.

Field Operations Guide (FOG): A technical reference resource for emergency communications planning and for radio technicians responsible for radios that will be used in emergency responses.

Finance/Administration (Finance/Admin.) Section: The ICS Section responsible for an incident's administrative and financial considerations.

General Staff: A group of incident personnel organized according to function and reporting to the Incident Commander or Unified Command. The ICS General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief.

Group: An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic area. See also Division.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an incident.

Hazard Vulnerability Analysis (HVA): A process for identifying the electric utility's highest vulnerabilities to natural and man-made hazards and the direct and indirect effect these hazards may have on the electric utility, its customers, and the community.

Hazardous Material (HazMat): Any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

Heating, Ventilation, and Air Conditioning (HVAC): The technology of indoor and vehicular environmental comfort. Its goal is to provide thermal comfort and acceptable indoor air quality.

Hospital Incident Management System (HICS): An incident management system based on principles of the Incident Command System (ICS), which assists hospitals and healthcare organizations in improving their emergency management planning, response, and recovery capabilities for unplanned and planned events. HICS is consistent with ICS and the National Incident Management System (NIMS) principles.

Homeland Security Exercise & Evaluation Program (HSEEP): A capabilities- and performance-based exercise program that provides standardized policy, doctrine, and terminology for the design, development, conduct, and evaluation of homeland security exercises.

Homeland Security Presidential Directive (HSPD-5): Directed the Secretary of Homeland Security to develop and run nationally coordinated emergency incident management systems.

Human Resources: The department of a business or organization that deals with the hiring, administration, and training of personnel.

Incident: An occurrence, natural or manmade, that necessitates a response to protect life or property. In NIMS, the word “incident” includes planned events as well as emergencies and/or disasters of all kinds and sizes.

Incident Action Plan (IAP): An oral or written plan containing the objectives established by the Incident Commander or Unified Command and addressing tactics and support activities for the planned operational period, generally 12 to 24 hours.

Incident Command (IC): The ICS organizational element responsible for overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated.

Incident Command Post (ICP): The field location where the primary functions of incident command are performed.

Incident Command System (ICS): A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents. It is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events.

Incident Commander (IC): The individual responsible for on-scene incident activities, including developing incident objectives and ordering and releasing resources. The Incident Commander has overall authority and responsibility for conducting incident operations.

Incident Coordination Center (ICC): See also Emergency Operations Center (EOC).

Incident Management: The broad spectrum of activities and organizations providing operations, coordination, and support applied at all levels of government, using both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.

Incident Objective: A statement of an outcome to be accomplished or achieved. Incident objectives are used to select strategies and tactics. Incident objectives should be realistic, achievable, and measurable, yet flexible enough to allow strategic and tactical alternatives.

Incident Personnel: All individuals who have roles in incident management or support, whether on scene, in an EOC, or participating in a MAC Group.

Incident Planning Guide (IPG): A guide or guides that outline strategic considerations for electric utilities to assess when writing their initial response plans. An IPG presents a scenario that defines the impact of the threat and a list of suggested questions requiring actions.

Incident Response Guide (IRG): An incident-specific response guide or guides that are developed for hazards that may impact the electric utility. IRGs are generally organized according to time periods: Immediate Response; Intermediate Response; Extended Response; and Demobilization/System Recovery. Times of each period can vary.

Information / Intelligence Management: The collection, organization, and control over the structure, processing, and delivery of information and or intelligence from one or more sources and distribution to one or more audiences who have a stake in that information or intelligence.

Information Technology (IT): The study or use of systems (especially computers and telecommunications) for storing, retrieving, and sending information.

Improvement Plan (IP): Along with the AAR, the main product of an incident, event or exercise evaluation and improvement planning process. Identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion.

Job Action Sheet (JAS): A tool / document that tells responding personnel "what they are going to do; when they are going to do it; and, who they will report it to after they have done it."

Joint Information Center (JIC): A facility in which personnel coordinate incident related public information activities. The JIC serves as the central point of contact for all news media. Public information officials from all participating agencies co-locate at, or virtually coordinate through, the JIC.

Joint Information System (JIS): A structure that integrates overarching incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

Jurisdiction: Jurisdiction has two definitions depending on the context:
A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., local, state, tribal, territorial, and Federal boundary lines) and/or functional (e.g., law enforcement, public health).

A political subdivision (e.g., municipality, county, parish, state, Federal) with the responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries.

Leader: The ICS title for an individual who is responsible for supervision of a unit, strike team, resource team, or task force.

Liaison Officer: A member of the ICS Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; a tribe or authorized tribal entity, or in Alaska, a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity).

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Officer (LO): A member of the ICS Command Staff responsible for logistics.

Logistics Section: The ICS Section responsible for providing facilities, services, and material support for the incident.

Logistics Section Chief (LSC): A member of the General Staff who provides resources and needed services to support the achievement of the incident objectives.

Management by Objectives: A management approach, fundamental to NIMS, that involves (1) establishing objectives, e.g., specific, measurable, and realistic outcomes to be achieved; (2) identifying strategies, tactics, and tasks to achieve the objectives; (3) performing the tactics and tasks and measuring and documenting results in achieving the objectives; and (4) taking corrective action to modify strategies, tactics, and/or performance to achieve the objectives.

Manager: The individual within an ICS organizational unit assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mitigation: The capabilities necessary to reduce the loss of life and property from natural and/or manmade disasters by lessening the impacts of disasters.

Mobilization: The processes and procedures for activating, assembling, and transporting resources that have been requested to respond to or support an incident.

Multi-Agency Coordination Group (MAC Group): A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management. Can also be called the Policy Group.

Multi-Agency Coordination System (MACS): An overarching term for the NIMS Command and Coordination systems: ICS, EOCs, MAC Group/Policy Groups, and JISs.

Mutual Aid / Mutual Assistance Agreement: A written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate the rapid, short-term deployment of support prior to, during, and/or after an incident.

Mutual Aid Playbook (MAP): The APPA Mutual Aid Playbook helps public power utilities to participate in coordinated disaster response with state and federal government officials. The playbook lists roles and responsibilities for utilities, network coordinators, and national coordinators. The playbook also provides sample mutual aid agreements, damage assessment templates, and resource request and approval forms for help before, during, and after an event.

Mutual Aid Working Group (MAWG): APPA's Mutual Aid Working Group helps to advance public power's mutual aid program and establish disaster management best practices for large-scale events.

National: Of a nationwide character, including the local, state, tribal, territorial, and Federal aspects of governance and policy.

National Incident Management System (NIMS): A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

National Response Framework (NRF): A guide establishing a comprehensive, national, all-hazards approach to domestic incident response. It intends to capture specific authorities and best practices for managing incidents ranging from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

National Rural Electric Cooperative Association (NRECA): The national trade association and public policy advocacy organization that represents nearly 900 local electric cooperatives and other rural electric utilities in the U.S.

Non-Governmental Organization (NGO): A group that is based on the interests of its members, individuals, or institutions. An NGO is not created by a government, but it may work cooperatively with government. Examples of NGOs include faith-based groups, relief agencies, organizations that support people with access and functional needs, and animal welfare organizations.

Normal Operations: The activation level that describes routine monitoring of jurisdictional situation (no event or incident anticipated). Sometimes also referred to as “steady state”.

North American Reliability Corporation (NERC): A nonprofit corporation based in Atlanta, Georgia, and formed on March 28, 2006, as the successor to the North American Electric Reliability Council (also known as NERC). The original NERC was formed on June 1, 1968, by the electric utility industry to promote the reliability and adequacy of bulk power transmission in the electric utility systems of North America. NERC's mission states that it is to "ensure the reliability of the North American bulk power system.

Nuclear Regulatory Commission (NRC): An independent agency of the United States government tasked with protecting public health and safety related to nuclear energy. Established by the Energy Reorganization Act of 1974, the NRC began operations on January 19, 1975, as one of two successor agencies to the United States Atomic Energy Commission. Its functions include overseeing reactor safety and security, administering reactor licensing and renewal, licensing radioactive materials, radionuclide safety, and managing the storage, security, recycling, and disposal of spent fuel.

Occupational Safety and Health Administration (OSHA): A regulatory agency of the United States Department of Labor that originally had federal visitorial powers to inspect and examine workplaces. Congress established the agency under the Occupational Safety and Health Act (OSH Act), which was signed into law on December 29, 1970. OSHA's mission is to "assure safe and healthy working conditions for working men and women by setting and enforcing standards and by providing training, outreach, education and assistance." The agency is also charged with enforcing a variety of whistleblower statutes and regulations.

Officer: The ICS title for a member of the Command Staff authorized to make decisions and take action related to his/her area of responsibility.

Operational Period (OP): The time scheduled for executing a given set of operation actions, as specified in the IAP. Operational periods can be of various lengths but are typically 12 to 24 hours.

Operations Section: The ICS Section responsible for implementing tactical incident operations described in the IAP. In ICS, the Operations Section may include subordinate branches, divisions, and/or groups.

Operations Section Chief (OSC): A member of the General Staff who is responsible for the Operations Section and for implements tactical incident operations described in the IAP.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, NGOs, and private sector entities.

Overhead (OH): A structure or structures used in electric power transmission and distribution to transmit electrical energy across large distances. It consists of one or more uninsulated electrical cables (commonly multiples of three for three-phase power) suspended by towers or poles.

Planned Event: An incident that is a scheduled non-emergency activity (e.g., sporting event, concert, parade).

Planning Section: The ICS Section that collects, evaluates, and disseminates operational information related to the incident and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Planning Section Chief (PSC): A member of the General Staff who is responsible for the Planning Section and for collecting, evaluating, and disseminating operational information related to the incident and for the preparation and documentation of the IAP.

Preparedness: The actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk.

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. In national preparedness guidance, the term “prevention” refers to preventing imminent threats.

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protection: The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

Protocol: A set of established guidelines for actions (designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident’s cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the ICS Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information needs.

Recovery: The capabilities necessary to assist communities affected by an incident to recover effectively.

Regional Mutual Assistance Group (RMAG): Groups of electric utilities organized into seven different regions that have agreements in place to voluntarily offer mutual assistance when a request is made. RMAGs facilitate the process of identifying available restoration workers and help utilities coordinate the logistics and resources (personnel, equipment, teams, supplies, facilities, etc.) to help with restoration efforts when the affected area is regional in scope. Investor-owned utilities (IOUs)

that are in RMAGs follow guidelines established by the EEI, and establish additional guidelines that aid in the communication process and rapid mobilization and response efforts

Reimbursement: Mechanism used to recoup funds expended for incident-specific activities.

Resource Management: Systems for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

Tracking (Resource Tracking): The process that all incident personnel and staff from associated organizations use to maintain information regarding the location and status of resources ordered for, deployed to, or assigned to an incident.

Resources: Personnel, equipment, teams, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Safety Officer: In ICS, a member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel. The Safety Officer modifies or stops the work of personnel to prevent unsafe acts.

Section: The ICS organizational element having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, and Finance/Administration).

Single Resource(s): An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Span of Control: The number of subordinates for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals.

Staging Area: A temporary location for available resources in which personnel, supplies, and equipment await operational assignment.

Standard Operating and Safety Procedure: A reference document or an operation and / or safety manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or several interrelated functions in a uniform manner.

State: Used in NIMS to include any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States.

Status Report: Reports, such as spot reports, that include vital and/or time-sensitive information. Status reports are typically function-specific, less formal than situation reports, and are not always issued on a specific schedule.

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader. In the law enforcement community, strike teams are sometimes referred to as resource teams.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

System: Any combination of processes, facilities, equipment, personnel, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives.

Task Force: Any combination of resources of different kinds and/or types assembled to support a specific mission or operational need.

Technical Specialist: Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Threat: A natural or manmade occurrence, an individual, an entity, or an action having or indicating the potential to harm life, information, operations, the environment, and/or property.

Tools: Instruments and capabilities that allow the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Underground (UG): A structure or structures in electric power transmission and distribution—installed beneath the ground—used to transmit electrical energy.

Unified Command (UC): An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions.

Unit: The organizational element with functional responsibility for a specific activity within the Planning, Logistics, and Finance/Administration Sections in ICS.

Unit Leader: The individual in charge of a unit in ICS.

Unity of Command: A NIMS guiding principle stating that everyone involved in incident management reports to and takes direction from only one person.

Unity of Effort: A NIMS guiding principle that provides coordination through cooperation and common interests and does not interfere with Federal department and agency supervisory, command, or statutory authorities.