Texas Cattle Feedyard

Business Continuity Guide

[including Emergency Response Guides]



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***WARNING:*** **This plan may identify vulnerabilities or other company proprietary information; safeguard accordingly.**

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# Acronyms

|  |  |
| --- | --- |
|  |  |
| **AH** | **Animal Health (KBF)** |
| APHIS | Animal and Plant Health Inspection Service (USDA) |
| **BA** | **Business Administration / Personnel (KBF)** |
| BC | Business Continuity |
| BIA | Business Impact Analysis |
| **CI** | **Capital and Investments (KBF)** |
| **CM** | **Cattle Management (KBF)** |
| **EM** | **Environmental Management (KBF)** |
| EPA | U.S. Environmental Protection Agency |
| ERG | Emergency Response Guide |
| FDA | U.S. Food and Drug Administration |
| FEAD | Foreign and Emerging Animal Disease |
| **FF** | **Feedmill / Feed Delivery (KBF)** |
| **FM** | **Facility Maintenance (KBF)** |
| FMD | Foot and Mouth Disease |
| HAZMAT | Hazardous Materials |
| **IT** | **Information Technology (KBF)** |
| KBF | Key Business Function |
| NCBA | National Cattlemen’s Beef Association |
| PPE | Personal Protective Equipment |
| PRPC | Panhandle Regional Planning Commission |
| RA | Risk Assessment |
| TAHC | Texas Animal Health Commission |
| TCFA | Texas Cattle Feeders Association |
| TSCRA | Texas and Southwest Cattle Raisers Association |
| USDA | U.S. Department of Agriculture |

# Introduction

Using a *Business Continuity Plan (BC Plan)* reduces losses and helps businesses respond to incidents with efficient and effective measures. More specifically, a BC Planwill:

* Increase a business’s resiliency to disruptive events through planning and training
* Provide guidance to better understand and identify steps to take before, during, and after an event/incident (e.g., animal disease outbreak, severe weather, or loss of equipment)
* Describe who is responsible for critical operations and avoid single points of failure

This guide contains information specific to the Texas Cattle Feeding Industry and once completed will become a BC Plan that will:

* Identify disruptions or hazards posing a serious threat to feedyards and the feeder cattle industry
* Provide special consideration to Foreign and Emerging Animal Diseases (FEAD) such as Foot and Mouth Disease (FMD)
* Address catastrophic or significant event or incidents requiring coordination among management and employees, emergency responders, local, state, and federal agencies, as well as other stakeholders (e.g., customers, vendors, supply chain resources)
* Include a Pre-crisis Preparedness Guide and [Emergency Response Guides](#_Emergency_Response_Guidelines_1) (ERGs) that list response and recovery actions based on incidents most likely to significantly impact business operations

As a part of plan development and execution, the following assumptions are made:

* Key Personnel (management and employees) are familiar with, supportive, and available to administer the development and execution of the BC Plan
* Key Business Functions (KBFs) based on criticality, and potential hazards (natural or man-made), have been identified through completed surveys, and are given priority in terms of business continuity planning and emergency response procedures
* Management must effectively communicate and be able to direct resources or assets in response to an event or incident and employees must be able to support the recovery
* Local law enforcement, fire, emergency management, other agencies and industry associations are aware of and preferably participate in facility emergency planning
* A large-scale national disaster or a catastrophic event or incident, such as a Weapons of Mass Destruction incident, is beyond the scope of this plan

# Instructions

Managers can develop a business-specific continuity plan by following these steps:

|  |  |
| --- | --- |
|  | Read the [Background](#_Background) information contained in this guide. It summarizes critical business operations and hazards that were identified through an industry survey. The summary helps managers understand the context for the Business Continuity Planning process. More detailed background information is available in the BCG *Supplement* Chapter 1: Business Impact and Risk Assessment. |
|  | Complete the templates below including Internal and External Contact Directories located in [Key Contact Information](#_Key_Contact_Information)  Ensure [Business Continuity Plan Authority](#_Business_Continuity_Plan) is determined  Identify the composition of the [Business Recovery Team](#_Business_Continuity_Teams)  Review the [Pre-Crisis Preparedness Guide](#_Pre-Crisis_Preparedness_Guide) for steps taken during routine business operations and before an event or incident occurs  Edit and customize the [Emergency Response Guides](#_Emergency_Response_Guidelines_1) and other templates below |
|  | Identify the composition of the [Business Continuity Training Team](#_Business_Continuity_Training)  Read the [Training and Exercises](#_Training_and_Exercises) section of this guide below for information on lesson plan development and conduct of training exercises. Conduct annual training with employees on the contents of the BC Plan,especially the use of the ERGs andrecord completed training in the annual [Emergency Response Guide Training Log](#_Emergency_Response_Guide_7) |
|  | Update the BC Plan based on lessons learned and changes in contact information |

# 

# Training and Exercises

The plan contains guidance, instructions, and recommendations for conducting annual training using the Emergency Response Guides and for testing the BC Planthrough exercises and drills. Chapter 5 – Training and Exercises in the *Supplement* includes three types of drills and exercises for different training scenarios. **Use the Emergency Response Guide Training Log on the following page to record Emergency Response Guide training of personnel (management and employees).** Other types of emergency response training may be conducted depending on needs of the company, refer Chapter 5 of the S*upplement* for additional guidance and templates that may be used.

**Emergency Response Guide Training Log**

|  |  |
| --- | --- |
| **Emergency Response Guide** | **Date Completed** |
| Crisis Notification & Communication | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| Off-site FEAD Incident | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| On-site FEAD Incident | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| Severe Weather Watch or Warning | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| Severe Weather Event | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| Feedmill or Water Systems Failure | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| Feedyard Infrastructure Loss | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| Off-site/Regional HAZMAT Incident | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| Business Administration Loss | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| Loss of Supplier or Customer | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| IT/Data Systems Loss | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| Serious Injury or Fatality | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| On-Site HAZMAT Incident | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
|  | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
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# Business Continuity Training Team

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, has overall responsibility for the BC Planand will coordinate Emergency Response Guide training, exercises and drills in coordination with the BC Training Team listed below in Table 1. The BC Training Team will assist with the following:

|  |  |
| --- | --- |
|  | Preparedness, planning, developing, and conducting training, exercises, and drills |
|  | Ensuring all personnel are trained and aware of roles, responsibilities, and resources needed to support the plan and requirements of the Emergency Response Guides |
|  | Ensuring annual training logs and individual employee training records are maintained. An ERG Training Log is included; other useful training templates are provided in **Chapter 5 –** **Training & Exercise** in the *Supplement* |
|  | Assist employees by providing them information regarding disaster preparedness and assistance. Guidance is provided in **Chapter 6 –** **Employee Assistance & Support** in the *Supplement* |

**Table 1 Business Continuity Training Team**

|  |  |  |
| --- | --- | --- |
| **Name** | **Title/Position** | **Role** |
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# Background

The development of this guide involved analyzing specific hazards pertaining to the cattle feedyard industry, the likelihood of a disruption, and the impact on Key Business Functions (KBFs). Contents of this guide were developed after an independent survey team visited a number of corporate and independent Panhandle feedyard operations. During this survey, a series of questionnaires and interview sessions were used to better understand feedyard operations, identify critical KBFs, and in turn a variety of risks to those KBFs. The results of this survey are summarized below.

The survey team used the Business Impact Analysis (BIA) and Risk Assessment (RA) process to develop the necessary information for this guide. The BIA identifies KBFs deemed most critical to manage feedyard operations, such as the feeding and watering of cattle and payroll administration.

The RA is complementary to the BIA and is designed to identify and prioritize an organization’s risk exposure to sudden loss of critical business functions, assets and resources as a result of external hazards such as cattle disease outbreak, severe weather or any other number of hazards.

Both the BIA and RA focus on the KBFs identified by Management during the survey process. Each KBF is comprised of additional sub-functions. BIA and RA results are summarized in the following sections. Considered together, BIA and RA results offer a broad picture of the risks a feedyard operation faces and helps to define what response or recovery actions are needed to preserve the feedyard operation KBFs.

## Summary Business Impact Analysis Results

Table 2 the following page, lists the KBFs and sub-functions identified during the BIA survey and ranks the business functions by criticality: **Most Critical**, **Moderately Critical**, and **Least Critical**. The Most Critical functions include those related to ongoing feed and water requirements for cattle. Moderately Critical functions include those relating to animal health and the administrative aspects of the feedyard business including such items as payroll and vital data management.

These criticality rankings are reflected in the various [Emergency Response Guides](#_Emergency_Response_Guides) that constitute the major portion of the BC Plan. Those business functions with the highest level of criticality are given priority attention in the response guides.

Additional information on the Business Impact Analysis process, BIA questionnaires, and a more thorough summary of survey findings can be found in the *Supplement*.

**Table 2 Feedyard Operations Key Business Functions**

| **Key Business Function (KBF)** | **Sub-Function** | **Responsible Department(s)[[1]](#footnote-2)** |
| --- | --- | --- |
| Cattle Movement and Holding  **(Most Critical)** | Movement of cattle onto feedyard | Cattle Procurement/Feedyard |
| Movement of cattle off feedyard | Finished Cattle Sales/Feedyard |
| Cattle tracking/tagging | Feedyard |
| Feedmill / Feed Delivery Operations  **(Most Critical)** | Receipt of feed ingredients | Purchasing Manager/Feedyard |
| Receipt of feed additives |
| Feed processing/mixing | Nutritionist/Feedyard |
| Ration formulation | Nutritionist |
| Feed delivery to cattle | Feedyard |
| Bunk management |
| Water delivery to cattle |
| Facility Maintenance  **(Most Critical)** | Building | Feedyard/Feedmill Manager |
| Vehicle |
| Feed bunk |
| Water supply |
| Fence |
| Feedmill |
| Boiler |
| Electrical Supply |
| Mill Maintenance |
| Animal Health / Hospital Administration  **(Moderately Critical)** | Cattle monitoring and tracking | Veterinary Services/Feedyard |
| On/Off-site veterinary services | Veterinary Services |
| Cattle processing, doctoring, hospitalization | Veterinary Services/Feedyard |
| Carcass disposal |
| USDA/TAHC and other agency interface |
| Business Administration / Personnel  **(Moderately Critical)** | Payroll | Business Manager/Feedyard |
| IT Systems and database support | IT Manager |
| Feedyard management and supervision | Feedyard Manager |
| Hourly employee management | Feedyard Manager |
| Capital and Investments  **(Least Critical)** | Accounts receivable | Chief Financial Officer/Accounting |
| Accounts payable |
| Access and use of financial tools |
| Develop and approval financial reports |
| Manage assets and liabilities |
| Manage insurance portfolio |
| Information Technology  **(Least Critical)** | Off-site network data services administration | IT Manager |
| On-site network operations |
| On-site network and data service administration |
| Maintenance of physical hardware |
| Maintenance of software |
| Environmental Management  **(Least Critical)** | Nutrient management | Environmental Manager |
| Water resource management/planning |
| Permitting |
| Records keeping |
| Spill/Hazmat management |

## Summary Risk Assessment Results

The Risk Assessment (RA) examined the potential for interruption of key resources and business functions resulting from a wide spectrum of hazards a feedyard operation might encounter. The survey focused on assessing three factors: (1) the likelihood of occurrence of a particular event; (2) the overall business impact following the occurrence of the event; and, (3) the mitigation or control measures already in place or that could be put in place.

Table 3 on the following page summarizes and ranks the key risks and explains the KBFs most impacted by the disruption. ***Note:*** Hazards contained in this plan were identified in the Panhandle region of Texas, specifically between the corridor of Hereford and Amarillo; Management in other regions may need to identify and address additional hazards within those regions. For details on creating a customized Risk Assessment, refer to **Chapter 2 – Business Impact and Risk Assessment Survey Forms** in the *Supplement*.

***High risk hazards*** at cattle feedyards include the incidence of Foreign Emerging Animal Disease (FEAD) either in the Panhandle region or at the feedyard, or loss of feedyard infrastructure as a result of severe weather such as a tornado, flood, or wildfire. ***Medium risk hazards*** include power loss at feedyards caused by severe weather, potential interruption of feed supplies and/or downstream packing plants, or loss of vital data services and/or payroll administration.

The RA and BIA results were used to develop the [Emergency Response Guides](#_Emergency_Response_Guidelines_1) – the central response and recovery component of this BC Plan.

Additional information on the RA process and questionnaires, and a more thorough summary of survey findings, are included in the *Supplement*.

**Table 3 Feedyard Hazards, Impacts, and Risk Mitigation Measures**

| **Hazard** | **Causes** | **KBFs Impacted** | **Risk Exposure** | **Summary Risk Mitigation Measures** |
| --- | --- | --- | --- | --- |
| Onsite FEAD/FMD outbreak | * Natural or intentional | CM  AH | High | Biosecurity Plan including: visitor and site access controls; new cattle surveillance; routine cattle surveillance; decontamination methods; employee education measures |
| Significant beef market decline | * National  off-site BSE/FEAD/ FMD incident | CM | High | Financial hedging tools such as futures and options; Heightened onsite biosecurity measures;  Industry-wide media/public FMD awareness education |
| Total/partial loss of feedyard | * Severe weather (e.g., Tornado, Flood, Wildfire) | CM  FF  FM | High | Emergency evacuation and response plans; Alternate cattle transport and holding options;  Alternate feed/water supplies  Adequate insurance coverage; |
| Loss of off-site transportation | * Weather * Labor strike | CM  FF | Medium | Onsite feed ingredient/feed reserves;  Alternate transportation plans |
| Loss of utilities | * Weather * Utility malfunction | All | Medium | Backup power at feedyards;  Timely data backups of vital records at corporate office;  Manual (paper-based) backup plans |
| Loss of supplier | * Commodity shortage * Supplier failure * Business product failure | CM  FF  IT | Medium | Alternate feed mixture plans;  Alternate supplier options;  Supplier performance/financial audits |
| Loss of downstream customer | * Business failure * Decline in beef demand | CM | Medium | Alternate packing/rendering plant options |
| Feedyard equipment failure | * Employee error * Aging equipment * Inadequate maintenance | CM  FF  FM | Medium | Equipment spares; Preventive maintenance programs for all feedyard equipment;  Employee equipment use training |
| Computer / automation network failure | * Cyber attack * Aging equipment * Inadequate PM | FF  BA | Medium | Cyber-attack protection plan; IT disaster recovery plan;  Manual backup plans for feedmill operations and payroll;  Hardware/software preventive maintenance program |
| Loss of hourly employees | * Weather * Flu pandemic * FMD incident | CM  FF  FM | Medium | Weather watch; Emergency feedyard staffing plan;  Employee cross training;  Employee FMD education program |
| Loss of management | * Weather * Flu pandemic * Job departure | All | Low | Management cross-training;  Management succession plan;  Remote access capabilities |
| Hazmat spill | * Employee error * Equipment failure * Weather | EM | Low | Employee training;  HAZMAT incident response plans |
| KBF abbreviations: | | | | |
| CM = Cattle Management, FF = Feedmill/Feed Delivery, FM = Facility Maintenance,  BA = Business Administration  AH = Animal Health, IT = Information Technology, CI = Capital/Investments,  EM = Environmental Management | | | | |

# Business Continuity Plan Authority

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, authorizes the development, maintenance, training, and execution of this BC Plan.

**All media inquiries will be referred to Senior Management.** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, is the designated media spokesperson. Go to [Emergency Response Guide 1 – Crisis Notification & Communication](#_Emergency_Response_Guide_6) for additional media and public relations guidance.

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# Business Recovery Team

The positions and responsibilities of the overall coordinator and teams are outlined below. Some feedyard managers may perform all these functions and others may designate teams. The composition of the Business Recovery Team is flexible and scalable, based on the type, location, and duration of an event or incident.

**The** **Business Recovery Coordinator is** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, andhas overall responsibility for leading and activating the recovery teams, managing the event or incident,and coordinating efforts through management and Business Recovery Teams.

**The Feedyard Operations Recovery Coordinator is** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

This team is activated immediately in response an actual or impending event or incident that may adversely affect feedyard operations. Its role is to coordinate efforts with other business managers and take actions in order to prevent or mitigate business interruption through the use of applicable Emergency Response Guides.If applicable, other members of the team include:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

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\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

**The Administrative Recovery Coordinator is** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. This team is activated immediately upon notification of an actual or impending event or incident that may affect business administration or data management operations. The team coordinates the recovery and restoration of IT and Business Administration functions through the use of applicable Emergency Response Guides. If applicable, other members of the team include:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Figure 1 displays the organizational structure of the Business Recovery Team and identifies Key Business Functions (KBFs) as well as level of responsibility for mitigation, recovery and restoration to normal business operations.

**Figure 1 Business Recovery Team Organizational Structure**

**KBF 4: Animal Health / Hospital Administration**

**Feedyard**

**Operations Recovery Team**

**Administrative Recovery Team**

**Office Manager**

**Business Recovery**

**Coordinator**

**KBF 1: Cattle Movement and Holding**

**KBF 3: Facility Maintenance**

**KBF 5: Business Administration**

**/ Personnel**

**Public Relations**

**KBF 6: Capital and Investments**

**KBF 2: Feedmill / Feed Delivery Operations**

**KBF 7: Information Technology**

**KBF 8: Environmental Management**

**Feedyard Manager**

**Legal**

# Key Contact Information

The following two sections contain contact information for internal employee as well as external customers and stakeholders. Where applicable, these are referenced in the Emergency Response Guides. Managers will complete these tables during plan preparation and information will be updated at least annually but recommended more periodically at Management discretion.

## Internal Contact Information

**Table 4 Internal Contact Directory**

| **Name** | **Title** | **Office** | **Cell** | **Home** | **E-Mail** |
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## External Contact Information

**Table 5 Regulatory Agencies Contact Information**

| **Agency/Department** | **Point of Contact** | **Office** |
| --- | --- | --- |
| Texas Animal Health Commission | Main Number | 800-550-8242 |
| USDA–Amarillo Service Center | Main Number (NRCS/FSA) | 806-486-8600 |
| USDA APHIS | Main Number | 512-383-2400 |
| FDA–Southwest Regional Office | Main Number | 214-253-4901 |
| EPA–Region Six Office | Main Number | 800-877-6063 |
| US Dept. of Labor–Region Six Office | Main Number | 972-850-4145 |

**Table 6 Supply Vendors Contact Information**

| **Company** | **Point of Contact** | **Supplies/Services** | **Office** | **Cell** |
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**Table 7 Downstream Customers Contact Information**

| **Company** | **Point of Contact** | **Supplies/Services** | **Office** | **Cell** |
| --- | --- | --- | --- | --- |
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**Table 8 Key Stakeholders Contact Information**

| **Company** | **Point of Contact** | **Interests** | **Office** | **Cell** |
| --- | --- | --- | --- | --- |
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# Pre-Crisis Preparedness Guide

Take the following steps before an event or incident occurs in order to minimize business impact, protect against damage, and help with restoration of KBFs that may be disrupted.

| **Management and Communications** | |
| --- | --- |
|  | Provide employee crises event or incident awareness and response training |
|  | Conduct periodic management and hourly employee cross training for key feedyard activities |
|  | If feasible, establish mutual-aid agreements with neighboring feedyards to ensure feed and care of cattle occurs following an incident |
|  | Establish ordering agreements with vendors that address feed/care of cattle and other supplies (transportation routes may be blocked for extended periods of time) |
|  | Develop a communications plan that includes at a minimum:  Pre-designated spokesperson or team responsible for risk and crisis communication  Notification procedures regarding status of operations and employee instructions  Communication strategies and messages (based on type of event or incident)  ***Note:*** See also [Emergency Response Guide 1 – Crisis Notification & Communication](#_Emergency_Response_Guidelines) |
|  | Identify personnel expected to work from home and personnel who will be required to remain at the office or feedyard during or immediately following a disaster; determine and procure supplies for on-site personnel (e.g., food, water, sleeping bags, cots, etc.) |
|  | Monitor local Emergency Response alerts/notifications and update employees regarding severe weather watches, warnings, or other impending disasters |

| **Cattle Movement and Holding** | |
| --- | --- |
|  | Develop options for movement of cattle onto feedyard following a crisis that impacts the feedyard |
|  | Develop pre-planned options for movement of cattle off of feedyard following a crisis that impacts the feedyard |
|  | Develop options for tagging and tracking cattle |

| **Feedmill / Feed Delivery Operations** | |
| --- | --- |
|  | Establish ordering agreements with alternate feed suppliers to ensure timely supply/receipt of feed ingredients and additives |
|  | Develop options for feed and additives processing/mixing (including manual mixing); also ensure alternate ration formulations are in place in the event of inoperative or damaged feedmill |
|  | Develop options for feed and water delivery and bunk management |

| **Facility Maintenance** | |
| --- | --- |
|  | Develop options for protecting and if necessary restoring facility operations including the following: buildings, vehicles, feed bunk, water supply, fences, feedmill, boiler, electrical supply, mill operations. |
|  | Consider essential equipment, equipment spares and supplies needed prior to event or incident occurring (e.g., heavy equipment, barriers, sand bags, on-site generators, etc.) |

| **Office/Administration** | |
| --- | --- |
|  | Plan and exercise backup payroll plans in the event of computer or IT failure |
|  | Ensure accuracy of contact information for all company personnel and key vendors |

| **Information Technology** | |
| --- | --- |
| ☐ | Develop and implement ongoing IT protection measures (e.g. cyber protection, software/hardware maintenance and backups) |
| ☐ | Develop options for the rapid recovery and reconstitution of on-site network and data services |
| ☐ | Identify alternative site locations to support IT functions |
| ☐ | Establish quick-response agreements with any contract IT support services |
| ☐ | See *Supplement* Chapter 4 for more information |

# Emergency Response Guides

**The Emergency Response Guides (ERGs) are the central response components of this plan and are categorized by events potentially disruptive to feedyard operations and identify specific actions to restore business continuity.**

**Recommended actions are organized by functional area (i.e., Management, Cattle Movement and Holding, Feedmill and Feed Delivery Operations, Facility Maintenance, and Business Administration). Some feedyards may choose to add, change, or omit selected actions within each ERG based on their particular operational needs and capabilities. Managers are encouraged to develop additional procedures and/or guides based on operations.**

## Emergency Response Guide 1 – Crisis Notification & Communication

|  |
| --- |
| **Event or Incident:** Any event or incident that attracts media attention.  **Possible causes:** FEAD/FMD disease outbreak at feedyard, serious or fatal accident.  **Potential impact:** Undesirable public attention, negative feedyard publicity.  **Note:** For FEAD/FMD incidents refer to thefacility Biosecurity Plan, Chapter 12: Crisis and Risk Communication. Edit and revise as necessary. |

| **All** | |
| --- | --- |
|  | **DO NOT** speak to media unless authorized by Management |

| **Management** | |
| --- | --- |
|  | Situational awareness is key, take the following initial steps:  Collect information about what happened  Interpret and separate the factual information from rumors  Determine the communication response  Coordinate with other response groups and agencies and verify the magnitude of the event as quickly as possible |
|  | Identify and utilize a feedyard spokesperson and appropriate communication resources (e.g., approved communication strategies and messages/talking points) |
|  | For a heightened biosecurity incident (e.g., FEAD/FMD) refer to Biosecurity Guide Risk and Crisis Communication Talking Points to prepare messages. Ensure coordination in messaging with local government key industry groups, law enforcement, emergency management, and animal health officials, and other stakeholders |
|  | Ensure a communications plan is being used and empathy is being expressed |
|  | Remind employees not to speak to the media unless authorized |
|  | Assign a representative to work with TCFA or other trade organizations (e.g., NCBA and TSCRA) for external communications |
|  | Commit to stakeholders and public to continue open communication |
|  | Maintain good communications with public and stakeholders by listening to concerns and correcting misinformation |
|  | Resolve issues in a timely manner and communicate solutions/reinforce public and stakeholder perception by communicating response and recovery actions |
|  | Evaluate effectiveness of communications efforts and implement improvement actions in a timely manner |

| **Office/Administration** | |
| --- | --- |
|  | Assist Feedyard Manager as directed |
|  | Understand communications plan for managing media inquiries |
|  | Follow Management directive to not speak to the media unless authorized |

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## Emergency Response Guide 2 – Off-site FEAD Incident

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| --- |
| **Incident:** An off-site FMD or other FEAD disease is strongly suspected or has preliminary confirmation.  **Possible causes:** Natural or intentional outbreak, inadequate biosecurity at outbreak site.  **Potential impact:** Entire feedyard operation at risk, feedyard quarantine, high cattle mortalities/depopulation procedures may occur throughout infected zones.  **Note:** Refer to the facility Biosecurity Plan for additional information. Edit and revise as necessary. |

| **Management** | |
| --- | --- |
|  | Contact Veterinarian and coordinate other potential feedyard response measures |
|  | Notify other feedyard management personnel – refer to [Internal Contact Directory](#_Internal_Contact_Information) |
|  | Assess the risks associated with incoming cattle shipments in cooperation with Veterinarian and Cattle Movement and Holding |
|  | Review, update and authorize heightened feedyard biosecurity measures; implement measures as warranted by circumstances |
|  | Brief feedyard employees, clarify information, and answer questions |
|  | Review [USDA FAD PReP](https://fadprep.lmi.org) documents, state and local response plans in response to potential state-wide cattle or feed transportation disruptions |
|  | Conduct employee training sessions to inform them about heightened biosecurity risk, disease signs and symptoms and possible changes to their normal work routines |
|  | Go to [Emergency Response Guide 1 – Crisis Notification & Communication](#_Emergency_Response_Guidelines) for information on how to address potential media inquiries |

| **Cattle Movement and Holding** | |
| --- | --- |
|  | Review all incoming cattle shipments for proximity to disease outbreak in cooperation with management and Veterinarian |
|  | Stop or divert incoming cattle shipments if they are judged to be at risk of disease, as directed by management |
|  | Review and establish other needed changes in Cattle Movement and Holding procedures with Veterinarian |
|  | Work with Veterinarian and animal health authorities to develop a disease surveillance plan |
|  | Work with Veterinarian and animal health authorities to determine when it is safe to procure new animals from off-site locations |

| **Feed and Delivery Operations** | |
| --- | --- |
|  | Implement any required changes in operations in collaboration with Veterinarian |
|  | Coordinate with feed companies to ensure a safe and undisrupted supply of feed |

| **Facility Maintenance** | |
| --- | --- |
|  | Review current feedyard access control procedures and be prepared to implement heightened biosecurity measures when directed by management |
|  | Limit and control access on and off the feedyard when directed by management |
|  | Assemble decontamination equipment and materials; be prepared to decontaminate incoming personnel and vehicles when directed by management |

| **Office/Administration** | |
| --- | --- |
|  | Assist management in maintaining situational awareness of developing FEAD incident |
|  | Identify funds and other resources needed to establish heightened biosecurity measures in cooperation with management, Veterinarian and other department heads |

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## Emergency Response Guide 3 – On-site FEAD Incident

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| --- |
| **Incident:** An on-site FEAD/FMD incident is strongly suspected or preliminarily confirmed.  **Possible causes:** Natural or intentional outbreak due to inadequate biosecurity.  **Potential impact:** Entire feedyard operation at risk, feedyard quarantine, loss of entire herd due to depopulation procedures  **Note:** Refer to the facility Biosecurity Plan for additional information. Edit and revise as necessary. |

| **All** | |
| --- | --- |
|  | If disease is suspected, immediately notify Management and/or Veterinarian – refer to [Internal Contact Directory](#_Internal_Contact_Information) |

| **Management** | |
| --- | --- |
|  | Coordinate with Veterinarian on next steps for reporting and/or disease confirmation |
|  | Notify other feedyard department personnel – [Internal Contact Directory](#_Internal_Contact_Information) |
|  | At appropriate time, confirm that required notification has been made with the **Texas Animal Health Commission a**t **800-550-8242** and the **Federal Area Veterinarian In Charge at** **512-383-2400** (No more than 24 hours from onset of suspected outbreak) |
|  | Review, update and authorize heightened feedyard biosecurity measures; implement measures as conditions warrant |
|  | Brief feedyard employees, clarify information and answer questions; inform them of the likelihood of having onsite state and federal agency personnel directing feedyard activities |
|  | Pending disease confirmation and in collaboration with Veterinarian, direct Cattle Movement and Holding to isolate suspect diseased cattle and gather available cattle movement information |
|  | Identify suppliers and downstream customers that may be impacted by the establishment of a feedyard quarantine; as warranted, notify them of feedyard status following disease confirmation |
|  | Prepare to authorize resources to establish decontamination, access control and other heightened biosecurity measures |
|  | In collaboration with Cattle Movement and Holding, conduct contingency planning for potential loss of ability to ship fat cattle for an extended duration |
|  | Go to [Emergency Response Guide 1 – Crisis Notification & Communication](#_Emergency_Response_Guide_6) for information on how to address potential media inquiries |

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| --- | --- |
| **Cattle Movement and Holding** | |
|  | Implement heightened biosecurity measures when authorized by Management and Veterinarian |
|  | Stop all on-site animal movement when directed by Management |
|  | Isolate the suspected cattle, if possible without exposing more animals, in cooperation with the Veterinarian |
|  | Gather lot information on the suspected cattle (e.g. source, transport routes, arrival time) that will help in region-wide disease assessment by federal and state authorities |

| **Feed and Delivery Operations** | |
| --- | --- |
|  | Develop and implement a feeding and watering plan in collaboration with Veterinarian that is designed to limit further spread of disease |
|  | Review on hand feed inventories; work with Nutritionist to develop a plan to minimize the number of feed deliveries in anticipation of a feedyard quarantine |
|  | Identify and allocate equipment to be used exclusively for feeding diseased or suspect cattle |

| **Facility Maintenance** | |
| --- | --- |
|  | Assemble decontamination materials; make preparations to decontaminate exposed employees and equipment |
|  | Limit personnel access to isolated cattle |
|  | Limit personnel movement within the feedyard |
|  | Limit and control access on and off the feedyard |
|  | Decontaminate any facilities, vehicles or equipment that may have been exposed to suspected cattle under the direction of Veterinarian and Management |
|  | Identify potential sites and supplies needed for carcass disposal In coordination with the Veterinarian, Management and other state or federal agents |

| **Office/Administration** | |
| --- | --- |
|  | Manage the heightened biosecurity feedyard access control measures when and if they are implemented by Management |
|  | Purchase materials and/or resources to support heightened biosecurity operations in coordination with Veterinarian and Management |
|  | Assist Cattle Movement and Holding in gathering lot information on suspected diseased cattle |
|  | Notify suppliers, customers and other stakeholders of feedyard status as directed by Management. Go to [External Contact Directory](#_Key_Contact_Information) |
|  | Assist Management in identifying the minimum number of personnel necessary to support operations under diseased cattle conditions |
|  | Establish and support alternate work locations for non-essential personnel |

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## Emergency Response Guide 4 – Severe Weather Watch and Warning

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| **Incident:** Potential disruption to some or all of feedyard facility infrastructure is anticipated.  **Possible causes:** Blizzard or Ice Storm, Tornado, Flash Flood, Wildfire.  **Potential impact:** Feedmill, feed storage or other vital operations could be disrupted. Pens may be compromised. High cattle mortalities may occur.  **Note:** Edit and revise as necessary. |

| **All – During Watch** | |
| --- | --- |
|  | Monitor national and regional weather warning services, follow directions and work requirements of management and supervisors |
|  | If part of emergency staffing, identify material and personal necessities for an extended stay at the office or yard (e.g., food, water, sleeping bags, cots, etc.) |
|  | Ensure feedyard equipment are fueled at all times and required supplies for business office operations are stocked |
|  | Personnel should ensure their homes are stocked with a minimum of bottled water, flashlights, canned food, blankets, and vehicles are fueled |

| **Blizzard or Ice Storm** | |
| --- | --- |
|  | Allow unheated pipes to drip to prevent freezing, minimize time outside |
|  | If you must go outside go in teams of two, dress appropriately |
|  | Do not use gas or other alternative heat sources |
|  | Monitor for frostbite and seek immediate medical attention if suspected |
|  | When able clear roofs roads and entrances of any snow or ice |

| **Tornado** | |
| --- | --- |
|  | Remove or secure as much outside equipment and material as possible |
|  | Ensure all gates to pens secure |
|  | Secure windows and doors |
|  | Identify and when necessary move to safe room or nearest sturdy building |
|  | If caught outside lie flat in a ditch or other low-lying area |

| **Flash Flood** | |
| --- | --- |
|  | Identify highest ground or facility available on site for possible evacuation |
|  | Identify potential emergency evacuation routes |
|  | Time permitting, store sufficient amounts of potable water, food, cell phones and other emergency supplies |

| **Wildfire** | |
| --- | --- |
|  | Time permitting, remove as much flammable material from buildings and structures |
|  | Clear a ten foot area around all fuel storage and electrical power sites |
|  | Clear a ten foot area around backup generators if available |
|  | Place and attach water hoses near the most critical facilities |
|  | Identify emergency evacuation vehicles, escape routes, and establish a by-name accountability process |

| **Management** | |
| --- | --- |
|  | Periodically or as necessary, monitor the National Weather or other regional emergency warning systems |
|  | Review and ensure resources necessary to protect feedyard facilities and ensure equipment is available for duration and type of event |
|  | Review and ensure sufficient quantities of bottled water, non-perishable food and emergency supplies are available on site for anticipated duration of event |
|  | Notify key feedyard personnel that a severe weather watch is established and when a severe warning situation exist |
|  | Ensure contact information for emergency responders available to personnel required to remain or report to work |

| **Cattle Movement and Holding** | |
| --- | --- |
|  | Identify personnel required to remain or report to feedyard during event |
|  | Arrange for the movement or on-site care of horses |
|  | Ensure the right equipment is available to handle the severe weather event, if not purchase |
|  | Arrange for potential stoppage of cattle movement on- and off-site |
|  | Prepare to handle potential cattle fatalities and carcass removal |

| **Feed and Delivery Operations** | |
| --- | --- |
|  | Identify personnel required to remain or report to feedyard during event |
|  | Review for accuracy personnel emergency contact information |
|  | Ensure the right equipment is available to handle the severe weather event, if not purchase |
|  | Check and confirm adequate quantities of feed for anticipated event duration; stockpile more as required |

| **Facility Maintenance** | |
| --- | --- |
|  | Check and ensure all vehicles and equipment serviced and fueled |
|  | Test and check on-site back-up generators, ensure fuel tanks are full |
|  | Identify additional vehicle and equipment requirements such as snow blades attached to trucks, tire chains |
|  | Check and ensure water pumps and pipes are operational |
|  | Fill water storage tanks to max capacity if chance water system may not be operational (e.g. extended power loss and no backup generator) |

| **Office/Administration** | |
| --- | --- |
|  | Identify personnel required to remain or authorized to work from home and verify adequate at-home resources |
|  | Identify personnel and procedures to implement crisis notifications and communications. Go to [Emergency Response Guide 1 – Crisis Notification & Communication](#_Emergency_Response_Guidelines) |
|  | Coordinate with departments identification and acquisition of equipment and supplies necessary to support operations for duration of event |
|  | Confirm accuracy of emergency contact information for all personnel |

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| --- | --- |
| **Information Technology** | |
|  | Take necessary precautions to backup or otherwise protect data that could be at risk as a result of an extended, storm-caused power loss |
|  | As required and time permitting, set up remote access to servers etc. for employees unable to travel to their work sites |
|  | Refer to [Emergency Response Guide 12 – IT/Data Systems Loss](#_Emergency_Response_Guide_4) |
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## Emergency Response Guide 5 – Severe Weather Incident

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| **Incident:** Some or all of feedyard infrastructure is damaged or significantly disrupted.  **Possible causes:** Blizzard, Ice Storm, Tornado, Flash Flood, or Wildfire.  **Potential impact:** Feedmill, feed storage or other vital operations (e.g., cattle pens) may be compromised. High cattle mortalities may occur.  **Note:** Refer to ERG 7 or 8 if feedmill, water system or other infrastructure is damaged due to a severe weather incident. Edit and revise as necessary. |

| **All** | |
| --- | --- |
|  | Remain aware of work requirements; remain flexible before, during, and after incident |
|  | Establish and maintain communications with supervisors and Management |

| **Management** | |
| --- | --- |
|  | Identify personnel required to remain at or report to the feedyard |
|  | Establish and maintain communications with on-site feedyard personnel |
|  | Ensure timely and regular updates provided all employees |
|  | If there is severe damage to facility, Refer to  [Emergency Response Guide 8 – Feedyard Infrastructure Loss](#_Emergency_Response_Guide_1) |

| **Cattle Movement and Holding** | |
| --- | --- |
|  | Establish timely and regular communications with on-site and off-site personnel |
|  | Monitor cattle welfare and fatalities |
|  | Remove cattle carcasses as soon as possible |
|  | Access damage to holding facilities, if necessary consolidate cattle to undamaged facilities |
|  | Identify material required to repair or replace damaged fencing, gates or other facilities |

| **Feed and Delivery Operations** | |
| --- | --- |
|  | Establish timely and regular communications with on-site and off-site personnel |
|  | Ensure adequate delivery of feed and water |
|  | Ensure integrity of feed bunks and remove any obstructions that interfere with cattle feeding |
|  | Monitor feedmill operational status |
|  | Access damage to feedmill and associated equipment, |
|  | Identify material required to repair or replace damaged equipment, machinery or other facilities |

| **Facility Maintenance** | |
| --- | --- |
|  | Establish timely and regular communications with on-site and off-site personnel |
|  | Regularly check integrity of fences and pen gates |
|  | Ensure water pumps remain operational and water continues to flow freely |
|  | Access damage and identify material required to repair or replace equipment or machinery |

| **Office/Administration** | |
| --- | --- |
|  | Establish timely and regular communications with on-site and off-site personnel |
|  | When directed by management, initiate communications plan to convert to normal work schedules |
|  | If office infrastructure has been lost, assess damage, and implement recovery actions. Refer to [Emergency Response Guide 10 – Business Administration Loss](#_Emergency_Response_Guide_3) and |

|  |  |
| --- | --- |
| **Information Technology** | |
|  | Secure, backup or otherwise protect any vital data operations that could be at risk during the severe weather event |
|  | As required and time permitting, set up remote access to servers etc. for employees unable to travel to their work sites |
|  | Refer to [Emergency Response Guide 12 – IT/Data Systems Loss](#_Emergency_Response_Guide_4) |
|  |  |

## Emergency Response Guide 6 – Serious Injury or Fatality

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| --- |
| **Incident:** Intentional or accidental injury or fatality to any employee.  **Possible causes:** Equipment failure, workplace violence, and severe weather related incident.  **Potential impact:** Work disruption, media attention or potential financial liability.  **Note:** TCFA members should also refer to the *TCFA Employee Safety Guidelines*.Edit and revise as necessary. |

| **All – Serious Injuries or Fatalities** | |
| --- | --- |
|  | Call 911 |
|  | Stop the bleeding, start the breathing (if CPR certified), prevent shock |
|  | Do not move the individual unless location is unsafe |
|  | Identify nature and cause of injury |
|  | Meet emergency responders at the nearest entrance or emergency access point and direct them to the victim |

| **Bleeding Cuts and Wounds** | |
| --- | --- |
|  | Keep victim lying down |
|  | Apply direct pressure to the wound with a clean cloth |
|  | Do not remove any object lodged in the wound |
|  | Once bleeding is controlled, keep victim warm with a blanket |
|  | Monitor for shock |

| **Broken Bones** | |
| --- | --- |
|  | Stop any bleeding by applying light pressure to the wound |
|  | Immobilize the injured area, *do not try to realign the bone or push a bone that has broken the skin* |
|  | Apply ice packs to limit swelling and help relieve pain as best as possible |
|  | Treat for shock |

| **Chemical Exposure** | |
| --- | --- |
|  | Skin: remove contaminated clothing, flush skin with water for at least 10 minutes, seek medical treatment |
|  | Eye: flush the eyes with water for several minutes, close both eyes and cover with clean cloth, seek medical treatment |
|  | Inhalation: move to safe area, apply CPR if breathing stops |
|  | Ingestion: wash mouth out with water, *do not induce vomiting*, seek medical treatment |

| **Dizziness or Unconsciousness** | |
| --- | --- |
|  | Do not leave an unconscious victim alone |
|  | Assess victim’s state of awareness by asking if they are ok |
|  | Check the victim’s airway, breathing, and circulation (ABC) |
|  | If victim’s ABCs are not present, perform CPR (only if trained and qualified) |
|  | If ABCs are present and spinal injury is not suspected, place victim on their side with their chin toward the ground |
|  | Keep victim warn with a blanket |

| **Serious Burns** | |
| --- | --- |
|  | Protect the burn area by loosely covering with sterile, nonstick bandage |
|  | Large areas, cover with a sheet or other material that won’t leave lint in wounds |
|  | *Do not soak burn in water or apply ointments or butter* |
|  | Prevent shock by laying person flat, elevate feet 12 inches, elevate burn area above heart level |
|  | Have a person with a facial burn sit up |
|  | Continually check pulse and breathing, monitor for shock |

| **Heat Exhaustion** | |
| --- | --- |
|  | **Signs:** Person’s skin may be moist, pale or flushed; person may experiencing heavy sweating, headache, nausea, vomiting, dizziness, weakness, and exhaustion |
|  | Lower the body temperature by getting person out of the heat and into a cool environment |
|  | Continue rapid cooling by applying ice or cold packs wrapped in cloth to wrists, ankles, groin, neck, and armpits |
|  | Give cool beverages (preferably water, avoid caffeine or alcohol), fan the person |
|  | Treat symptoms such as seizures or vomiting |

| **Heat Stroke** | |
| --- | --- |
|  | **Signs:** Person’s skin may be hot or red, and may also be dry and moist; may experiencing changes in consciousness, as well as vomiting and high body temperature |
|  | Lower the body temperature by getting person out of the heat and into a cool environment |
|  | Give cool beverages (preferably water, avoid caffeine or alcohol), fan the person |
|  | Continue rapid cooling by applying ice or cold packs wrapped in cloth to wrists, ankles, groin, neck, and armpits or wetting skin with water from a sponge or garden hose |
|  | Immerse the patient in a shower or tub of cool water, or an ice bath if available |

| **Hypothermia** | |
| --- | --- |
|  | Restore warmth slowly by getting person indoors and remove any wet clothing |
|  | Warm the person’s trunk first by wrapping them in blankets |
|  | *Do not immerse the person in warm water* |
|  | Give warm fluids, avoid caffeine or alcohol |

| **Snake Bites** | |
| --- | --- |
|  | *Do not:*  Suck the venom out of the bite  Make a cut on the bite  Apply a tourniquet  Apply Ice  Give alcohol or caffeinated drinks |
|  | Keep the individual calm |
|  | Call for assistance |
|  | Keep the snake bite site below the heart |
|  | Remove any constraints near the bite in case of swelling |
|  | Keep the victim as still as possible |
|  | Wrap a bandage 2-4 inches away from the bite. It should not be too tight as to restrict blood flow which would result in tissue death. |

| **Management** | |
| --- | --- |
|  | A fatality or in-patient hospitalization of three or more employees requires OSHA notification within eight hours by telephone or in person.  Toll free number **1-800-321-6742** |
|  | Go to [Emergency Response Guide 1 – Crisis Notification & Communication](#_Emergency_Response_Guidelines) for guidance on interactions with the media |

| **Office/Administration** | |
| --- | --- |
|  | Direct any media inquiries to management |

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## Emergency Response Guide 7 – Feedmill or Water Systems Failure

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| **Incident:** Vital feedmill or water delivery functions are interrupted.  **Possible causes:** Equipment failure or loss of electricity due to natural hazard (e.g., tornado, wildfire, ice storm, severe weather) or sabotage.  **Potential impact:** Loss of vital cattle feeding and watering functions.  **Note:** Edit and revise as necessary. |

| **Management** | |
| --- | --- |
|  | Conduct a damage assessment of feedmill and water systems; estimate time and materials to repair or replace damaged systems |
|  | Contact insurance agent and begin claims processing (if covered) |
|  | Identify alternate feed/water supplies as needed |
|  | If there is severe damage to facility, go to [Emergency Response Guide 8 – Feedyard Infrastructure Loss](#_Emergency_Response_Guide_1) |
|  | Communicate feedmill and water supply status and anticipated repair timelines to all department heads |

| **Cattle Movement and Holding** | |
| --- | --- |
|  | Support temporary feed and delivery operations as needed until normal feed/water operations are resumed |

| **Feed and Delivery Operations** | |
| --- | --- |
|  | In the event of feedmill interruption, inventory on hand feed and develop and implement requirements for alternate feed supplies in cooperation with Management |
|  | For water system interruption, identify alternate water or water supply equipment and Purchase as needed; alternates may include activation of spare wells, pump replacement, water trucks or nearby feedyards |
|  | For water interruption, schedule and implement repair and replacement of failed systems |

| **Facility Maintenance** | |
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|  | Support Feedmill and Feeding Operations as needed during the interruption |

| **Office/Administration** | |
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|  | Support repair or replacement operations with expedited equipment and/or contractor orders as needed |

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## Emergency Response Guide 8 – Feedyard Infrastructure Loss

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| **Incident:** Some or all of feedyard infrastructure (e.g. cattle pens, feedmill, and feed storage) is significantly damaged.  **Possible causes:** Infrastructure damage due to natural hazard (e.g., tornado, wildfire, ice storm, severe weather) or sabotage.  **Potential impact:** Cattle pens, feedmill, feed storage or other vital operations could be compromised; high cattle mortalities may occur.  **Note:** Edit and revise as necessary. |

| **Management** | |
| --- | --- |
|  | If personnel fatalities or serious injuries have occurred refer to [Emergency Response Guide 6 – Serious Injury or Fatality](#_Emergency_Response_Guide_5) |
|  | Conduct a feedyard damage assessment in collaboration with department heads; identify requirements for temporary and/or permanent repair or replacement of all vital feedyard infrastructure including: ***cattle pens, loading chutes, scales, feedmill, feed storage, watering systems, key vehicle support and any other vital support facilities or equipment*** |
|  | Request and implement assistance from other feedyards as needed |
|  | Identify contractor support for feedyard repair/replacement activities as needed Go to [External Contact Directory](#_External_Contact_Information) |
|  | Go to [Emergency Response Guide 1 – Crisis Notification & Communication](#_Emergency_Response_Guidelines) for information on how to address potential media inquiries |

| **Cattle Movement and Holding** | |
| --- | --- |
|  | If Cattle Movement and Holding infrastructure has been damaged, define requirements for repair or replacement of all equipment associated with vital operations such as cattle receipt, movement, holding, weighing, and shipment |
|  | Purchase supplies, equipment and labor resources needed to continue vital Cattle Movement and Holding operations in cooperation with Management and Business Administration/Office |
|  | If infrastructure damage is significant and surviving cattle need to be moved, in cooperation with Management, identify cattle relocation sites and implement cattle movement |
|  | Identify and implement options for the disposal of cattle mortalities in cooperation with Management |

| **Feed and Delivery Operations** | |
| --- | --- |
|  | As required and in cooperation with Management, schedule alternate interim feed supplies and delivery methods until feedmill is expected to be operational |
|  | If feedmill, feed storage or watering operations are damaged, define requirements for repair and replacement of vital functions such as boiler operation, electrical service, feed commodity movement, feedmill operations, feed storage and watering systems |
|  | Purchase supplies, equipment and labor resources needed to continue vital feedmill operations in cooperation with Management and Business Administration/Office |

| **Facility Maintenance** | |
| --- | --- |
|  | Assess electric power and gas service status and Purchase or implement backup power as needed |
|  | Repair or construct temporary cattle pens and other cattle movement assets as required |
|  | Manage cattle fatalities in cooperation with Cattle Movement and Holding |

| **Office/Administration** | |
| --- | --- |
|  | If office infrastructure has been lost, assess damage, and implement recovery actions. Refer to [Emergency Response Guide 10 – Business Administration Loss](#_Emergency_Response_Guide_3) and [Emergency Response Guide 12 – IT/Data Systems Loss](#_Emergency_Response_Guide_4) |
|  | Assist other impacted departments with expedited orders for repair or replacement of vital equipment |
|  | Coordinate loss reports among department heads and insurance agent(s) |
|  | Notify upstream and downstream customers of feedyard status, as directed by Management |

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## Emergency Response Guide 9 – Off-Site/Regional HAZMAT Incident

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| **Incident:**  Large off-site HAZMAT incident that impacts feedyard.  **Possible causes:** Rail or truck accident involving hazardous cargo (e.g. ammonia, chlorine), Pantex radiological release.  **Potential impact:** Depending on location may threaten health of employees and animals or prevent delivery of feed and other essential supplies to feedyard. Feedyard could be in an extended-duration evacuation zone.  **Note:** Prepare to follow local or regional Emergency Management Guidance to include evacuation. Edit and revise as necessary. |

| **Management** | |
| --- | --- |
|  | For any large-scale incident, monitor local media outlets. Collect information regarding incident and share with Feedyard Manager. Ensure safety of employees and cattle. Follow directions of local emergency management office and law enforcement, including evacuation or shelter-in-place orders. DO NOT call 911 unless there is immediate threat to life on-site. |
|  | For Pantex Plant emergencies within the Texas Panhandle, follow the instructions of local elected officials or emergency management officials that will be broadcast on weather radio, radio, or TV stations.  Keep your radio on throughout the duration of any incident to ensure that you receive updated information and instructions from emergency management officials.  Minimize routine telephone usage during an emergency. Do not call 911 for information about the incident -- listen to the radio or TV. The telephone system will be needed by local governments and emergency service units responding to the emergency; unnecessary use could delay calls relating to emergency response.  FACILITIES LOCATED WITHIN 10 MILES OF THE PANTEX PLANT WILL LIKELY NEED TO TAKE ACTION. A General Emergency is declared when a very serious problem exists at the plant that may require protection of the public in affected areas. The warning sirens, the EAS, and other warning systems will be activated to provide residents with as much time as possible to initiate protective actions. Turn on your radio to station KGNC-AM (710) or KGNC-FM (97.9) for more information. The emergency management official will tell you what to actions to perform in response to the incident. Additional guidance can be found at: <http://www.pantex.com/about/pages/emergency-preparedness.aspx> |
|  | If required, employ one or more of the following communication methods for sharing information with other feedyard employees:  If available, activate an Automated Emergency Alert and Notification System, to automate rapid delivery of phone and text messages  Consider setting up a conference call with all hands at a scheduled time  Call each employee individually with updates |
|  | Coordinate with Incident Commander and communicate feedyard requirements |
|  | If required, arrange for escort to feedyard with PPE as determined by circumstances |
|  | If cattle mortalities are expected, develop a mortality management plan (e.g. rendering and/or onsite disposal) |

| **Cattle Movement and Holding** | |
| --- | --- |
|  | Coordinate with feedyard manager and trucking companies and prepare to relocate cattle if necessary |

| **Feed and Delivery Operations** | |
| --- | --- |
|  | Contact vendors to determine availability of other essential feed supplies |
|  | Identify and prepare a list specific feedyard requirements:  Amount of daily feed and water required for animal welfare  Employees needed to manage animals and transportation to feedyard  All other logistics needs (e.g., food, water, sleeping bags, cots, etc.)  Other requirements based on incident type |

| **Facility Maintenance** | |
| --- | --- |
|  | Determine what supplies may be needed to ensure facility remains operational |
|  | Coordinate internally and externally (e.g., with vendors or IC) for supply needs |

| **Office/Administration** | |
| --- | --- |
|  | Assist Feedyard Manager and Environmental Coordinator as directed with making required notifications to employees regarding status of feedyard |
|  | Locate all plans and related references to assist with response activities |

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| **Information Technology** | |
|  | Follow management directives regarding site evacuation |
|  | If time permits, secure all IT resources and enable remote access prior to evacuation |
|  | If IT assets are damaged, implement [Emergency Response Guide 12 – IT/Data Systems Loss](#_Emergency_Response_Guide_4) |
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## Emergency Response Guide 10 – Business Administration Loss

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| **Incident:** Any incident, natural, man-made or technical failure that permanently or temporarily disrupts the normal conduct of administrative, financial or business transactions.  **Possible causes:** Destruction of business office, severe weather, power outage, IT disruption.  **Potential impact:** Disruption to payroll, financial transactions, employee work schedules, cattle management and IT systems.  **Note:** Edit and revise as necessary. |

| **All** | |
| --- | --- |
|  | Regularly back-up all transactions electronically |
|  | Store paper copies of all transactions in off-site, fire safe location |

| **Management** | |
| --- | --- |
|  | Assess extent of disruption and impact of lost business data |
|  | If needed, identify and establish business functions at an alternate site |
|  | In coordination with department heads, prioritize and establish timeline to reconstitute the most critical business functions |
|  | Ensure, alternative means for on-time employee payroll |
|  | If needed establish alternative means to complete critical financial transactions i.e. accounts receivable and payable |
|  | Establish communications with financial stakeholders and insurance companies to ensure continued operations |
|  | Brief employees to clarify how payroll will be met and modifications required for other transactions |

| **Cattle Movement and Holding** | |
| --- | --- |
|  | Coordinate with management and the business office modification necessary or required to ensure continued operations for duration of disruption |

| **Feed and Delivery Operations** | |
| --- | --- |
|  | Coordinate with management and the business office modification necessary or required to ensure continued operations for duration of disruption |

| **Facility Maintenance** | |
| --- | --- |
|  | Coordinate with management and the business office modification necessary or required to ensure continued operations for duration of disruption |

| **Office/Administration** | |
| --- | --- |
|  | In coordination with management, clarify for employees how payroll will be met and modifications required for other transactions |
|  | If needed, assist with the establishment of off-site IT support |
|  | Identify personnel and equipment required to work from home |
|  | In coordination with departments, confirm location and latest backup of all records maintained by individual departments |
|  | Reconcile last actions for critical data and latest recorded transactions |

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| **Information Technology** | |
|  | Support Office / Administration as needed to restore critical operations like payroll and safety reporting |
|  | If IT assets are damaged, implement [Emergency Response Guide 12 – IT/Data Systems Loss](#_Emergency_Response_Guide_4) |
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## Emergency Response Guide 11 – Loss of Supplier or Customer

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| **Incident:** A key upstream supplier (e.g. feed commodities) or downstream customer (e.g. packing plant) is temporarily or permanently unavailable to the feedyard.  **Possible causes:** Loss of transport modes, supplier/customer business closure or failure, supply shortages, reduced demand for fat cattle.  **Potential impact:** Loss of access to essential supplies, especially feed commodities. Inability to transport fat cattle to processing plant and potential loss of revenue.  **Note:** Edit and revise as necessary. |

| **Management** | |
| --- | --- |
|  | For loss of upstream supply of feed and related products, contact alternate vendors and arrange for shipment |
| ☐ | For downstream customers, identify alternate plans for processing cattle (e.g., for inability to transport fattened cattle to processing plant, contact alternate processing plant and trucking company to arrange for transport) |

| **Cattle Movement and Holding** | |
| --- | --- |
|  | Coordinate with feedyard manager and prepare to alter shipping plan/schedule as necessary |
|  | Coordinate with trucking companies and other feedyards and prepare to relocate cattle if necessary or arrange for alternate transportation plan for processing |

| **Feed and Delivery Operations** | |
| --- | --- |
|  | Determine current amount of feed on hand and projected length of time feed will last (consider on-site and off-site silage) |
|  | Purchase and transport alternate sources of feed in cooperation with Management |

| **Facility Maintenance** | |
| --- | --- |
|  | Coordinate the acquisition and transportation of essential materials for feedyard maintenance with alternate suppliers |

| **Office/Administration** | |
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|  | As directed by management, assist with the identification of alternate suppliers |
|  | As directed by management, assist with the identification of downstream customers and alternate plans for processing cattle |

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## Emergency Response Guide 12 – IT/Data Systems Loss

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| **Incident:** Disruption of IT and Data System Loss.  **Possible causes:** Insider or outsider cyber-attack, equipment failure, electrical power surge, facility or equipment loss.  **Potential impact:** Delay in payments to suppliers, employees and lenders, personnel data loss, production information loss, cattle information loss.  **Note:** Edit and revise as necessary. |

| **All** | |
| --- | --- |
|  | Reconcile last actions for critical data and latest recorded transactions |

| **Management** | |
| --- | --- |
|  | Notify feedyard department heads of the event and communicate system status and intended recovery measures |

| **Cattle Movement and Holding** | |
| --- | --- |
|  | Brief employees on status of IT system and procedures to be implemented until recovery is complete |
|  | When directed requested, provide hard copies of any transactions or documents necessary for the restoration effort |

| **Feed and Delivery Operations** | |
| --- | --- |
|  | Brief employees on status of IT system and procedures to be implemented until recovery is complete |
|  | Save hard copies of transactions or documents necessary for the restoration effort |

| **Facility Maintenance** | |
| --- | --- |
|  | Brief employees on status of IT system and procedures to be implemented until recovery is complete |

| **Office/Administration** | |
| --- | --- |
|  | Establish communications with and remains the central point of contact with the IT department or service provider |
|  | In coordination with IT personnel , identify critical IT data and retrieve any backup data locally maintained |
|  | Brief employees on status of IT system and procedures to be implemented until recovery is complete |
|  | Prepare hard copies of any transactions or documents necessary for the restoration effort |
|  | Manually process all transactions and ensure hard copies are retained |
|  | Access nature of the failure, identify the time and resources necessary for recovery and review IT Disaster Recovery Plan |
|  | If applicable, confirm status of off-site servers, date data last backed-up |
|  | If applicable decide if IT services will be reconstituted to temporary backup facilities |
|  | Prioritize restoration of local network and other software applications, restore to temporary servers as needed |
|  | Access and prioritize replacement of any hardware loss or damaged |
|  | Monitor and when satisfied permanent IT facilities are complete, transition IT operations back to the permanent facility |
|  | Notify all suppliers, vendors and stakeholders of circumstances and procedures to be implemented to complete transactions |

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## Emergency Response Guide 13 – On-Site HAZMAT Incident

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| **Incident:** HAZMAT incident on-site.  **Possible causes:** Fuel spill, natural gas line rupture, or waste lagoon failure.  **Potential impact:** Depending on location may threaten health of employees, animals or the environment.  **Note:** TCFA members should also refer to *TCFA Pollution Prevention Plan*. Edit and revise as necessary. |

| **All** | |
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|  | **Evacuate the spill or hazard area immediately. Call 911 if life threatening situation exists** |
|  | Notify department manager or Feedyard Manager immediately |

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| **Responders** | |
|  | **Evaluate the RISK and ensure safety is paramount. If you think the incident is high risk then consider evacuation or shelter-in-place** |
|  | Secure all smoking in the area and secure the area from vehicle and foot traffic |
|  | Notify Feedyard Manager and Environmental Coordinator (on-staff or contracted) and local fire department and then assess incident and share information |
|  | Use appropriate Personal Protective Equipment (PPE); designate an area for cleaning, disinfection, and storage of used PPE |
|  | If possible, and without exposing personnel to unnecessary danger or harm, turn off all gas and power supplies to the facility |
|  | Consider the following when assessing the situation:  What is the location of incident?  What kind of substance and how much is spilled?  Where is substance coming from? Is it spreading, if so what direction?  Is anyone contaminated, sick, or injured, if so, how many? |
|  | Contain spilled material by covering or surrounding it with appropriate absorbent material (consult with Feedyard Manager and Environmental Coordinator) |
|  | Place all contaminated items (rags, gloves, clothing) into a safe, sealable container |

| **Management** | |
| --- | --- |
|  | Notify insurance carrier |
|  | Arrange/coordinate cleanup (in cooperation with local authorities and insurance carrier). Comply with federal, state, local, and tribal regulations and requirements |
|  | If fuel spill, arrange for alternate fuel supply/storage |
|  | If there is severe damage to facility, go to [Emergency Response Guide 8 – Feedyard Infrastructure Loss](#_Emergency_Response_Guide_1) |
|  | Refer to *TCFA Employee Safety and Environmental Management Program* |

| **Cattle Movement and Holding** | |
| --- | --- |
|  | Prepare to relocate cattle to alternate holding area/pen if necessary |

| **Feed and Delivery Operations** | |
| --- | --- |
|  | If necessary, consider mitigation actions for feed/care/maintenance of cattle (e.g., mutual aid/contingency plans with neighboring feedyards) |

| **Facility Maintenance** | |
| --- | --- |
|  | Determine what supplies may be needed to restore facility equipment |
|  | Coordinate internally and externally (e.g., with vendors) to restore facility |

| **Office/Administration** | |
| --- | --- |
|  | Assist Feedyard Manager and Environmental Coordinator as directed with making required notifications and contacting vendors for clean-up assistance |
|  | Locate all plans and related references to assist with response activities |
|  | Use communications plan for managing media inquiries. Go to [Emergency Response Guide 1 – Crisis Notification & Communication](#_Emergency_Response_Guidelines) |

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1. These are typical department names and/or manager titles and may differ for specific feedyards. [↑](#footnote-ref-2)