



One Company, One Response:

How Chesapeake Utilities Built an Enterprise NIMS Program

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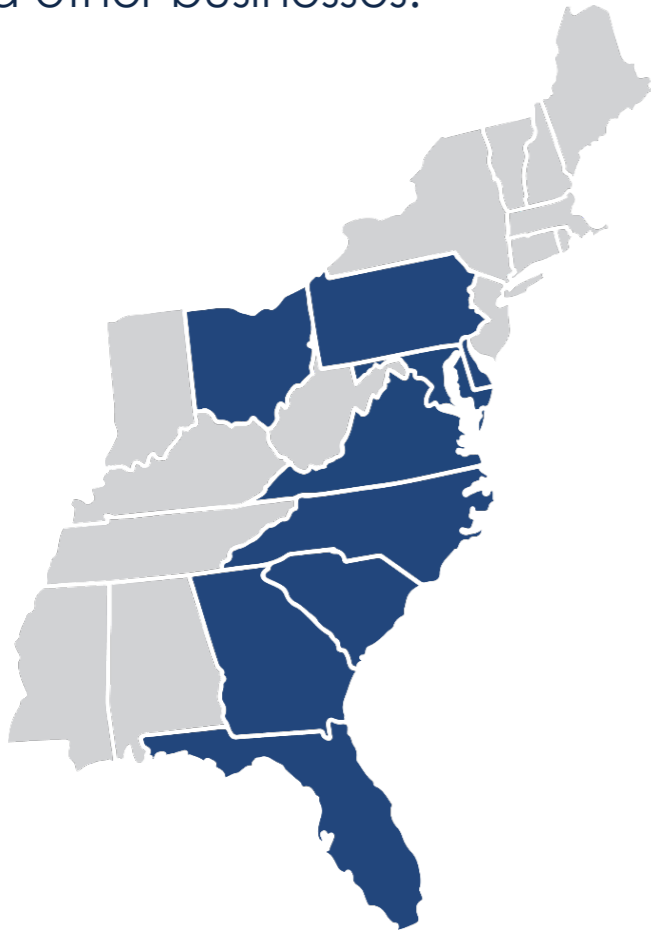
Patty Connors

Manager, Enterprise Health & Safety



About Us

Chesapeake Utilities Corporation (“CUC”) is a diversified energy delivery company, listed on the New York Stock Exchange (NYSE:CPK). Headquartered in Dover, Delaware, Chesapeake Utilities Corporation offers diverse energy solutions through its natural gas transmission and distribution, electricity generation and distribution, propane gas distribution, mobile compressed natural gas utility services and solutions and other businesses.



UTILITIES			
TRANSMISSION			
UNREGULATED			
			



Organizational Imperatives

CUC has identified five organizational imperatives that are key to operational excellence and future success. These imperatives guide our day-to-day work as well as medium- and long-term goal setting and growth strategy.

- **Safety (Top Priority):** A 24/7 culture of safety protects employees, contractors, and communities, with high standards for safe, reliable energy delivery and asset management.



Setting the Stage

CUC operates across multiple states and subsidiaries — a unified incident management approach is essential to protect employees, customers, and communities.

- Emergency preparedness procedures and protocols for responding to pipeline emergencies and incidents are a top priority
- Enterprise Safety Program is aligned with Recommended Practice 1173, modeled after the Plan-Do-Check-Act cycle promoting continuous improvement



Team Incentive Plan (TIP)

TIP creates a direct link between company performance, employee behavior, and incentive pay — making safety and preparedness everyone's business.

- Established in 2023 to combine financial performance with behavioral-based performance
- Based on safety and operational goals; open to all full-time employees meeting eligibility requirements
- Creates a clear connection between company values, operational performance, and incentive pay
- Encourages enterprise-wide engagement and breaks down silos across departments and regions
- Impacts communities through volunteerism

As part of 2025 TIP goals, the company committed to implementing NIMS training through FEMA



What is NIMS

NIMS is the national standard for how organizations coordinate during incidents — and it puts CUC in alignment with every partner and agency it works alongside.

- The National Incident Management System guides government, nongovernmental organizations, and the private sector in working together to prevent, mitigate, respond to, and recover from incidents
- Provides shared vocabulary, systems, and processes supporting the National Preparedness System
- Defines how personnel coordinate during incidents
- Local, state and territorial jurisdictions must adopt NIMS to receive federal preparedness grants
- FEMA is responsible for developing and maintaining NIMS



Why NIMS Became a Priority

Real incidents and exercises revealed that CUC needed a unified, standardized approach to incident management.

- **Florida Hurricane Tabletop Exercises**

2021 – 2023 exercises exposed gaps in coordination

- **Hurricane Ian After Action Review**

Highlighted need for unified NIMS-based approach

- **2024 Dover DE Outage Review**

Operational review confirmed cross-functional gaps

- **2024 Cybersecurity Tabletop Exercise**

CrowdStrike outage proved cross-functional coordination critical

Current incident response plans varied across the enterprise – NIMS offers a unified model for one company.



Key Benefits of NIMS

NIMS delivers eight core benefits that directly strengthen Chesapeake's ability to respond to any incident, at any scale.



Common Language

Creates shared vocabulary ensuring everyone understands roles and procedures



Enhanced Interoperability

Improves communication and cooperation between agencies, jurisdictions, and sectors



Standardized Processes

Consistent methods for planning, training, exercising, and qualifying personnel



Efficient Resources

Streamlines tracking, allocation, and deployment of critical resources



Scalable and Flexible

Applicable to incidents of any size, from small local events to large national disasters



All-Hazards Approach

Promotes readiness for any type of emergency, not just specific threats



Improved Outcomes

More coordinated responses, faster recovery, and increased public safety



Foundation for Preparedness

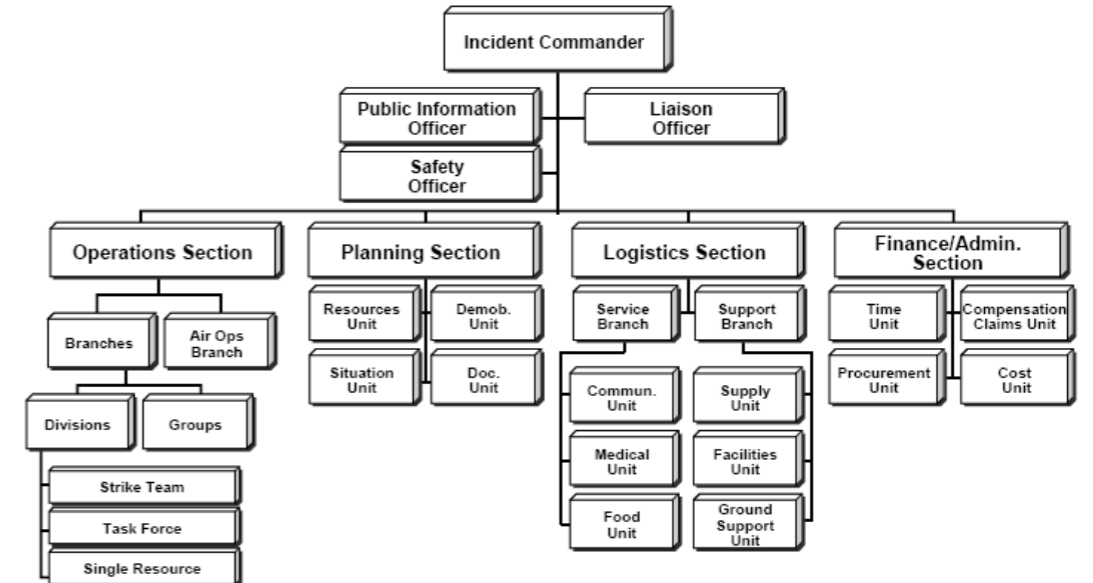
Fosters a culture of preparedness and continuous improvement



Structure of NIMS – ICS

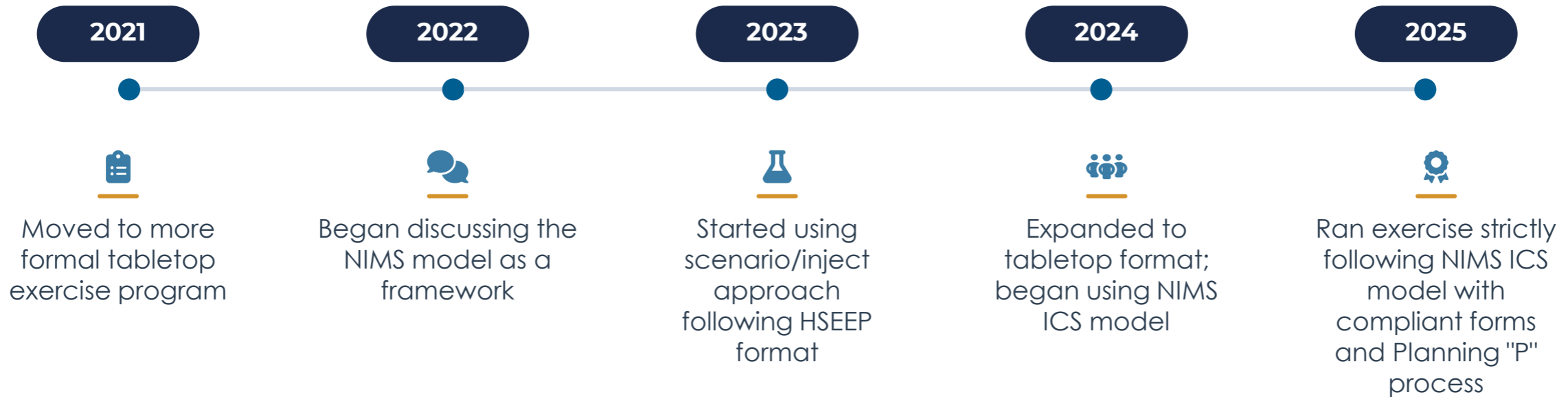
The Incident Command System provides a clear chain of command from Incident Commander through four functional sections, each with specialized units.

- ICS organizational structure: Incident Commander at top, with Command Staff (Safety Officer, Public Information Officer, Liaison Officer)
- Four General Staff sections: Operations, Planning, Logistics, Finance/Administration
- Each section subdivides into branches, divisions/groups, and units
- Scalable — activate only what is needed for the size of the incident
- Aligns Chesapeake's vocabulary, systems, and processes with emergency services, other utilities for mutual aid, and vendors



The NIMS Transition Timeline

CUC's NIMS journey has been a deliberate five-year progression from informal exercises to fully compliant incident management.



Live Simulation Training

CUC stages realistic, historically accurate scenario-based exercises that test the full arc of incident response — from initial warning to service restoration.

All relevant stakeholders participate in person or via Teams. Exercises consist of three modules based on historically accurate events impacting CUC territories.

 **Module 1
Initial Response**

Scenario storm details, key issues including ground-saturated waterways and large geographic areas, identifying potential sources of assistance, and resource activation planning.

 **Module 2
Response**

Updates from five days out counting down to two days prior, including warnings and evacuation orders; addressing corporate communications, customer care, preapproved messaging, and response times.

 **Module 3
Recovery**

Focus on logistics and strategy of restoring service; leveraging centralized command structure for coordinated response across locations including flooding, damaged facilities, and widespread outages.

Implementation of NIMS

Implementation rests on three pillars -- formal individual training, group exercises, and policy integration across the enterprise.

Pillar 1 Formal Training



- Execute FEMA NIMS Training Program
- Document training status in The Grove LMS

Pillar 2 Group Training



- Develop annual Tabletop Exercise program
- Format existing TTX programs to incorporate NIMS/ICS

Pillar 3 Policy



- Incorporate NIMS/ICS into O&M Manuals and Business Continuity Plan
- Evaluate need for a separate Incident Response Plan (IRP)

Core Curriculum by Role

Training requirements are tiered by role — every employee completes foundational courses, while leaders take progressively advanced training.

Training Requirements

Specific courses from the full FEMA NIMS training curriculum will be required based on an employee's position/job title.

Course	Assigned	Number of Modules	Apprx. Student Hours
IS-100	All Employees IS-100 by July 30, 2025	5	2
IS-700	All Employees IS-700 by October 31, 2025	8	3.5
IS-200	Select Managers, Supervisors & Safety Professionals	9	4
IS-800	Select Managers, Supervisors & Safety Professionals	8	3
ICS-300	Select Safety Professionals, Directors & Officers	In-Person (TBD)	21
ICS-400	Select Safety Professionals, Directors & Officers	In-Person (TBD)	15




Policy Owner

Enterprise Health and Safety (EHS) is the proponent for policy and training requirements




NIMS Sharepoint Page

Training Courses & EMI Student Portal (Courses ICS-300 and ICS-400 will be scheduled)

 Register for your FEMA SID

 IS-100 Introduction to the ICS

 IS-700 - Introduction to NIMS

 IS-200 - Basic Incident Command System for Initial Response

 IS-800 - Introduction to National Response Framework

 EMI Student Portal

Training Materials

- [How To Highlights](#)
- [How To Guide: Create FEMA SID #](#)
- [How To Guide: Begin NIMS Training Courses](#)
- [How To Guide: Create Gov. Login and Take Course Exam](#)
- [How To Guide: Download Certification and Submit](#)
- [IS-100 Student Manual](#)
- [IS-700 Student Manual](#)
- [IS-200 Student Manual](#)
- [IS-800 Student Manual](#)



Securing Buy-In From the Top

Buy-in must start at the top — aligning NIMS goals with the annual Team Incentive Plan made adoption an organizational imperative, not just a safety initiative.

- Annual team incentive goals aligned with Organizational Imperatives
- 2025 Safety TIP goal: implement NIMS across the enterprise
- Monthly progress updates sent to employees to maintain awareness and encourage steady completion
- Additional reminder notifications issued ahead of key deadlines
- Safety team hosted group training sessions across business units, creating dedicated time for employees to complete courses together



"It's not an overnight journey. Build a roadmap. Have a continuous improvement mindset and get support from your executive leadership team."

— Andrena Burd, Assistant Vice President, Risk Management

2025 NIMS Training Results

Despite a government shutdown temporarily blocking the FEMA portal, CUC exceeded both training targets — proving the power of organizational commitment.

93%

IS-100 Completion



Target: 80%

13 pts above target

91%

IS-700 Completion



Target: 80%

11 pts above target

! *In October 2025, a government shutdown temporarily blocked the FEMA portal — yet the company still exceeded both goals.*

Key NIMS ICS Transition Benefits

- Enhanced Coordination
- Improved Resource Management
- Standardized Training
- Multiagency Coordination
- Public Information Sharing



Future Considerations

As CUC gains proficiency, advanced FEMA leadership courses and expanded exercises will deepen incident management capabilities enterprise-wide.



Group Training Expansion

Enterprise annual tabletop exercise starting 2026 for SLT; all existing TTX programs to incorporate NIMS/ICS starting 2026



Policy Integration

O&M plan updates, EHS policy alignment, Business Continuity Plan incorporation, evaluation of a separate Incident Response Plan

Advanced L-Series Courses

Course	Role	Target Audience
L0950	Incident Commander	CEO, COO, BU Leaders
L0952	Public Information Officer	External Communications Leaders
L0954	Safety Officer	Safety Managers, Safety Director, AVP of Risk
L0958	Operations Section Chief	BU Leaders, Regional Ops Managers
L0973	Finance/Admin Section Chief	CFO, Officers and Directors reporting to CFO

Plans include expanding role-based ICS training, increasing exercise complexity, and refining preparedness practices.





Questions