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# Incident Command System

Training & Practicing in Zoos & Aquariums

# Why is ICS Valuable?



- Historically proven system (nearly 40 years of practice)
- Used world-wide and recommended by the United Nations as an international standard
- Universally employed by emergency responding agencies, hospitals and other businesses
- Application applies to emergency management, event planning and management
- Currently encouraged by AZA for accreditation

# How to Get Training?



- Online certification is free for ICS-100, NIMS-700 & ICS-200 through FEMA
- Subsequent classes (ICS 300, ICS 400 and position specific training) available in classroom settings through state emergency management agencies or local emergency responder agencies
- ZNE arranges onsite ICS-100/NIMS-700 classes annually through MEMA

# Who Should Be Trained?



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- Priority was then given to
  - DART members
  - Executives
  - Supervisors
  - Safety Committee members
  - Security guards
  - Snow Team members
- 80% of our goal has been met
- All other employees welcome if their supervisors can spare them for the day
- 56% of our total staff has been trained as of 3/16/17

# Incident Types



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## Type 5

- **Lost Child**
- Minor zoo incident
- Handled in-house
- First responding employee acts as IC

## Type 4

- **Snow Team (overnight team for blizzards)**
- Moderate zoo incident
- Handled in-house
- Most senior team member is IC

## Type 3

- **Little Joe (gorilla escape outside perimeter of zoo onto busy urban street)**
- Major zoo / city incident
- Unified Command
- CEO acts as IC

## Type 2

- **Marathon Bombing**
- Major state incident
- Unified command between Boston, Mass & FBI

## Type 1

- **9/11**
- **Katrina**
- Major national incidents
- ICS structure with FEMA involvement

# Using ICS to Plan & Manage Events



Familiarize yourself  
& your staff with the  
system under  
controlled  
circumstances

Use it as a team  
building experience

# Free Fun Friday



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**FREE FUN FRIDAYS!**

**HIGHLAND STREET**  
foundation

**FREE FUN FRIDAYS!**

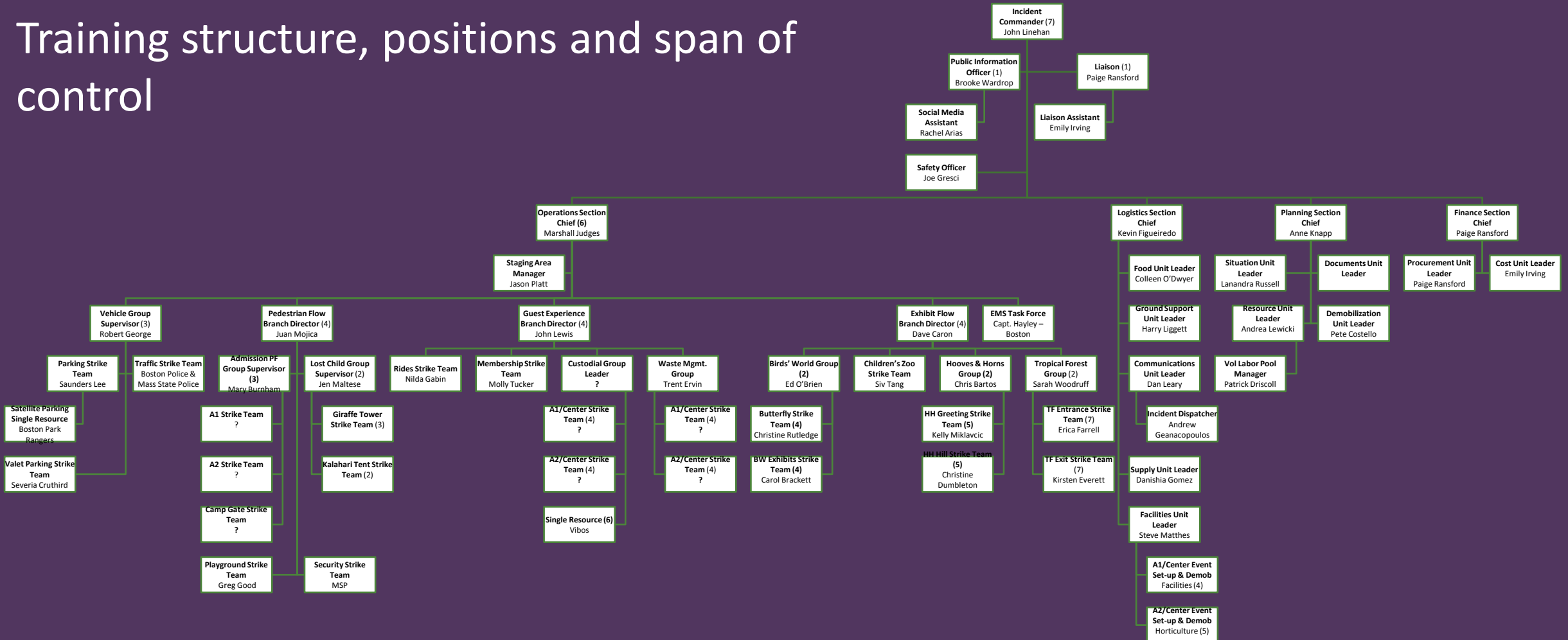
**8 SITES OPEN FOR FREE EACH FRIDAY**  
10 FRIDAYS. 100% FREE.

# ICS Org Chart (form 207)



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Training structure, positions and span of control





## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Free Fun Friday at Franklin Park Zoo	<b>2. Date:</b> Friday, August 26, 2016	<b>3. Operational Period:</b> 10:00 am to 4:00 pm
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**4. Map/Sketch** (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource)

**5. Situation Summary and Health and Safety Briefing** (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.

**Weather Forecast**

Traffic

Situation

Increased hazards

Highlights / Closures

**7. Current and Planned Objectives:**

**8. Current / Planned Actions, Strategies, & Tactics:**

Date	Time	Actions:	Assigned
8/26/2016	10:00:00 AM	Gates open to guests (make radio announcement)	John Rob

**6. Prepared by:** Name: [Anne Knapp](#) Position/Title: [Planning Section Chief](#) Contact: 2078

ICS 201, Page 17 Version: 20 Date/Time: 8/26/16 10:00 AM



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# ICS form 201

# ASSIGNMENT LIST (ICS 204)



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<b>1. Incident Name:</b> Free Fun Friday		<b>2. Operational Period:</b> Date From: 8/26/16    Date To: 8/26/16 Time From: 10:00 am    Time To: 4:00 pm		<b>3.</b>	
<b>4. Operations Personnel:</b>		<b>Name</b>		<b>Contact Number(s)</b>	
Operations Section Chief:		Marshall Judges			
Branch Director:		Dave Caron			
Group Supervisor:		Sarah Woodruff			
				<b>Branch / Group:</b> Exhibit Flow	
				<b>Group / Strike Team:</b> TF Group	
				<b>Staging Area (Supply / Equip):</b> Service Yard	
				<b>Base Camp (Volunteer):</b> ECO Center	

# ICS form 204

<b>5. Resources Assigned:</b>			
Resource	Title	Assignment	Radio ID

<b>6. Work Assignments:</b>
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<b>7. Special Instructions:</b>
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<b>8. Communications</b> (radio and/or phone contact numbers needed for this assignment):
Name /Function                      Primary Contact: indicate cell, pager, or radio

<b>9. Prepared by:</b> Name: Erica                      Position/Title: EF TF Unit Leader                      Contact: 2068
ICS 204                      IAP Page 1 <u>Ver 2</u> Date/Time: 8/26/16 10:00 AM



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# ICS form 204

Continued...

## 5. Resources Assigned:

Resource	Title	Assignment	Radio ID
Casey Hardiman	CZ Keeper	Entrance strike team	Children's 8
Erica Farrell	Lead Keeper	TF Entrance strike team leader	Forest 02

	10:00-11:00	11:00-12:00	12:00-1:00	1:00-2:00	2:00-3:00	3:00-4:00
Front Doors	Bethany/ Jeff	Bethany/ Jeff	Celina/ Kim	Kirsten/Sara	Kirsten/ Sara	Bethany / Jeff
Front Glass Doors (2 Vols)	Vols 4 & 5	Vols 4 & 5	Vol 4 & 13	Vol 5 & 13	Vol 5 & 13	Kim

## 6. Work Assignments:

Erica Farrell: Stays at entrance unless doing rounds. Does not do routine on this day to be available to help zoo staff, TF staff, interns and volunteers

TF Entrance: 2 volunteers, 2 ZNE staff with radios. The 2 volunteers do the physical door opening; the 2 staff supervise the number of people entering and talk to the folks in line about the purpose and length of the wait. Last year at our busiest period had a 3<sup>rd</sup> staff member timing the line and giving people in the back an estimate of the time they would wait.

## 7. Special Instructions:

Maps: (identify areas like "overlook 4")

We will set up water and snacks in the electrical room behind T-1

## 8. Communications (radio and/or phone contact numbers needed for this assignment):

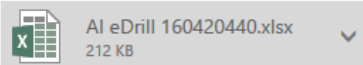
Name /Function Primary Contact: indicate cell, pager, or radio

# eDrills: Building ICS Structure of Animal Incident



We rebuilt our teams based on drill scenarios emailed out to staff members weekly

This message was sent with high importance.



Show all 1 attachments (212 KB) Download Save to OneDrive - Zoo New England

This is an electronic animal escape drill. Please review the sample chart and then place your name in the blank chart in what role you think you'd play, or what role your supervisor assigned you. Keep in mind that the sample provided was for a Saturday, and that weekdays would have many more senior managers. For example: John Linehan would be the Incident Commander if he were on grounds at that time.

The scenario (today, **Wednesday, April 20 at 4:40 pm**):

Both male black bears are found loose in the public area between their exhibit and the ADC at Stone Zoo.

Please fill out the attached form with what position or team you'd be on, and how you would assign employees (*First & Last Name*) if you supervise them. Only assign those who you *know* are on grounds at or **within 10 minutes** of this time period. Please respond by the end of the day tomorrow (Thursday, April 21 at 5:00 pm). If you are not in on Wednesdays, your designee should respond. Please account for *everyone* on your team at the time.

You can include questions and issues you see arising in your email.

Thank you,

**Anne Knapp**  
Director Animal Resources  
Zoo New England  
1 Franklin Park Road  
Boston, MA 02121  
617-989-2078  
[www.zoonewengland.org](http://www.zoonewengland.org)  
*Dangerous Animal Recovery Team Coordinator*

# Animal Management

Incident Commander <b>(CEO)</b>					
Operations Section Chief <b>(COO)</b>					
Animal Recovery <b>(GC)</b>					
<b>Strike Team Leaders</b>	Primary Response (strike team)	Fire Arms (strike team)	Chemical Restraint (strike team)	Transport (strike team)	Receiving (single resource)
	(Mammal Curator)	<b>(Most Sr. Qualified)</b>	<b>(Sr. Vet)</b>	<b>(Most Sr. CZ)</b>	<b>(Target's Keeper)</b>
	(Most Sr. from Target Area)	(Qualified Spotter)	(Additional Vet)	Closest to (AM van)	(Additional qual/expr Keeper)
	Most Sr. from Bird Area		Vet Tech	Closest to (HH truck)	
	Commissary Sr. (to retrieve & ready bait)		Vet Tech	Closest to (SZ vehicle)	
	(Most Sr. from adjacent area)		Other(s) trained in chem		

Span of Control:  
3 to 7  
members  
- 5 being  
ideal

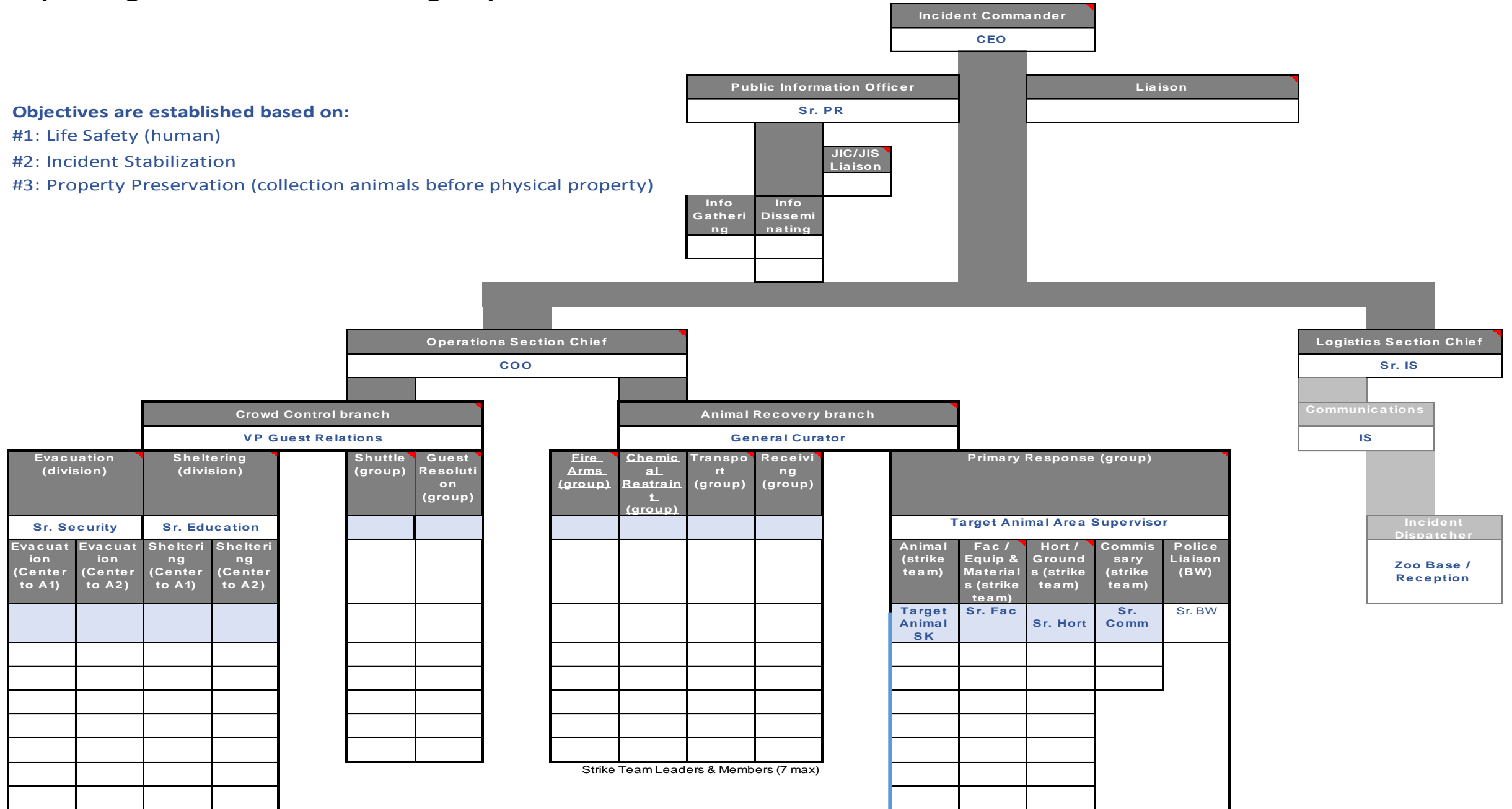




# Expanding Crowd Control & adding Dispatch

Objectives are established based on:

- #1: Life Safety (human)
- #2: Incident Stabilization
- #3: Property Preservation (collection animals before physical property)



Strike Team Leaders & Members (7 max)

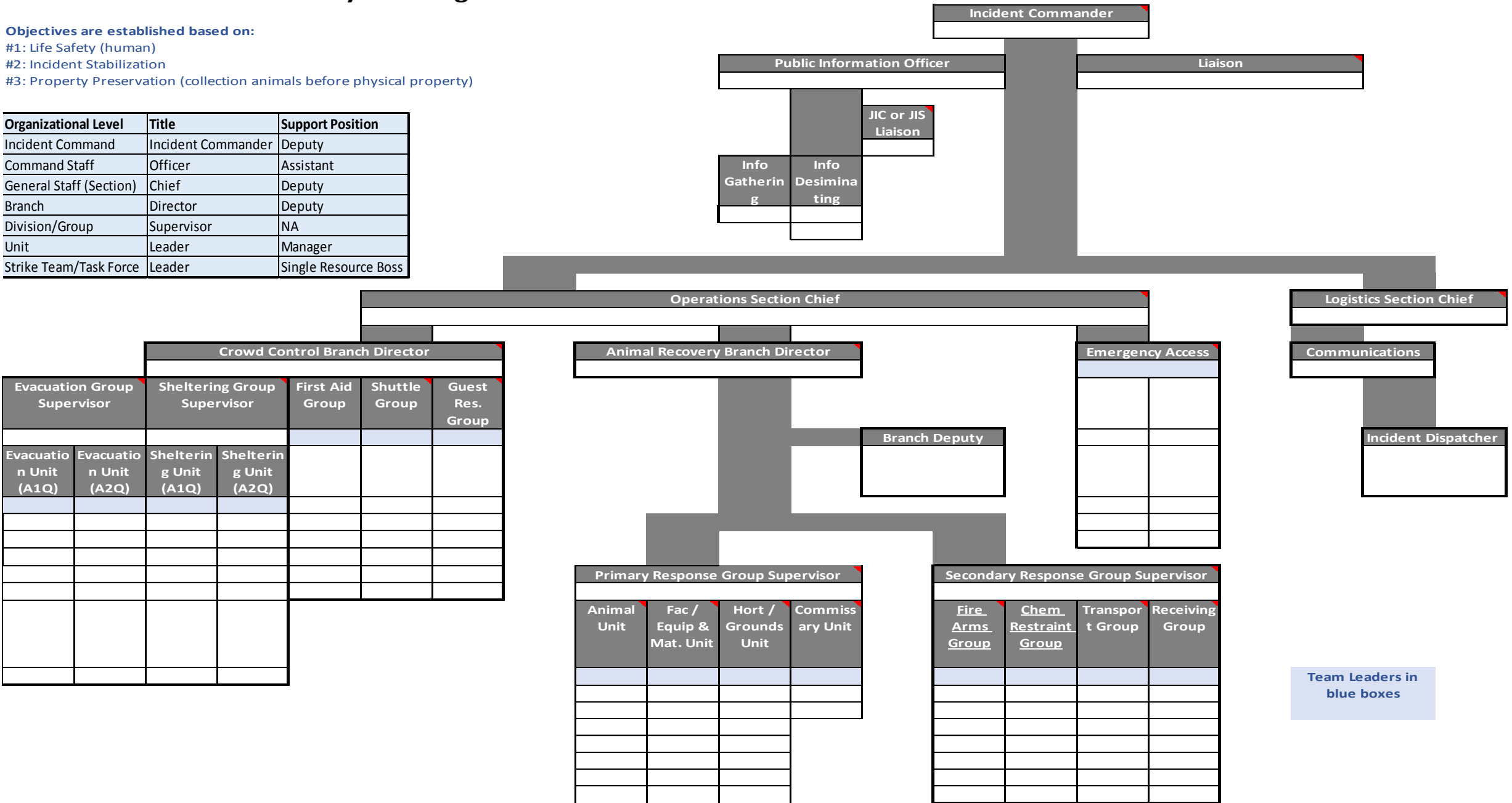


# Animal Incident Command System Organizational Structure

Objectives are established based on:

- #1: Life Safety (human)
- #2: Incident Stabilization
- #3: Property Preservation (collection animals before physical property)

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	NA
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss



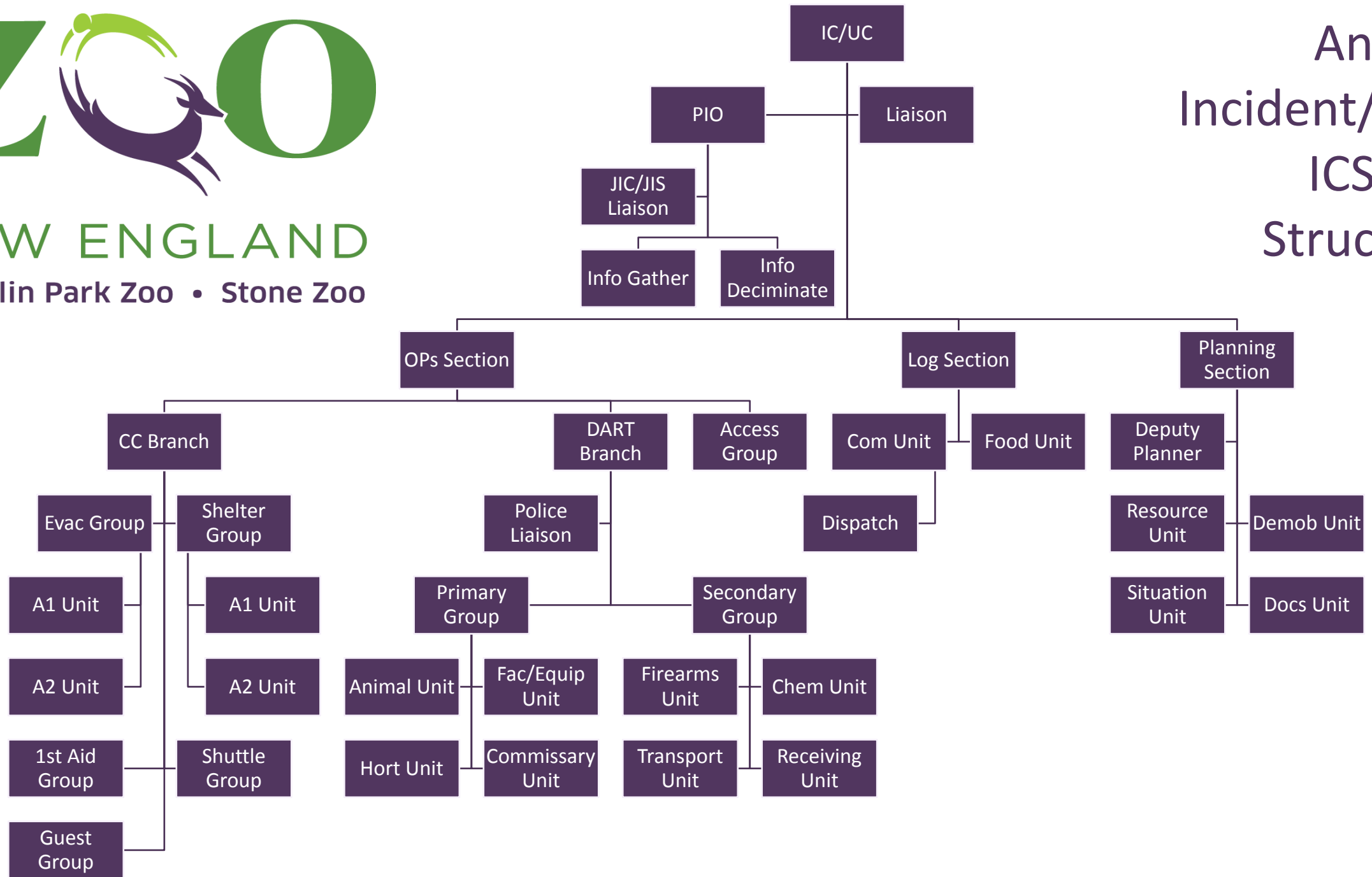
Team Leaders in blue boxes



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# Animal Incident/Drill ICS Org Structure





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# HOSPITAL INCIDENT COMMAND SYSTEM



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## Job Action Sheet

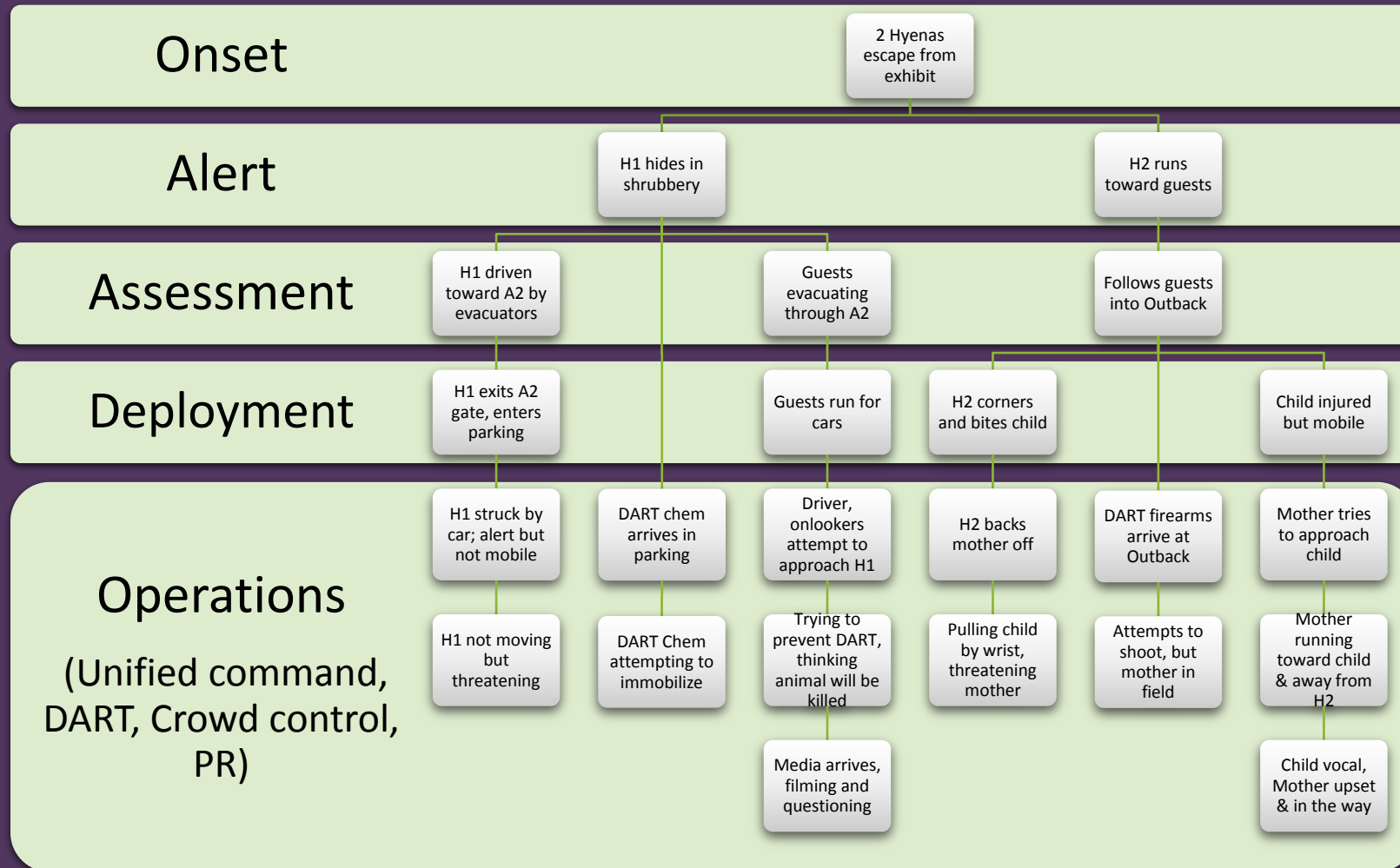
### PRIMARY (ANIMAL) RESPONSE GROUP SUPERVISOR

**Mission:** Coordinate all activities related to Animal Unit (with BAC, ARL, MSPCA), Facilities/Equipment & Materials Unit (with BFD), Horticulture/Grounds Unit (with BPR), and Commissary Unit.

Date: _____	Start: _____	End: _____	Name: _____
Incident Command Post (ICP) Location: _____		Telephone: _____	

Immediate (Operational Period 0 – 2 hours)	Time	Initial
Receive Appointment		
Receive appointment and briefing from the Animal Recovery Branch Director (DART Leader)		

# Increasing Drill Complexity



We use a Canadian form: EOC Tactics Worksheet (IMS 215-E) to build more complex drills

### EOC Tactics Worksheet (IMS 215-E)

1. Incident Name:		2. Operational Period		Date From:		Date To:	
				Time From:		Time To:	
3. Objectives	4. Strategies	5. Tactics (Insert Date/Time for Completion)			6. Lead	7. Remarks (Urgency, Priority, etc.)	
8. Prepared By:	Name:				Position/Title:		
	Signature:				Date/Time:		

1. Incident Name:		2. Operational Period	Date From:	April 27, 2016	Date To:	April 28, 2016
Animal Incident Drill Planning for FP & SZ			Time From:	1:00 PM	Time To:	3:00 PM
3. Objectives (specific and measurable milestones)	4. Strategies (how you're going to get there)	5. Tactics (how you do it, date/time of completion)			6. Lead	7. Remarks (Urgency, Priority, etc.)

+

Improve communication	Minimize (Zello) telecommunication confusion and cross traffic	Create a Zello purpose & use policy; including when used and relay to DART talk group	Knapp	Only use Zello for initial alert and until you have access to a radio – Done
		Schedule & conduct regular testing & training	Leary	Done
	Minimize (One Call Now) telecommunication confusion and cross traffic	Review & adjust One Call Now transmission methods;	Lewicki	Done
		Write OCN script templates for all 6 categories	Lewicki	Done
	Minimize (Radio) telecommunication confusion and cross traffic	Retrain radio use; consider using Pete's 5 words or less exercise; No more "I copy"! Only respond when requested; No unsolicited updates, encouraged to ask for information; maintain chain command to lessen traffic	Knapp	Done
		State expected initial radio flow and transmission response; Example script attached -	Knapp	Done
		Explore use of alternate channels	Knapp	Done
	More strategic cartography & signage helpful to staff & responders	Get all peripheral gates labeled inside & out	Fung, Platt	Done
		Train staff on gate names	Knapp	Done
		Collaborate with local university (Salem State) to get strategical maps (Marplot) for emergency planning –	Knapp / Lewicki	in progress
Improve Organization	Establish who clears the code and how?	Make & relate the policy – will go out with next eDrill	Knapp	Done
		Checklist of tasks or duties; Job Action Sheets more of job description & SOP –	Lewicki	IC done, others in progress
		Create Incident Commander checklist – need to review with JL	Knapp / Lewicki	Done
	Improve confirmation of which zoo and	Add to IC / dispatch checklist to confirm zoo, incident, etc.	Knapp	Done
		Create & train new emergency scripts; which includes which zoo	Knapp	Done



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Role players  
Evaluators  
Agency  
linked teams



# Any Questions?



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Our Main Goal:  
Ensure all are trained  
and informed

Anne Knapp  
Director of Animal Resources

Andrea Lewicki  
Administrative Assistant