Texas Dairy Farm

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 / Hospital Management (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)** |
| **CR** | **Calf Rearing (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 |
| **FM** | **Facility Maintenance (KBF)** |
| FMD | Foot and Mouth Disease |
| **FW** | **Feeding and Watering (KBF)** |
| HAZMAT | Hazardous Materials |
| **HM** | **Herd Management (KBF)** |
| **IT** | **Information Technology (KBF)** |
| KBF | Key Business Function |
| **PO** | **Parlor Operations (KBF)** |
| PPE | Personal Protective Equipment |
| PRPC | Panhandle Regional Planning Commission |
| RA | Risk Assessment |
| TAD | Texas Association of Dairymen |
| TAHC | Texas Animal Health Commission |
| 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 Plan will:

* 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 incident (e.g., animal disease outbreak, severe weather, or loss of equipment)
* Describe who is responsible for critical business operations and avoid single points of failure

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

* Identify disruptions or hazards posing a serious threat to dairy facilities and the dairy industry as a whole
* 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_1) 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 Planbased 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 Plan through 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 to 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\_\_\_\_\_\_\_\_ |
| Feed or Water Systems Failure | Date\_\_\_\_\_\_\_\_\_  Initials­­­­\_\_\_\_\_\_\_\_ |
| Dairy Facilities 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 dairy 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 Texas Panhandle dairy facility. During this survey, a series of questionnaires and interview sessions were used to better understand dairy 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 dairy operations, such as the feeding and watering of dairy cows 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 animal 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 dairy operation faces and helps to define what response or recovery actions are needed to preserve the dairy operation KBFs.

## Summary Business Impact Analysis Results

Table 2 on 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 cow milking and ongoing feed and water requirements for cows. Moderately Critical functions include those relating to animal health and the administrative aspects of the dairy 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 Dairy Operations Key Business Functions**

| **Key Business Function (KBF)** | **Sub-Function** | **Responsible Department(s)[[1]](#footnote-2)** |
| --- | --- | --- |
| Parlor Operations  **(Most Critical)** | Herd management, scheduling, record keeping | Parlor Manager |
| Milking Preparation |
| Milking |
| Milk transport |
| Milk storage |
| Feeding and Watering  **(Most Critical)** | Receipt of feed, commodities and additives | Feed Manager |
| Feed processing and mixing |
| Ration formulation |
| Feed storage |
| Feed herd |
| Facility Maintenance  **(Most Critical)** | Buildings | Maintenance Manager |
| Vehicles |
| Water supply |
| Yard, pens, stalls, stanchions, feed bunks |
| Electrical equipment |
| Parlor equipment |
| Milk transport and storage tanks |
| Environmental Management  **(Most Critical)** | Nutrient management | Environmental Services |
| Water resource management and planning |
| Permitting |
| Recording keeping |
| Spill/hazmat management |
| Herd Management  **(Moderately Critical)** | Artificial Insemination | Herd Manager |
| Breeding |
| Calving |
| Records management |
| Pregnancy Diagnosis |
| Animal Movement |
| Calf Rearing  **(Moderately Critical)** | Care | Herd Manager |
| Records management |
| Weaning |
| Feeding |
| Animal Health/Hospital Management  **(Moderately Critical)** | Records and management | Environmental Services Manager |
| Use of on-site and off-site veterinary services |
| Treatment and Vaccinations |
| Carcasses disposal activities |
| Interface with USDA/TAHC and other regulatory agencies |
| Information Technology  **(Least Critical)** | Off-site network and data systems management | IT Manager |
| On-site network and data systems management |
| Software and hardware maintenance |
| Business Administration-Personnel  **(Least Critical)** | Payroll | Human Resources/Employee Relations Manager |
| Accounts Receivable |
| Accounts Payable |
| IT Systems and databases to support dairy personnel |
| Overall dairy farm management and supervision |
| Hourly employee management |
| Capital and Investments  **(Least Critical)** | Business risk management portfolio | Human Resources/Employee Relations Manager |
| Develop and approve financial reports |
| Manage assets and liabilities |
| Crop Insurance |

## 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 dairy 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 dairies include the incidence of Foreign Emerging Animal Disease (FEAD) either in the Panhandle region or at the dairy, loss of hourly employees that could impact routine milk parlor operations, or a failure of the waste handling system. ***Medium risk hazards*** include loss of dairy infrastructure as a result of severe weather such as a tornado, mechanical failure of milk parlor operations and routine disease incidence such as mastitis.

The RA and BIA results were used to develop the [Emergency Response Guides](#_Emergency_Response_Guidelines_1) – the central response component of the 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 Dairy Hazards, Impacts and Risk Mitigation Measures**

| **Hazard** | **Causes** | **KBFs Impacted** | **Risk Exposure** | **Summary Risk Mitigation Measures** |
| --- | --- | --- | --- | --- |
| Onsite FEAD/FMD outbreak | * Natural or intentional | All | High | Biosecurity Plan including: visitor and site access controls; new cattle surveillance; routine cattle surveillance; decontamination methods; employee education measures |
| Loss of hourly labor | * Pandemic * Employee loss | PO  HM  CR | High | Emergency staffing plan; adequate compensation; employee retention incentives; employee cross-training |
| Waste Lagoon Failure | * Liner leakage * Pump failure | EM | High | Lagoon equipment preventive maintenance; long-term planning for irrigation water use; solids management plan |
| Total/partial loss of dairy | * Severe weather | All | Medium | Emergency evacuation and response plans; adequate insurance coverage |
| Routine disease (e.g. mastitis) | * Inadequate surveillance/sanitation * Inadequate culling * Malnutrition | PO  HM | Medium | Routine herd surveillance; employee training in observation and prevention; vet services oversight |
| Loss of feed supply | * Supply shortage * Supplier failure * Transport loss | FW | Medium | Alternative suppliers; on-hand stockpile; alternative feed plans; feed supply contracts |
| Loss of  cow-calf operations | * Business failure * Inadequate capacity | CR | Medium | On-site operations capability; alternative suppliers |
| Loss of yard equipment / vehicles | * Inadequate maintenance * Aging equipment | FW  FM | Medium | Preventive maintenance programs; operator training; equip upgrades; parts/spares on hand |
| Mechanical failure – parlor operations | * Aging equipment * Inadequate maintenance * Operator error * No spare parts | PO  FM | Medium | Preventive maintenance program; employee training; equip upgrades; spare parts on hand |
| Loss of Management | * Pandemic * Personnel loss | BA  CI  IT | Low | Management cross-training; emergency staffing plan |
| Loss of Vet services | * Pandemic * Personnel loss * Weather event | AH | Low | Alternative vet services; employee training for routine animal health surveillance |
| Loss of downstream customer | * Business failure * Decreased product demand | PO | Low | Alternative creameries/buyers; coop membership; purchase contracts; |
| Utility loss | * Severe weather * Utility malfunction | PO | Low | Backup generator; rapid service contracts with utilities |
| KBF abbreviations: | | | | |
| HM = Herd Management, CR = Calf Rearing, PO = Parlor Operations  FW = Feeding and Watering, FM = Facility Maintenance,  AH = Animal Health/Hospital Management = Business Administration, CI = Capital/Investments,  IT = Information Technology 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.

# 

# Business Recovery Team

The positions and responsibilities of the overall coordinator and teams are outlined below. Some 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 Dairy Operations Recovery Coordinator is** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

This team is activated immediately in response to an actual or impending event or incident that may adversely affect dairy 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.

**KBF 6: Animal Health / Hospital Management**

**Dairy**

**Operations Recovery Team**

**Administrative Recovery Team**

**Office Manager**

**Business Recovery**

**Coordinator**

**KBF 1: Herd Management**

**KBF 3: Parlor Operations**

**KBF 4: Feeding and Watering**

**KBF 7: Business Administration - Personnel**

**KBF 8: Capital and Investments**

**KBF 2: Calf Rearing**

**KBF 9: Information Technology**

**KBF 10: Environmental Management**

**Dairy Manager**

**KBF 5: Facility Maintenance**

**Figure 1 Business Recovery Team Organizational Structure**

# Key Contact Information

The following two sections contain contact information for internal employees 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 Phone** |
| --- | --- | --- |
| 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 business activities |
|  | If feasible, establish mutual-aid agreements with neighboring dairies to ensure feed and care of dairy cows occurs following an incident |
|  | Establish ordering agreements with vendors that address herd feed and care 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 dairy personnel who will be required to remain on site during a severe weather event and required supplies (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 |

| **Herd Management** | |
| --- | --- |
|  | Develop alternative strategies for a crisis that impacts parturition and freshening |
|  | Develop plans for delayed breeding that may be required following a crisis that impact the dairy |

| **Parlor Operations** | |
| --- | --- |
|  | Identify requirements and alternative means to replace parlor functions when disrupted e.g. milking, milk transfer, storage, and transport etc. |
|  | Develop emergency staffing plan for continuation of parlor operations |

| **Feeding and Watering** | |
| --- | --- |
|  | Identify emergency feed suppliers and develop options for protecting on-site feed |
|  | Identify emergency electrical supply and pumps for water supply |
|  | Consider essential equipment, equipment spares and supplies needed prior to an event or incident occurring (e.g. heavy equipment, barriers, sand bags, on-site generators, etc.) for the purpose of feeding and watering animals on farm |

| **Facility Maintenance** | |
| --- | --- |
|  | Develop options for protecting and restoring facility operations including the following: buildings, vehicles, feed bunks, water supply, fences, electrical supply, and parlor 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.) |
|  | Develop options and alternatives for disposal and management of nutrients |

| **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 dairy operations and identify specific actions to restore business continuity.**

**Recommended actions are organized by functional area (i.e., Management, Herd Management, Parlor Operations, Feeding and Watering, Facility Maintenance, and Business Administration). Some dairies 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 dairy, serious or fatal accident.  **Potential impact:** Undesirable public attention, negative dairy publicity.  **Note:** For FEAD/FMD incidents refer tothe facility 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 dairy 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 |
|  | 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 the Texas Association of Dairymen (TAD) or other trade organizations for external communications |
|  | Commit to stakeholders and public to continue open communication |
|  | Maintain good communications and retain support for efforts from public and stakeholders (listen to concerns and correct 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 Dairy 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 dairy operation at risk, dairy quarantine, loss of entire herd.  **Note:** Refer to the facility *Biosecurity Plan* for additional information. Edit and revise as necessary. |

| **Management** | |
| --- | --- |
| ☐ | Contact Veterinarian and coordinate other potential dairy response measures |
| ☐ | Notify other dairy Management personnel – refer to [Internal Contact Directory](#_Internal_Contact_Information) |
|  | Assess the risks associated with herd in cooperation with Veterinarian |
|  | Review, update and authorize heightened dairy biosecurity measures; implement measures as warranted by circumstances |
|  | Brief 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 dairy 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 |

| **Herd Management** | |
| --- | --- |
|  | Review all incoming calf shipments for proximity to disease outbreak in cooperation with Management and Veterinarian |
|  | Stop or divert incoming cow shipments if they are judged to be at risk of disease, as directed by Management |
|  | Review and establish all changes required in BGP 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 |

| **Parlor Operations** | |
| --- | --- |
|  | Develop and implement a milking plan in collaboration with the Veterinarian, that is designed to limit introduction of disease |
|  | Identify and allocate equipment to be used exclusively for milking diseased or suspect animals |
|  | Develop and implement additional disinfection and biosecurity measures for equipment, personnel and herd |

| **Feeding and Watering** | |
| --- | --- |
|  | Implement any required changes in operations in collaboration with the Veterinarian |
|  | Coordinate with feed companies to ensure a safe and undisrupted supply of feed |

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

| **Animal Health** | |
| --- | --- |
|  | Implement any required changes in overall operations in collaboration with the Veterinarian |
|  | Establish heightened biosecurity surveillance for dairy and incoming facility traffic |
|  | Identify additional cleaning and decontamination supplies and equipment that may be required if threat increases |
|  | Increase herd health surveillance |
|  | Establish communications with local Incident Command if established or Emergency Management Office |

| **Office/Administration** | |
| --- | --- |
|  | Identify funds and other resources needed to establish heightened biosecurity measures in cooperation with Management, Veterinarian and other departments |

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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 dairy operation at risk, dairy quarantine, loss of entire herd.  **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 dairy 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 biosecurity measures; implement measures as conditions warrant |
|  | Brief employees, clarify information and answer questions; inform them of the likelihood of having onsite state and federal agency personnel directing dairy activities |
|  | Pending disease confirmation and in collaboration with Veterinarian, isolate suspect diseased animals and gather available information |
|  | Identify suppliers and downstream customers that may be impacted by the establishment of a dairy quarantine; as warranted, notify them of dairy status following disease confirmation |
|  | Prepare to authorize resources to establish decontamination, access control and other heightened biosecurity measures |
|  | Conduct contingency planning for potential loss of ability to ship milk 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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| --- | --- |
| **Herd Management** | |
|  | Use heightened biosecurity measures as authorized by Management and Veterinarian |
|  | Suspend transportation of newly born calves off-site |
|  | Suspend delivery of young stock onto dairy |
|  | Suspend all breeding functions |
|  | Make preparations for the care and feeding of newly born calves |

| **Parlor Operations** | |
| --- | --- |
|  | Develop and implement a milking plan in collaboration with Veterinarian that is designed to limit further spread of disease |
|  | Identify and allocate equipment to be used exclusively for milking diseased or suspect animals |
|  | Identify means to store and dispose of milk from diseased animals |
|  | Develop and implement additional disinfection and biosecurity measures for equipment, personnel and herd |

| **Feeding and Watering** | |
| --- | --- |
|  | 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; develop a plan to minimize the number of feed deliveries in anticipation of a facility quarantine |
|  | Identify and allocate equipment to be used exclusively for feeding diseased or suspect animals |

| **Facility Maintenance** | |
| --- | --- |
|  | Assemble decontamination materials; make preparations to decontaminate exposed employees and equipment |
|  | Limit personnel access to isolated animals |
|  | Limit personnel movement within the dairy |
|  | Limit and control access on and off the dairy |
|  | Decontaminate any facilities, vehicles or equipment that may have been exposed to suspected dairy cows 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 |
|  | Stop all on-site animal movement when directed by Management |
|  | Isolate the suspected animals, if possible without exposing more animals, in cooperation with the Veterinarian |

| **Animal Health** | |
| --- | --- |
|  | Implement any required changes in overall operations in collaboration with Veterinarian |
|  | Establish heighten biosecurity surveillance for dairy and incoming/outgoing facility traffic |
|  | Identify additional cleaning and decontamination supplies and equipment that may be required if threat increases |
|  | Increase herd disease surveillance |
|  | Identify procedures and location to dispose of carcasses if threat increase and animals must be destroyed |
|  | Establish communications with local animal health authorities, Incident Command if established or Emergency Management Office |
|  | Gather information on the suspected animals (e.g. source, possible exposure,) that will help in region-wide disease assessment by federal and state authorities |

| **Office / Administration** | |
| --- | --- |
|  | Manage the heightened biosecurity dairy access control measures when and if they are implemented by Management |
|  | Purchase materials and/ resources to support heightened biosecurity operations in coordination with Veterinarian and Management |
|  | Assist in gathering specific information on suspected diseased animals |
|  | Notify suppliers, customers and other stakeholders of dairy 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 conditions |
|  | Establish and support alternative 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 dairy facility infrastructure is anticipated.  **Possible causes:** Blizzard or Ice Storm, Tornado, Flash Flood, Wildfire.  **Potential impact:** Feed storage or other vital operations could be disrupted. Pens may be compromised. High animal mortalities may occur.  **Note:** Edit and revise as necessary. |

| **All – During Watch** | |
| --- | --- |
|  | Monitor national and regional weather warning services, be aware of changing weather conditions and stay in communication with and follow direction from Management and supervisors |
|  | If part of emergency staffing, identify material and personal necessities for an extended stay at the dairy |
|  | Ensure dairy 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 cars are fueled |

| **Blizzard or Ice Storm** | |
| --- | --- |
| ☐ | Allow unheated pipes to drip to prevent freezing |
| ☐ | If you must go outside go in teams of two, dress appropriately |
| ☐ | Do not use gas or other alternative heat sources |
| ☐ | Monitor for frostbite |
| ☐ | 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 are 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 dairy 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 dairy 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 |

| **Herd Management** | |
| --- | --- |
|  | Identify personnel required to remain or report to dairy during event |
|  | Arrange for the on-site care of newborn calves |
|  | Ensure the right equipment is available to handle the severe weather event, if not purchase |
|  | Prepare to modify breeding procedures or operations |

| **Parlor Operations** | |
| --- | --- |
|  | Identify personnel required to remain or report to dairy during event |
|  | Identify additional equipment and supplies necessary to operate during the weather event |
|  | Identify alternative transportation means for milk if necessary |
|  | Review the personnel contact information for accuracy |

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

| **Facility Maintenance** | |
| --- | --- |
|  | Check and ensure all vehicles and equipment are serviced and fueled |
|  | Test 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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Emergency Response Guide 5 – Severe Weather Incident

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| **Incident:** Some or all of dairy infrastructure is damaged or significantly disrupted.  **Possible causes:** Blizzard, Ice Storm, Tornado, Flash Flood, or Wildfire.  **Potential impact:** Feed storage or other vital operations may be compromised. High cow mortalities may occur.  **Note:** Refer to ERG 7 or 8 if 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 dairy |
|  | Establish and maintain communications with on-site dairy personnel |
|  | Ensure timely and regular updates are provided all employees |
|  | If there is severe damage to facility, refer to  [Emergency Response Guide 8 – Dairy Infrastructure Loss](#_Emergency_Response_Guide_1) |

| **Herd Management** | |
| --- | --- |
|  | Establish timely and regular communications with on-site and off-site personnel |
|  | If animal injury has occurred, triage and provide care |
|  | Remove and dispose of animal carcasses as soon as possible |
|  | Access damage to pens or holding facilities, if necessary consolidate animals to undamaged facilities |
|  | Prepare to suspend all breeding |
|  | Prepare to care for and feed newborn calves |

| **Parlor Operations** | |
| --- | --- |
|  | Identify additional equipment and supplies necessary to operate during the weather event |
|  | Identify alternative transportation means for milk if necessary |

| **Feeding and Watering** | |
| --- | --- |
|  | Ensure adequate delivery of feed and water |
|  | Ensure integrity of feed bunks and remove any obstructions that interfere with feeding |
|  | Access damage to feed storage 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 |
|  | Identify material required to repair or replace damaged fencing, gates or other facilities |
|  | Ensure water pumps remain operational and water continues to flow freely |
|  | Access damage and identify material required to repair or replace milking equipment or machinery in the parlor |

| **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 |
|  | Review for accuracy personnel contact information |

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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, or severe weather related incident.  **Potential impact:** Work disruption, media attention or potential financial liability  **Note:** Dairies should consult TAD for *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, perform 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 – Feed or Water Systems Failure

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| **Incident:** Vital feed 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 dairy feeding and watering functions.  **Note:** Edit and revise as necessary. |

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

| **Herd Management** | |
| --- | --- |
|  | Support temporary feed and delivery operations as needed until normal feed/water operations are resumed |

| **Parlor Operations** | |
| --- | --- |
|  | Coordinate with Facilities Maintenance to insure adequate supplies of water for milking operations |

| **Feeding and Watering** | |
| --- | --- |
|  | In the event of feed delivery interruption, inventory on-hand feed and develop and implement requirements for alternative feed supplies in cooperation with Management |
|  | For water system interruption, identify alternative water or water supply equipment and purchase as needed; alternatives may include activation of spare wells, pump replacement, water trucks or nearby farmers |
|  | For water interruption, schedule and implement repair and replacement of failed systems |

| **Facility Maintenance** | |
| --- | --- |
|  | Support Feeding and Watering 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 – Dairy Infrastructure Loss

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| **Incident:** Some or all of dairy infrastructure (e.g. pens, parlors, watering systems, feed storage) is significantly damaged.  **Possible causes:** Infrastructure damage is due to natural hazard (e.g., tornado, wildfire, ice storm, severe weather) or sabotage.  **Potential impact:** Parlor, pens, feed storage or other vital operations could be compromised; high cow 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 dairy facility damage assessment and identify requirements for temporary and/or permanent repair or replacement of all vital dairy infrastructure including: ***parlor, pens, feed storage, watering systems, key vehicle support and any other vital support facilities or equipment*** |
|  | Request and implement assistance from other dairies as needed |
|  | Identify contractor support for dairy 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 |

| **Herd Management** | |
| --- | --- |
|  | If any infrastructure has been damaged, define requirements for repair or replacement of all equipment associated with vital operations |
|  | Purchase supplies, equipment and labor resources needed to continue vital Herd Management operations in cooperation with Management and Business Administration/Office |
|  | If infrastructure damage is significant and surviving animals need to be moved, in cooperation with Management, identify relocation sites and implement animal movement |
|  | Identify and implement options for the disposal of mortalities in cooperation with Management |
|  | Identify any requirements to care for in juried animals |

| **Parlor Operations** | |
| --- | --- |
|  | As required and in cooperation with Management, identify alternative milking methods until parlor is expected to be operational |
|  | If parlor operations are damaged, identify requirements for repair and replacement of vital functions such as pilasters, electrical service, vacuum pumps and lines, milk storage, and waste disposal |
|  | Purchase supplies, equipment and labor resources needed to continue vital parlor operations in cooperation with Management |

| **Facility Maintenance** | |
| --- | --- |
|  | Assess electric power and gas service status and purchase or implement backup power as needed |
|  | Repair or construct temporary pens and other herd housing assets as required |
|  | Ensure uninterrupted supply of water to pens and parlor |
|  | Ensure adequate procedures in place to supply feed to all animals |

| **Office/Administration** | |
| --- | --- |
|  | If office infrastructure has been lost, assess damage, and implement recovery actions; Also use [Emergency Response Guide 10 – Business Administration Loss](#_Emergency_Response_Guide_3) and [Emergency Response Guide 12 – IT/Data Systems Loss](#_Emergency_Response_Guide_4) as needed |
|  | 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 dairy 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 dairy operations.  **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 for dairy operations. Dairy 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 Management and employees. Ensure safety of employees and cows. 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 dairy 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 dairy requirements |
|  | If required, arrange for escort to dairy with PPE as determined by circumstances |
|  | If animal mortalities are expected, develop a plan for carcass disposal (e.g. rendering and/or onsite disposal) |

| **Herd Management** | |
| --- | --- |
|  | Coordinate with dairy manager and trucking companies and prepare to relocate if necessary |

| **Parlor Operations** | |
| --- | --- |
|  | Identify emergency milking operation requirements if an exclusion area includes the dairy |
|  | If necessary, determine how contaminated milk will be disposed |

| **Feeding and Watering** | |
| --- | --- |
|  | Contact vendors to determine availability of essential feed supplies |
|  | Identify and prepare a list specific dairy requirements:  ☐Amount of daily feed and water required for animal welfare  ☐Employees needed to manage animals and transportation  ☐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 |

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| **Animal Health** | |
|  | Implement any required changes in operations in collaboration with Veterinarian |
|  | Assist with the establishment of cleaning and decontamination procedures for equipment, facilities and internal transportation as needed |
|  | Assist with the disposal of carcasses if necessary |

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

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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, dairy cow 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 alternative site |
|  | 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 |

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

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

| **Feeding and Watering** | |
| --- | --- |
|  | 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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Emergency Response Guide 11 – Loss of Supplier or Customer

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| **Incident:** A key upstream supplier (e.g. feed commodities, cow-calf supplier) or downstream customer (e.g. creamery) is temporarily or permanently unavailable to the dairy.  **Possible causes:** Loss of transport modes, supplier/customer business closure or failure, supply shortages, reduced demand for dairy products.  **Potential impact:** Loss of access to essential supplies, especially feed commodities. Inability to transport milk 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, identify and contact alternative vendors and arrange for shipment of necessary materials |
|  | For downstream customers, identify alternative plans for processing milk (e.g., for inability to transport milk to processing plant, contact alternative processing plant and trucking company to arrange for transport) |

| **Herd Management** | |
| --- | --- |
|  | Coordinate with dairy manager and identify alternative off-dairy calf raising resources if necessary |

| **Parlor Operations** | |
| --- | --- |
|  | Determine current amount of milk in storage, determine additional quantity able to store |
|  | Prepare to dispose of milk that is unable to be stored |
|  | For extended periods of customer disruption, establish schedule to periodically replace milk in storage tanks |

| **Feeding and Watering** | |
| --- | --- |
|  | Determine current amount of feed on-hand and projected length of time feed will last (consider on-site and off-site supplies) |
|  | Purchase and transport alternative sources of feed in cooperation with Management |

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

| **Office/Administration** | |
| --- | --- |
|  | As directed by Management, assist with the identification of alternative suppliers |
|  | As directed by Management, assist with the identification of downstream customers and alternative plans for processing milk |

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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, dairy information loss.  **Note:** Edit and revise as necessary. |

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

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

| **Herd Management** | |
| --- | --- |
|  | 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 |

| **Parlor Operations** | |
| --- | --- |
|  | Brief employees on status of IT system and procedures to be implemented until recovery is complete |
|  | Provide hard copies of any transactions or documents necessary for the restoration effort as needed |

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

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

| **Office/Administration** | |
| --- | --- |
|  | Establish communications with the central point of contact in 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 and animals.  **Note:** Edit and revise as necessary. |

| **All** | |
| --- | --- |
|  | **Evacuate the spill or hazard area immediately. Call 911 if life threatening situation exists** |
|  | Immediately notify supervisor or Dairy 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** |
|  | Prohibit no smoking in the area and secure it from vehicle and foot traffic |
|  | Notify Dairy 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 Dairy 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 alternative fuel supply/storage |
|  | If there is severe damage to facility, go to [Emergency Response Guide 8 – Dairy Infrastructure Loss](#_Emergency_Response_Guide_1) |

| **Herd Management** | |
| --- | --- |
|  | Prepare to relocate animals to alternative holding area/pen if necessary |

| **Parlor Operations** | |
| --- | --- |
|  | If necessary, consider mitigation actions for parlor operations |

| **Feeding and Watering** | |
| --- | --- |
|  | Determine what supplies may be needed to restore facility equipment |
|  | Coordinate internally and externally (e.g., with vendors) to restore facility |
|  | Identify any contaminated feed and procedures for disposal |
|  | If water supply is contaminated, identify alternative source or means for watering animals |

| **Facility Maintenance** | |
| --- | --- |
|  | Determine what supplies may be needed to restore facility equipment |
|  | Coordinate internally and externally (e.g., with vendors) to restore facility |
|  | Coordinate with parlor and feeding and watering operations for support and assistance |

| **Office/Administration** | |
| --- | --- |
|  | Assist Dairy 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 dairies. [↑](#footnote-ref-2)