

STEELE COUNTY EMERGENCY OPERATIONS PLAN



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Distribution List

<u>Copy Number</u>	<u>Agency</u>	<u>Functional Responsibilities</u>
1	County Commissioner (1)	Coordination and Control
2	County Commissioner (2)	Coordination and Control
3	County Commissioner (3)	Coordination and Control
4	County Commissioner (4)	Coordination and Control
5	County Commissioner (5)	Coordination and Control
6	County Auditor	Administration
7	County 911 Coordinator	Communication and Warning
8	County Tax Assessor	Damage Assessment
9	City-County Health Director	Health and Medical
10	County Social Service Director	Individual and Family Assistance
11	County Sheriff	Public Safety
12	County Highway Superintendent	Public Works and Transportation
13	County Emergency Management	Emergency Operations Manager
14	Finley Fire Chief	Public Safety
15	Hope Fire Chief	Public Safety
16	Sharon Fire Chief	Public Safety
17	Finley Ambulance	Public Safety
18	Hope Ambulance	Public Safety
19	Finley Auditor	Administration
20	Hope Auditor	Administration
21	Luverne Auditor	Administration
22	Sharon Auditor	Administration
23-27	County EOC	Emergency Operations Center

Authorities

1. Public Law 920, the Federal Civil Defense Act, as amended
2. Public Law 100-707, Robert T. Stafford Disaster Relief and Emergency Act, as amended
3. Public Law 106-390, Disaster Mitigation Act of 2000
4. NDCC 37-17.1, the North Dakota Disaster Act of 1985, as amended
5. FEMA Public Assistance Guide (FEMA 322)

References

1. Homeland Security Act of 2002
2. Homeland Security Presidential Directive-5, *Management of Domestic Incidents*
3. Homeland Security Presidential Directive-8, *National Preparedness*
4. Department of Homeland Security, National Incident Management System, March 1, 2004

Promulgation Statement

Transmitted herewith is the Steele County Local Emergency Operations Plan. This plan supersedes any previous plans promulgated for this purpose. Government at all levels has the responsibility for the protection of life, property and the environment from hazards, which are known to threaten the jurisdiction. Therefore; by the authority of the Steele County Commission, we do hereby order that the Steele County Emergency Operations Plan be put into effect and be promulgated to all appropriate entities in the county. The plan assigns tasks and responsibilities to county and city agencies and establishes a broad concept for conducting preparedness, response and recovery efforts if an emergency or disaster threatens or occurs.

These cities, by resolution, hereby adopt the concepts and conditions set forth by the Steele County Local Emergency Operations Plan:

CitiesDate of Resolution

Finley

Hope

Luverne

Finley

 Brian Tuite, Steele County Commission Chair

August, 2018

 Ted Johnson, Steele County Commissioner

August, 2018

 Russell Walcker, Steele County Commissioner

August, 2018

 Randy Richards, Steele County Commissioner

August, 2018

 Richard Strand, Steele County Commissioner

August, 2018

Purpose

The purposes of the Emergency Operations Plan for Steele County/Cities are:

1. To define the responsibilities of departments of local government (county and city) and appropriate private entities; and
2. To ensure a coordinated effort using the Incident Command System (ICS) by local, state, and federal government, as well as private response forces, to save lives and to protect property and the environment in the event of an emergency or disaster; and
3. To facilitate short-term and long-term recovery activities.

Assumptions

Proper implementation of this plan will reduce or prevent loss of life, damage to property and the environment. Key officials within Steele County are aware of the possible occurrence of any emergency or major disaster and their responsibilities in the execution of this plan.

1. The county commission and city councils have overall statutory responsibility for the continued use, development and maintenance of this plan. Delegation of responsibilities to department heads does not abrogate the authority of heads of local governments to make necessary decisions or changes to the plan for the protection of life, property and the environment.
2. The contents of this plan must be known and understood by those people responsible for its implementation. The emergency manager is responsible for briefing personnel and county/city officials concerning their role in emergency management and the contents of this plan in particular.
3. The plan shall incorporate the use of ICS, allowing flexibility for response to a variety of emergencies;
4. Department heads are responsible for development and maintenance of their respective functions and tasks in this plan.
5. In addition, each functional coordinator and task coordinator must maintain supporting standard operation procedures (SOPs) describing how functions/tasks will be accomplished or implemented. SOPs are located at appropriate functional facility locations and will be updated yearly by the appropriate coordinator.
6. An annual review of this plan will be conducted by all officials involved in its execution. The emergency manager will coordinate this review and any revision and distribution found necessary.

7. The plan will be tested at least once a year in the form of a simulated emergency exercise in order to provide practical, controlled experience to functional coordinators and task coordinators responsible for plan maintenance and response.

Concept of Operations

It is the responsibility of government to protect life, property and the environment from the effects of hazardous events using the five phases of emergency management: preparedness, response, recovery, mitigation and prevention. This plan is based on the concept that the emergency functions performed by various groups responding to an emergency will generally parallel their normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases.

This plan incorporates the principles of the National Incident Management System (NIMS), a nationwide approach to domestic incidents management; applicable at all jurisdictional levels and across functional disciplines in an all-hazards context. It is not an operational incident management or resource allocation plan. NIMS represents a core set of doctrines, principles, terminology and organizational processes to enable effective, efficient and collaborative incident management at all levels. NIMS provides a consistent nationwide template to enable all government, private-sector and nongovernmental organizations as follows:

Incident Command System (ICS)

The Incident Command System (ICS) is considered the most effective system for managing emergencies. The National Fire Academy ICS can be used as a standard for Emergency Management Operations. The Steele County/Cities subscribes to the use of ICS an important part of NIMS. ICS is a standardized, flexible, on-scene, all-hazard incident management concept. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

Unified Command System (UCS)

A Unified Command System, part of ICS, is established upon activation response to an incident. This system agencies with responsibility for the incident to participate in the decision making process. Under a Unified Command, agencies work together through the designated members of the Unified Command to analyze information and establish a common set of objectives and strategies.

Area Command (Unified Area Command)

An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an

emergency operations center facility or at some location other than an incident command post.

Local government, because of its proximity to these events, has the primary responsibility for emergency management activities. Other levels of government provide resources not available at the local level. If local resources (county, city and private) are not available, the county/city may request assistance through the county emergency management office after the political subdivision has issued a disaster or emergency declaration. When the emergency exceeds county government's capacity to respond, assistance from the state government will be requested through the North Dakota State Division of Emergency Management. After the county has issued a disaster or emergency declaration, the Governor will request federal assistance through a presidential emergency or major disaster declaration. The federal government may provide assistance and resources to the state where needed. Federal assistance may be extended to aid in recovery from major disasters.

The Emergency Operations Center (EOC) will be activated for all incidents requiring a significant dedication of resources and/or extraordinary interagency coordination outside the realm of normal day-to-day emergency situations responded to by law enforcement, fire and EMS agencies.

Day-to-day functions that do not contribute directly to response actions to an emergency may be suspended for the duration of the emergency. The resources and efforts that would normally be required for those functions may be diverted to the accomplishment of emergency tasks by the agency managing the use of the resources.

Hazard-specific appendices are covered in the local multi-hazard mitigation plan, which links to the EOP. The multi-hazard mitigation plan and the EOP are linked in that the multi-hazard plan identifies the prevention measures and the EOP addresses procedures for responding to problems created by the hazards.

Continuity of Government

Succession of Leadership

County Commissioners

- Chair
- Vice chair
- Most senior member of commission

City Government

- Mayor or President of City Council
- Most senior member of council

EOC Personnel

- Emergency manager

- Sheriff or Chief Deputy
- Auditor

Line of succession for each agency/department is according to the department rules and/or standard operating procedures. Each county/city functional coordinator will have a designated alternate to fulfill assigned responsibilities.

Preservation of Records

The preservation of important records and the taking of measures to ensure continued operations and, if necessary, reconstitution of local government during and after catastrophic disasters or national security emergencies is the responsibility of the executives of each jurisdiction. Records to be preserved should include, at a minimum:

1. Records required to protect the rights of individuals. These records include: marriage licenses and divorce papers, property and land titles, tax statements and licenses, and records required by health, fire, law enforcement and public works to conduct emergency operations.
2. Records required to re-establish normal government functions and to protect the rights and interests of government. Appropriate department heads will be responsible for securing documents necessary for continuing operation during times of emergencies.

Relocation of Government

All critical facilities at the county and city level such as the EOC, law enforcement, fire and the courthouse should have an alternate location if evacuation becomes necessary. Educational facilities, public works buildings, fire halls and law enforcement centers are possible relocation facilities as they already contain considerable communication equipment.

Functional and Task Coordinators

Significant responsibilities common to emergencies and disasters are grouped into ten areas, which are termed functions. The departments having responsibility by law or day-to-day resource and operational capability within each of these functions are identified and assigned by specific task/responsibility, and are listed on subsequent pages.

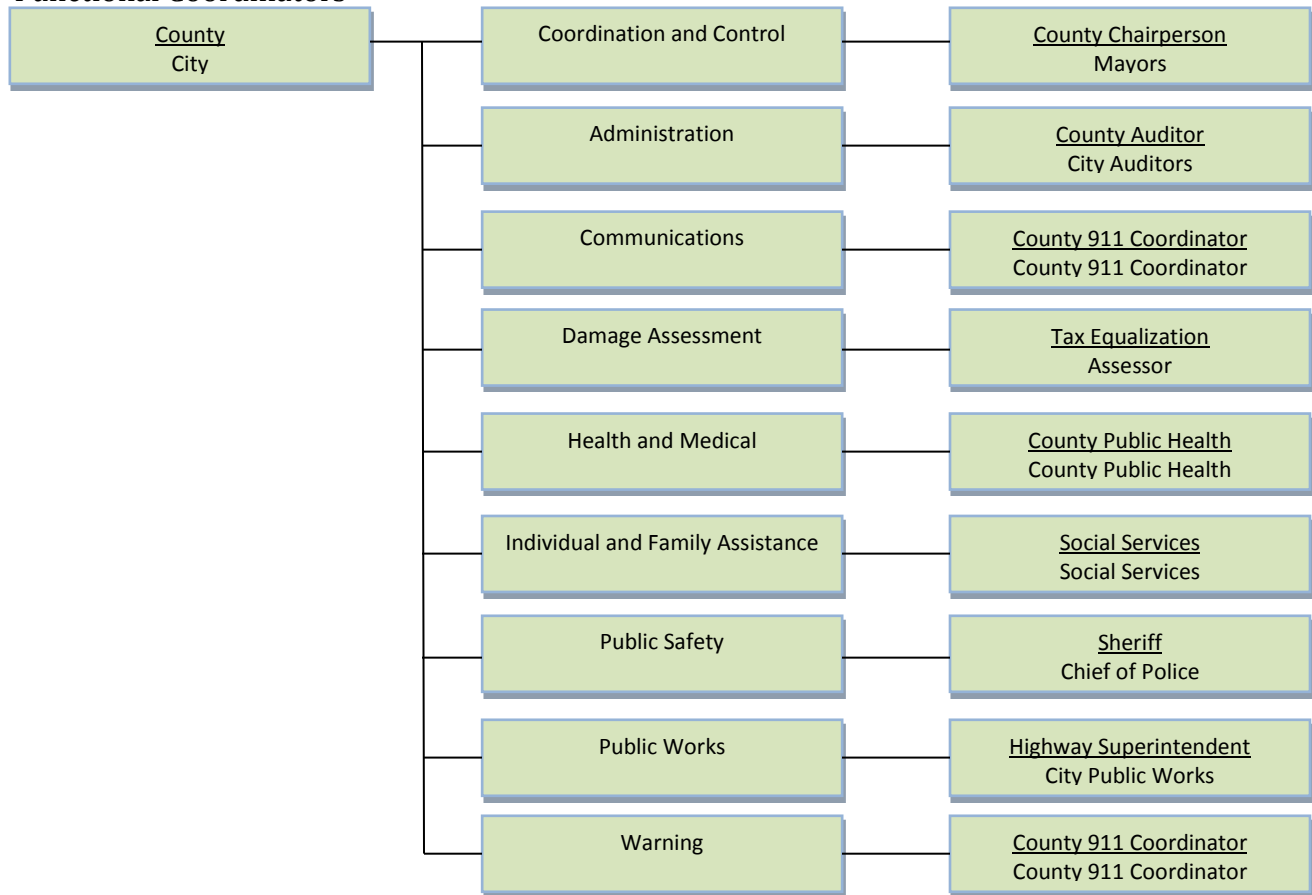
Any county or city agency or department may be assigned an emergency mission. The supervisor of each department is responsible for the accomplishment of an assigned task or function through the development of SOPs located at their facility. Assignment of functions and tasks are listed by functional area. In addition, each department is assigned the following general tasks:

1. Provide personnel, equipment, and facilities on a 24-hour basis.
2. Plan and provide for the safety of employees and protection of public property in the event of an emergency.

3. Coordinate actions with the Steele County Emergency Manager and with departments having related tasks.
4. Train personnel assigned to emergency tasks and participate in exercises to test emergency plans and procedures.
5. Provide for record keeping and documentation of the emergency and actions taken.
6. Prepare damage assessments.

The relationships between departments and functions are portrayed on the Department/Function Annex Charts. These charts also distinguish between functional coordination and task coordination responsibilities of various departments.

Functional Coordinators



County Functional Annex Chart

The relationship between county departments and agencies to functional annexes with the Local Emergency Operations Plan is portrayed on this Functional Annex Chart. Each city will have its own Functional Annex Chart.

F - Functional Coordinator Responsibility T - Task Coordinator Responsibility	Coordination and Control	Administration	Communications	Damage Assessment	Health and Medical	Individual and Family Assistance	Public Safety	Public Works and Transportation	Warning
County Commission	F	T							
Amateur Radio/ARES /RACES			T						
American Red Cross/ Salvation Army						T			
Auditor	T	F							
County Dispatch Center	T		F		T		T		F
Coroner					T				
County Agent	T								
County Highway Department	T		T			T	T	F	
City-County Health Department	T				F	T			
Department Heads	T								
Emergency Management	T	T		T					T
Emergency Medical					T				
Fire Chiefs	T				T				
Humane Society						T			
Information Technology			T						
Local Human Services					T	T			
Sheriff's Department	T		T	T			F		T
Public Information Officer	T		T		T	T	T	T	T
Social Services	T					F			
State Area Warning Officer									F
State's Attorney	T	T				T			
Tax Equalization	T			F					
Water Resource District	T								

City Functional Annex Chart

The relationship between city departments and agencies to functional annexes with the Local Emergency Operations Plan is portrayed on this Functional Annex Chart. Each city will have its own Functional Annex Chart.

F - Functional Coordinator Responsibility T - Task Coordinator Responsibility	Coordination and Control	Administration	Communications	Damage Assessment	Health and Medical	Individual and Family Assistance	Public Safety	Public Works and Transportation	Warning
Mayor/City Council	F	T							
Amateur Radio/ARES /RACES			T						
American Red Cross/ Salvation Army						T			
Assessor	T			F					
Auditor	T	F		T					
Chief of Police	T		T	T			F		T
City Attorney	T	T				T			
City Engineer	T			T			T	F	
County Dispatch Center	T		F		T		T		F
Coroner					T				
City-County Health Department	T				F	T			
Department Heads		T							
Emergency Medical					T				
Fire Chief	T				T				
Housing/Urban Development						T			
Information Technology			T						
Local Human Services						T			
Park District/Forestry	T								
Public Information Officer	T		T		T	T	T	T	T
Public Works				T			T	F	
Social Services						F			
State's Attorney		T				T			
Water Resource District	T								

Coordination and Control

Functional Coordinator: County Commission/City Council

Purpose: This function provides procedures for coordinated management of preparedness, response and recovery, continuity of government, emergency operations centers (EOC) and policy making in emergency situations.

The primary functional coordinator is the principal executive officer of government or their designee in either the city or county. The principal officers are responsible for their respective city or county emergency operations, including assuring continuity of resources. The county commission is responsible for all county emergency operations outside of corporate city limits.

All city and county staff and elected officials may be activated during emergency situations and are responsible for carrying out emergency operations and advising chief elected officials, functional coordinators and emergency managers on matters pertaining to their areas of functional responsibility.

The principles of NIMS will enable responders at all jurisdictional levels and across all disciplines to work together more effectively and efficiently.

The Functional Coordinator or Designees (Task Coordinators) will perform the following tasks to carry out the function.

Tasks and Phases

Preparedness Phase: Coordination and Control		
Task/Responsibility	Task Coordinator	Reference Materials
Maintain and test all equipment necessary for efficient operations	Emergency Management	
Determine alternate EOC as necessary	Emergency Management	
Establish training programs for each employee consistent with level of operational responsibility	Department Head	
Review and update communications SOPs and communication annex with the emergency manager	County 911 Coordinator	
Participate in disaster exercises	Department Head	
Maintain updated version of LEOP	Emergency Management	
Maintain SOPs necessary for completion of responsibilities	Department Head	

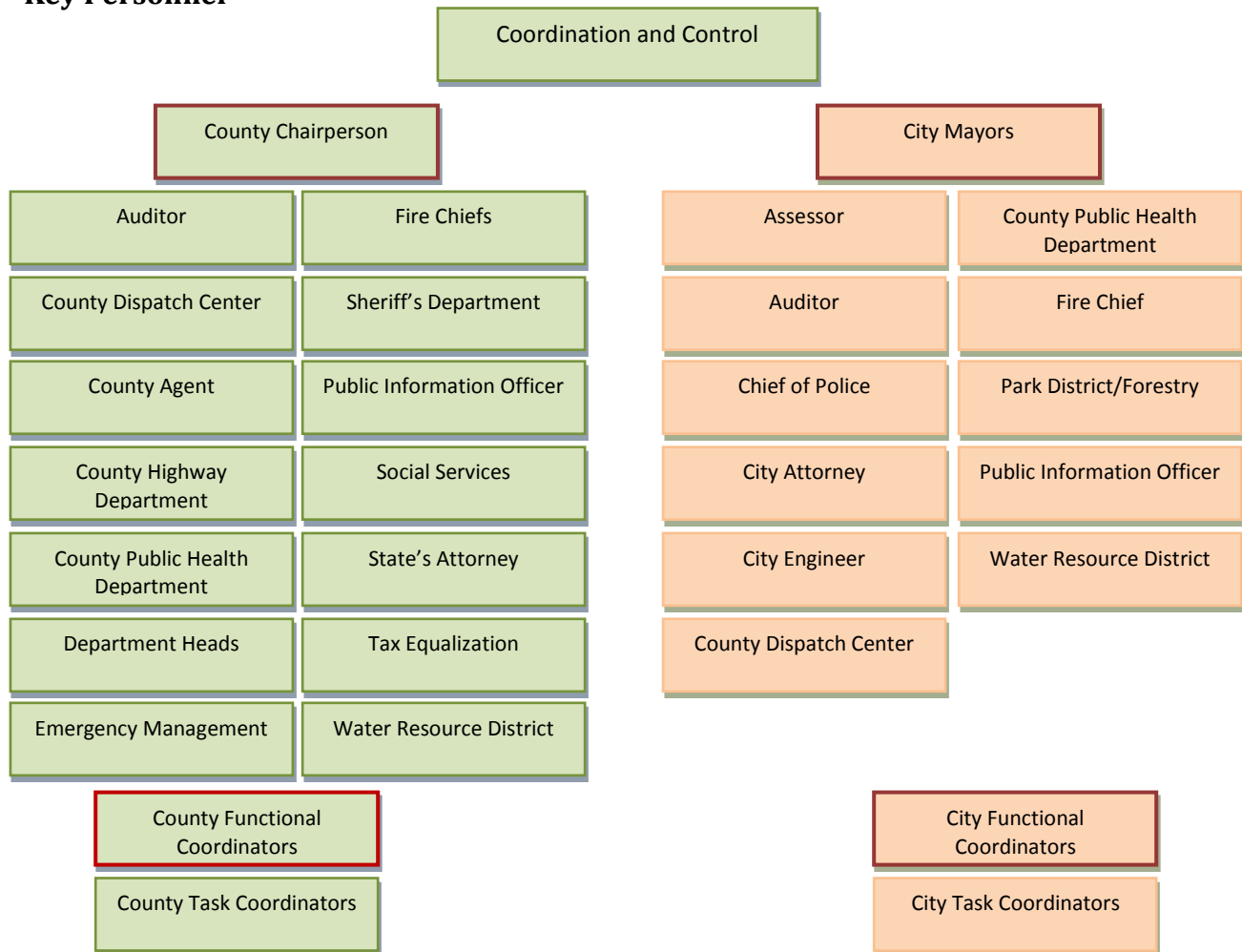
Review and update mutual aid agreements	States/City Attorney	
Exercise all functions on a prescribed four-year schedule	Emergency Management	
Maintain liaison with key outside agencies that support emergency operations	Emergency Management	
Initiate public awareness campaigns on possible hazards	Department Head	

Response Phase: Coordination and Control		
Task/Responsibility	Task Coordinator	Reference Materials
Activate the EOC	Department Head	
Conduct initial situation assessment	County 911 Coordinator	
Initiate priority disaster operations based on initial situation assessment	County Commission/City Council	
Establish schedule of emergency operations staffing	Department Head	
Provide daily briefings and review of emergency staff assignments	Emergency Management	
Provide ongoing and final situation reports to ND Division of Emergency Management	Emergency Management	
Designate on-scene coordinators	Department Head	
Issue a local emergency/disaster declaration, if necessary	County Commission/Mayor	
Coordinate emergency operations with incident commander	Department Head	
Authorize the purchase of emergency supplies, as necessary	Auditor	
Identify and coordinate the use of food/fuel/supply sources for the EOC	Emergency Management	
Utilize Mutual Aid Agreement, as necessary	Department Head	
Provide for continuity of government	County Commission/Mayor	
Coordinate and disseminate disaster-related public information or appoint a PIO (public information officer)	Public Information Officer	
Request specific outside assistance from ND Department of Emergency Management	County Commission/City Council	

Issue resolutions affecting the emergency/disaster situations to facilitate local emergency operations (i.e. curfews, policies and other controls)	County Commission/Mayor	
Direct utilization of support resources provided by government and/or private sectors	Department Head	
Support coordination and control and EOC to assess emergency/disaster situation	Department Head	
Coordinate evacuation activities	County Public Health District/ Sheriff/Police Department	

Recovery Phase: Coordination and Control		
Task/Responsibility	Task Coordinator	Reference Materials
Conduct damage assessment	Assessor/Tax Equalization	
Determine when and how evacuees may return to disaster/risk area	Sheriff/Police Department	
Appoint coordinating and operations personnel for recovery duties	Department Head	
Prepare hazard mitigation recommendations and submit after action report to the county/city governing bodies	Department Head	
Reduce EOC hours or close, as appropriate	Emergency Management	
Provide counseling and other mental health services to emergency response personnel, as appropriate	County Public Health District	

Key Personnel



Administration

Functional Coordinator: Auditor/City Auditors

Purpose: This function provides procedures for preparedness, response and recovery to maintain and record all public documents that may be impacted by a disaster.

The functional coordinator will provide a system to carry out the legal, fiscal and administrative responsibilities necessary to maintain the continuity of government and records management as prescribed by law. In addition, the functional coordinator will support EOC operations through administrative support to log all activities taken during an emergency or disaster situation.

The Functional Coordinator or Designees (Task Coordinators) will perform the following tasks to carry out the function.

Tasks and Phases

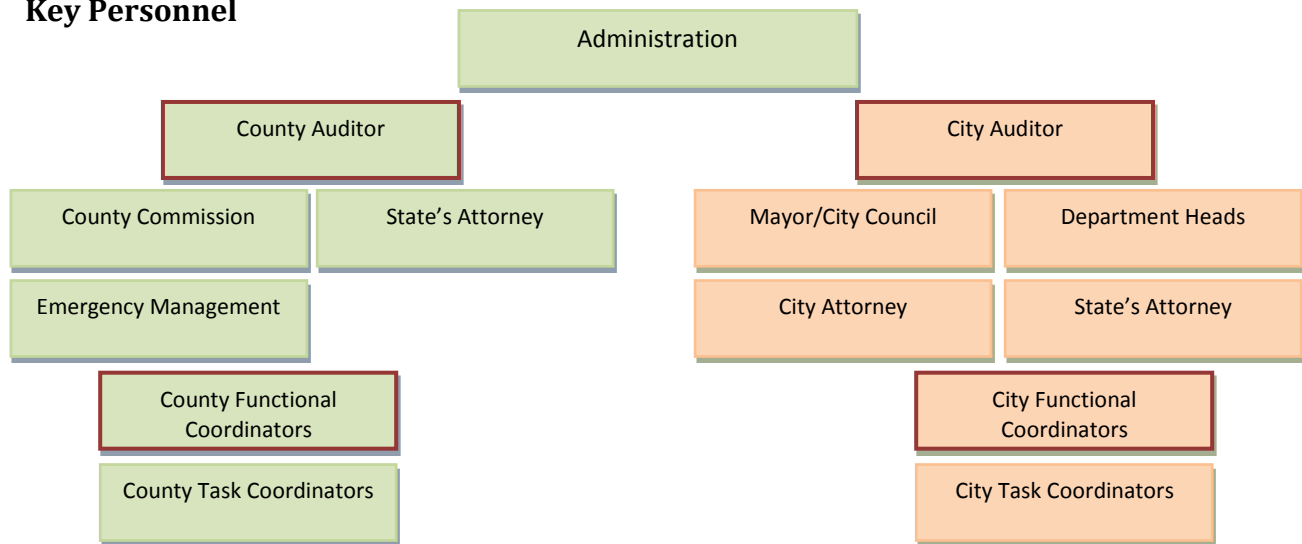
Preparedness Phase: Administration		
Task/Responsibility	Task Coordinator	Reference Materials
Provide emergency operations and records management training to all personnel	Auditor	
Ensure all records are appropriately stored or backed up for preservation	Auditor	
Participate in disaster exercises	Auditor	
Review and update communications SOPs and communication annex with the emergency manager	County 911 Coordinator	
Maintain record of all staff contact numbers	Auditor	

Response Phase: Administration		
Task/Responsibility	Task Coordinator	Reference Materials
Advise local officials on legal actions that they may exercise in handling emergency situations	States/City Attorney	
Promulgate curfew, policies and other controls, as are legal and necessary	County Commission/Mayor	
Initiate record keeping and documentation	Auditor	
Relocate and reactivate administration staff in host area in the event of evacuation	Auditor	
Provide specialized computer services and technical assistance to local departments for response and recovery operations	Auditor	
Provide accountant services upon activation of the EOC to track all expenditures relative to any disaster or emergency	Auditor	
Represent the county in legal proceedings in which the county/city may be involved as a result of an emergency or disaster	States/City Attorney	
Advise departments of local government on maintenance and security of vital records during an emergency or disaster situation	Auditor	

Receive, process and maintain all official documentation of executive decisions and/or actions that affect the emergency or disaster situation	Auditor	
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Recovery Phase: Administration		
Task/Responsibility	Task Coordinator	Reference Materials
Rescind unneeded emergency policies; cancel state of emergency when appropriate	Auditor	
Maintain necessary statistical data, reports and legal forms in accordance with existing laws and regulations	Auditor	
Maintain records on amounts of disaster spending	Auditor	

Key Personnel



Communications

Functional Coordinator: Public Safety Answering Point

Purpose: This function provides procedures for preparedness, response and recovery to establish the ability to communicate between direction and control authorities and between coordinating authorities and response organizations for an effective and coordinated response and recovery. Should the day-to-day communication systems become unavailable, alternate systems will be planned and implemented.

The functional coordinator has the responsibility, within financial and technical restraints, to establish, use, maintain, and manage the emergency communication network and to ensure that it is protected from hazards that may reduce its effectiveness. Standard operating guidelines should be developed to ensure consistency. This communications network includes back-up systems that are capable of supporting countywide disaster operations, utilizing all available public and private communication systems, such as ARES, RACES and amateur radio, within the county. Dispatchers have the responsibility to follow established procedures.

The Functional Coordinator or Designees (Task Coordinators) will perform the following tasks to carry out the function.

Tasks and Phases

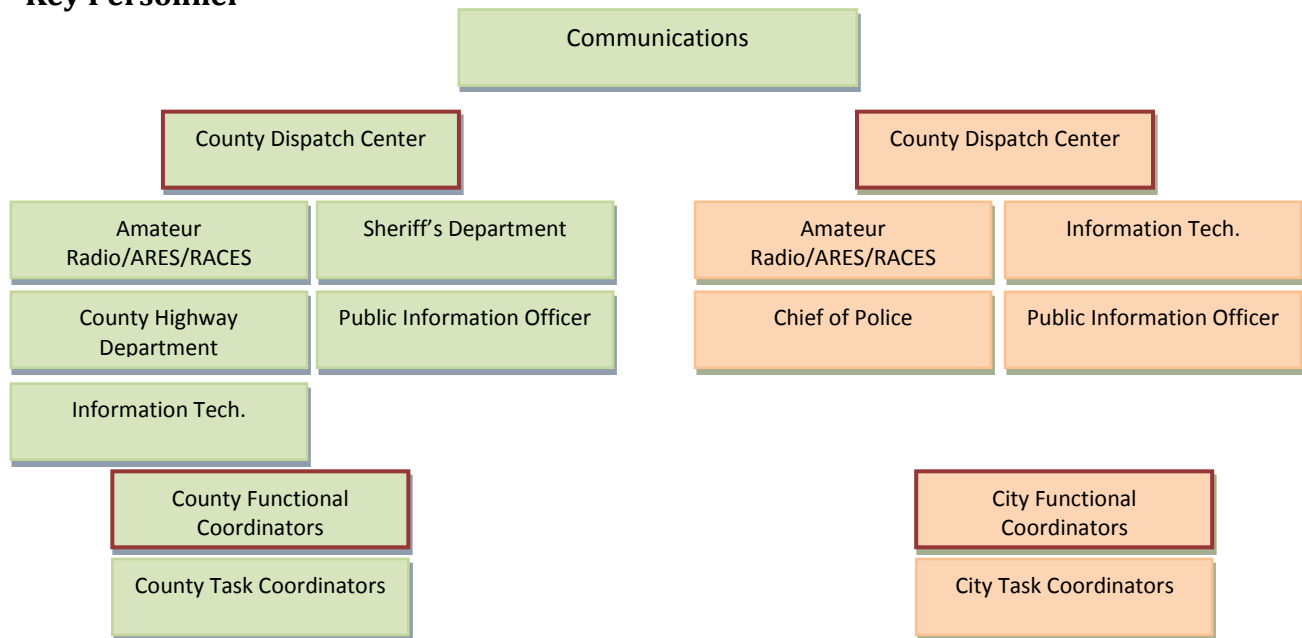
Preparedness Phase: Communications		
Task/Responsibility	Task Coordinator	Reference Materials
Identify vulnerable communication locations	County 911 Coordinator	
Review communications resource requirements	County 911 Coordinator	
Review and update communications SOPs and communication annex with the emergency manager	County 911 Coordinator	
Identify/verify agreements with private and public sector agencies to augment communications capabilities	County 911 Coordinator	
Ensure testing and maintenance of communications equipment	County 911 Coordinator	
Maintain list of licensed amateur operators within the county	Emergency Management	
Instruct staff on contents and use of message handling system	County 911 Coordinator	
Ensure availability of message forms	Emergency Management	
Participate in disaster exercises	County 911 Coordinator	
Renew radio licenses as required	Department Head	

Response Phase: Communications		
Task/Responsibility	Task Coordinator	Reference Materials
Alert communications personnel, as needed	County 911 Coordinator	
Advise functional coordinators of communications status	County 911 Coordinator	
Ensure communication capability for: <ul style="list-style-type: none"> • Teletype • Emergency Alert System (EAS) • Interactive Video Network (IVN) • Pagers • Spotter network • Amateur radio, RACES • NOAA Weather Radio for civil emergency message • Public safety radio channels • Cellular phones • Sirens • NAWAS • Fax • Telephone • Local Area Networks (LAN) • Modems (email) • Web EOC 	<ul style="list-style-type: none"> • 911 Coordinator • 911 Coordinator • Information Tech. • 911 Coordinator • Emergency Mgt. • Emergency Mgt. • 911 Coordinator • 911 Coordinator • Department Heads • Dispatch/Fire • 911 Coordinator • 911 Coordinator • Information Tech. • Information Tech. • Information Tech. • Information Tech. • Emergency Mgt. 	
Provide supplemental emergency communications	RACES/ARES	
Keep log of activities performed by all task coordinators and update incoming shifts	County 911 Coordinator	

Recovery Phase: Communications		
Task/Responsibility	Task Coordinator	Reference Materials
Maintain communications with state government and adjacent communities	County 911 Coordinator	
Maintain radio log of communication activity	County 911 Coordinator	
Prepare report of communication activities during disaster situation	County 911 Coordinator	
Assess disaster effects on communications facilities and systems	County 911 Coordinator	
Report status of communications system to emergency manager	County 911 Coordinator	

Analyze and revise SOPs	County 911 Coordinator	Quick reference material
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Key Personnel



Damage Assessment

Functional Coordinator: Tax Equalization/City Assessor

Purpose: The function describes the uniform damage assessment process to document damage from incidents or disasters in North Dakota. An extensive damage assessment is necessary to support requests for future planning, response and recovery programs offered at the state and federal levels. An accurate damage assessment will also support post disaster mitigation efforts that could result in building codes and land-use regulations, which, in turn, could reduce structural damage from future events.

The functional coordinator will act as a central contact for gathering necessary information as to severity, magnitude and overall impact of an emergency or disaster situation. The coordinator will submit completed applicable damage assessment forms (ND Disaster Procedures Handbook) and photos and maps of damaged areas to the North Dakota Division of Emergency Management when damages first occur and when local government requests outside assistance.

The Functional Coordinator or Designees (Task Coordinators) will perform the following tasks to carry out the function.

Tasks and Phases

Preparedness Phase: Damage Assessment		
Task/Responsibility	Task Coordinator	Reference Materials
Attend training in the damage assessment process and procedures	County Tax Equalization/City Assessor	
Establish damage assessment teams	County Tax Equalization/City Assessor	
Train damage assessment teams	County Tax Equalization/City Assessor	
Purchase supplies/equipment for damage assessment team	County Tax Equalization/City Assessor	
Establish tracking system for use during all phases of damage assessment	County Tax Equalization/City Assessor	
Maintain current maps of the city/county	Highway Dept/City Engineer	
Maintain supply of forms needed for each phase of damage assessment	County Tax Equalization/City Assessor	Disaster Procedure Handbook
Develop list of critical facilities and special needs in the county	Emergency Management	
Review and update communications SOPs and communication annex with the emergency manager	County Tax Equalization/City Assessor	
Participate in disaster exercises	County Tax Equalization/City Assessor	
Distribute to city and county offices ND Disaster Procedures Handbook	Emergency Management	ND Department of Emergency Management

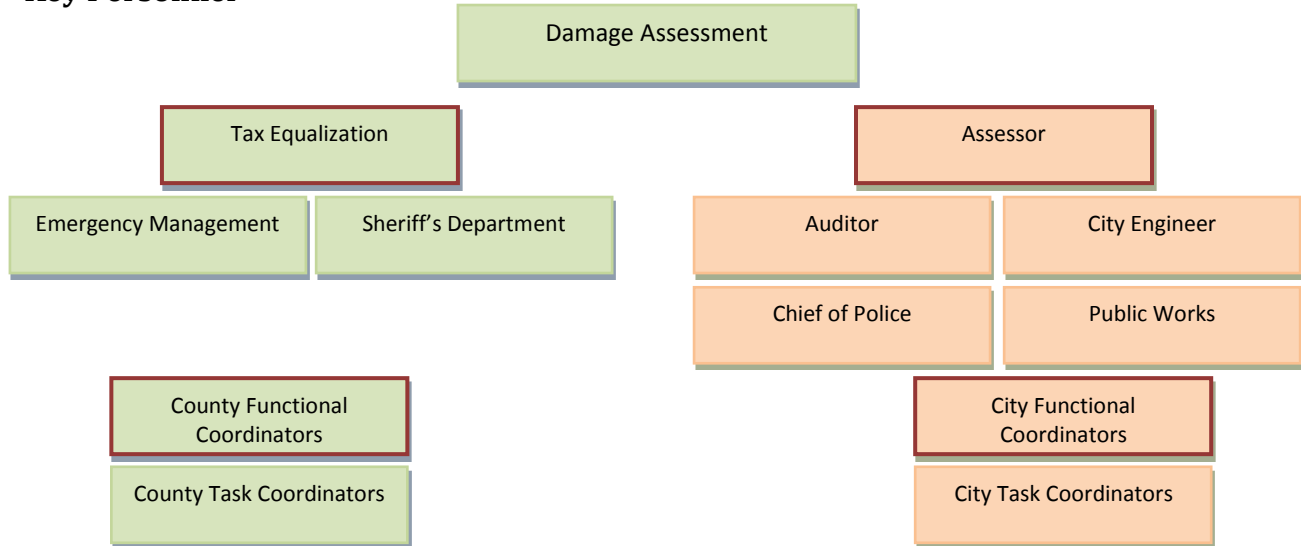
Response Phase: Damage Assessment		
Task/Responsibility	Task Coordinator	Reference Materials
Notify damage assessment teams and other agencies with damage assessment responsibilities	County Tax Equalization/City Assessor	
Assign EOC damage assessment staff	County Tax Equalization/City Assessor	

Define perimeter of disaster area	County Tax Equalization/City Assessor	
Brief local emergency services of initial damage assessment procedures and requirements	County Tax Equalization/City Assessor	
Ascertain safety of affected areas prior to allowing field teams in for damage assessment	Sheriff/Police Department	
Coordinate and compile damage reports from damage assessment teams (private, public, and agricultural) and advise coordination and control group	County Tax Equalization/City Assessor	
Keep log of activities performed by all task coordinators and update incoming shifts	Auditor	
Contact city and county offices to notify them of the need and deadline for providing records of emergency work expense	County Tax Equalization/City Assessor	

Recovery Phase: Damage Assessment		
Task/Responsibility	Task Coordinator	Reference Materials
Complete the preliminary damage assessment within 36 hours from the incident and submit to EOC	County Tax Equalization/City Assessor	
Compile priority list for emergency repairs and submit to EOC	County Highway Department/City Engineer	
Identify areas needing debris removal and provide information to public works/engineering department	Sheriff/Police Department	
Identify areas with damaged transportation routes and coordinate with law enforcement to determine alternate routes	County Highway Department/Public Works	
Identify areas needing restoration of utilities and coordinate with utility services to restore service	County Highway Department/Public Works	
Complete final damage assessment summary within seven days from the incident and submit to NDDEM	County Tax Equalization/City Assessor	
Provide assessment information on damage to public parks and trees	Parks Department	

Coordinate support for state and federal public damage inspection teams	Emergency Management	
Assist in preparation of requests for state and federal assistance	Emergency Management	

Key Personnel



Health and Medical

Functional Coordinator: Tax Equalization/City Assessor

Purpose: This function provides procedures for preparedness, response and recovery to provide health, medical care and environmental analysis during an emergency or disaster situation

The functional coordinator will provide the necessary components to ensure ongoing environmental sanitation, disease control, ambulance services, support to hospitals, mortuary services and protection against contamination of food and water supplies.

The Functional Coordinator or Designees (Task Coordinators) will perform the following tasks to carry out the function.

Tasks and Phases

Preparedness Phase: Health and Medical		
Task/Responsibility	Task Coordinator	Reference Materials
Review plans	County Public Health District	
Coordinate anticipated requirements with area hospitals	County Public Health District	
Establish number of additional patients the hospital and nursing homes could receive in the county	County Public Health District	
Establish number of patients hospitals in surrounding areas could receive	County Public Health District	
Review procedures at hospitals designated for monitoring and decontaminating incoming patients (RAD and otherwise)	County Public Health District	
Coordinate with EMS/rescue squads the number of ambulances available to support an evacuation of the hospital or nursing homes, if required	County Public Health District	
Coordinate alternate patient transportation resources (school buses, vans, etc.) if equipped	Social Services	
Coordinate availability of facilities to be used for emergency medical care	County Public Health District	
Confer with Social Services to identify disabled individuals that may need medical assistance in the event of evacuation or disaster	Individual and Family Assistance Coordinator	

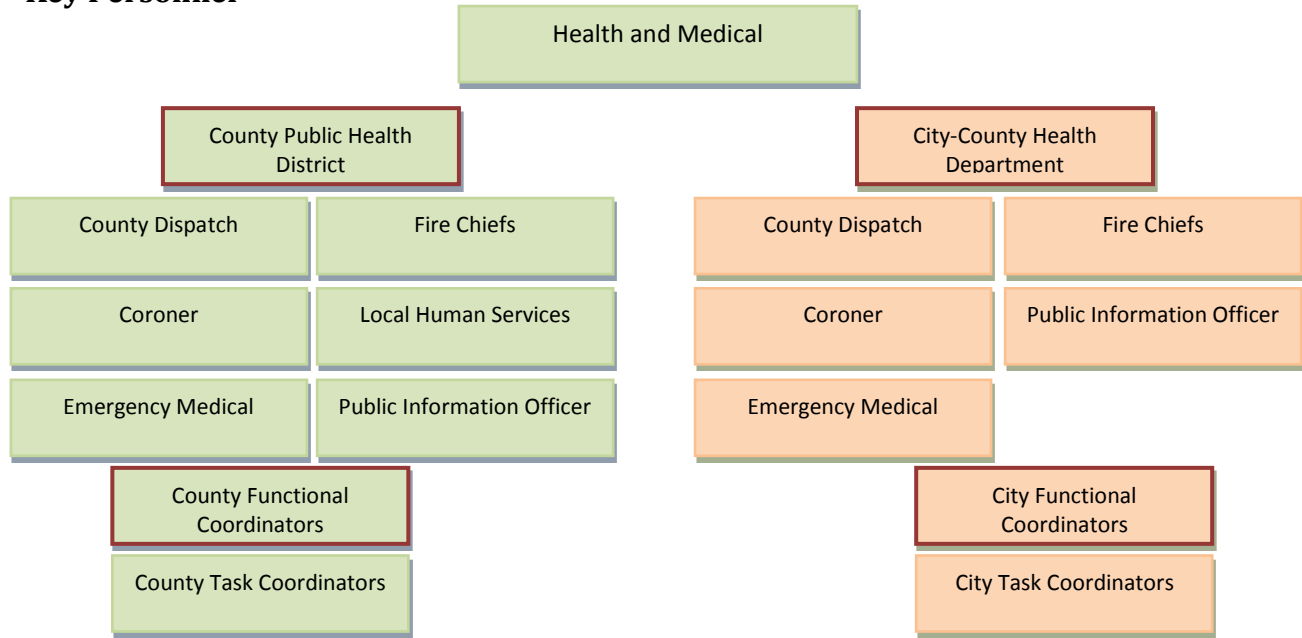
Coordinate with public safety/law for emergency transportation for medical personnel to critical medical facilities in the event roads are impassable	Sheriff/Police Department	
Radiological/HazMat emergencies	County Public Health District	
Coordinate anticipated lab support	County Public Health District	
Coordinate anticipated personnel requirements for inspections	County Public Health District	
Coordinate with Red Cross for lodging and feeding, if required	Social Services	
Coordinate with medical coordinator and shelter coordinator in reviewing assignments of EMS personnel to shelters to ensure emergency medical capabilities	County Public Health District	
Review and update communications SOPs and communication annex with the emergency manager	County Public Health District	
Determine requirement for inspections of mass care facilities for public health and safety	County Public Health District	
Participate in disaster exercises	County Public Health District	
Plan implementation of inspections and gathering of samples to assess any public health threats or adverse environmental impacts	County Public Health District	

Response Phase: Health and Medical		
Task/Responsibility	Task Coordinator	Reference Materials
Maintain liaison between public health coordinator, medical command officer and local government officials	Emergency Management	
Coordinate medical resource requirements with the EOC	Emergency Management	
Advise local officials to request the Governor to waive occupancy regulations of hospital and nursing homes, if necessary	County Public Health District	
Coordinate activities and resource requirements with the emergency manager	County Public Health District	
Coordinate requirements for mental health counseling	Local Human Services	

Coordinate requirements for communicable disease prevention or control	County Public Health District	
Coordinate requirements for mortuary services	Coroner	
Implement gathering of samples (food, water, soil, etc.) as required	County Public Health District	
Provide potable water for drinking, if required	County Public Health District	
Establish medical command	County Public Health District	
Coordinate the mechanisms for analyzing any suspect samples	County Public Health District	
Report findings and recommend actions to the communicable disease officer or local officials, as applicable	County Public Health District	
Advise mortuary coordinator in the event emergency interment is required	County Public Health District	
Keep log of activities performed by all task coordinators and brief oncoming shifts of actions.	County Public Health District	
Initiate prescribed vector control measures to ensure public health and safety	Emergency Management	

Recovery Phase: Health and Medical		
Task/Responsibility	Task Coordinator	Reference Materials
Assembles key medical personnel for analysis of all medical operations	County Public Health District	
Complete required reports	County Public Health District	
Recommend changes of the Local Emergency Operations Plan to the emergency manager	County Public Health District	
Advise as to safety regarding public health of citizens reoccupying areas	County Public Health District	
Coordinate the disposal of animal remains	County Public Health District	
Assemble public health personnel for analysis of all public health operations	County Public Health District	

Key Personnel



Individual and Family Assistance

Functional Coordinator: County Social Service Director

Purpose: This function provides procedures for preparedness, response and recovery to meet the basic and special human needs of individuals and families impacted by emergency or disaster situations.

The functional coordinator will use necessary means to coordinate the use of volunteer groups to meet the tasks set forth in this function. Additionally, the coordinator will provide organizational support for donations management and coordinate the use and registration of volunteers for emergency operations.

The Functional Coordinator or Designees (Task Coordinators) will perform the following tasks to carry out the function.

Tasks and Phases

Preparedness Phase: Individual and Family Assistance		
Task/Responsibility	Task Coordinator	Reference Materials
Provide public awareness campaigns for individual and family protection at home during disasters	Emergency Management	
Identify facilities suitable for shelters, disaster assistance centers, pet care centers, aid stations and temporary morgues	Social Services	

Recruit and train personnel to effectively manage response and assist citizens affected by disaster	Red Cross/Salvation Army/Social Services	
Identify personnel to use for assistance	Social Services	
Develop and implement agreements with local businesses, service organizations and response agencies to supply goods and services during disasters	Social Services	
Inventory medical supplies on hand and suppliers for restocking as needed	Health Department/EMS	
Assign and train a representative to act as part of the assessment team to determine needs of citizens at time of disaster	Social Services	
Recruit personnel for emergency management training offered by government, academic institutes and private organizations	Emergency Management	
Identify special planning considerations for special needs populations	Local Human Services	
Prepare and maintain current up-to-date pre-done and generic media releases	Public Information Officer	
Review and update communications SOPs and communication annex with the emergency manager	Social Services	
Participate in disaster exercises	Social Services	
Prepare a registration and contact plan for citizens to enlist in services when available	United Way	

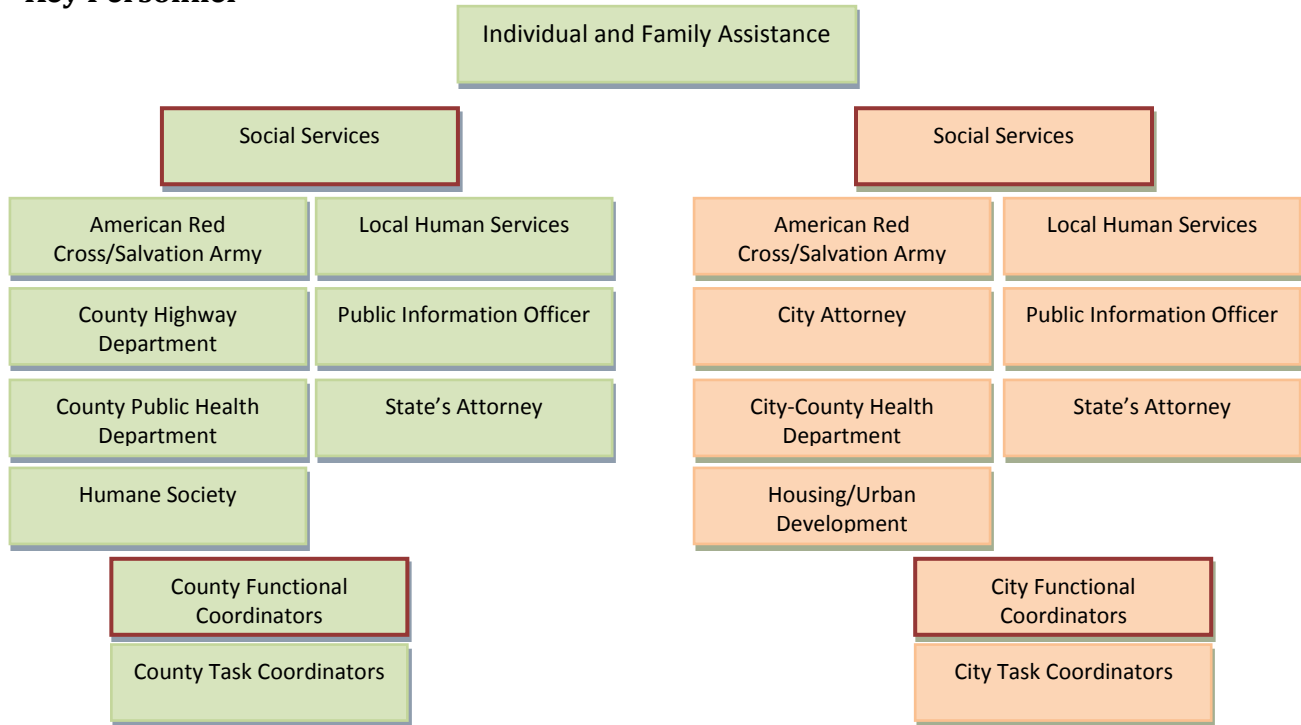
Response Phase: Individual and Family Assistance		
Task/Responsibility	Task Coordinator	Reference Materials
Set up operations area, obtain necessary EOC organization chart, floor plan and telephone list	Emergency Management	
Coordinate the release and dissemination of all public information with the EOC	Public Information Officer	
Assure that resources for citizens' emotional and financial support are accessible and known (insurance agents, local ministry, local nonprofit organizations)	Social Services	
Activate shelters and shelter personnel, ensure food, potable water, clothing and	Red Cross/Salvation Army	

other basic needs are provided for the citizens of the disaster/event		
Liaison with government agencies and other organizations providing human services	Social Services	
Facilitate and coordinate with EOC and county emergency management office.	Social Services	
Provide service and support to the operations and personnel in the Family assistance center	Local Human Services	
Maintain logs to support documentation, expenditures, situation status, resource allocations and reports	Department Head	
Activate and implement pet care center plans	Humane Society	
Set up operations area, obtain necessary EOC organization chart, floor plan and telephone list	Emergency Management	
Request state/federal assistance through county emergency manager	County Commission/Mayor	
Procure required resources to sustain operations	Department Head	
Determine potential public health and environmental hazards	Health Department	
Conduct periodic briefings for the personnel and participate in EOC briefings as required or requested	Social Services	
Inform field units of all locations of shelters, aid facilities and other pertinent facilities and provide updates to relief personnel as they come on duty	Social Services	
Keep log of activities performed by all task coordinators and update incoming shifts	Social Services	
Coordinate with members of clergy for emergency sheltering and counseling	Social Services	

Recovery Phase: Individual and Family Assistance		
Task/Responsibility	Task Coordinator	Reference Materials
Provide temporary housing for persons in shelters	Housing Authority	
Reunite families and pets	Humane Society	
Apply for state and federal assistance programs	County Commission/Mayor	

Provide service and support to the operations and personnel in the Family Assistance Center	Red Cross/Salvation Army	
Assist citizens with recovery needs as necessary	Social Services	
Participate in damage assessment	Local Human Services	
Provide information regarding recovery programs, if necessary	Public Information Officer	
Provide crisis counseling to response agencies and victims	Local Human Services	

Key Personnel



Public Safety

Functional Coordinator: Sheriff/ Chief of Police-Fire Chiefs

Purpose: This function provides procedures for preparedness, response and recovery to provide a coordinated effort for the immediate protection of life and property.

The functional coordinator will provide direction to coordinate the actions of law enforcement, fire departments, search and rescue units and hazardous materials response teams. Through unified command under the Incident Command System (ICS) responders will ensure the immediate safety of all citizens, maintain law and order, protect public and private property, conduct haz-mat assessment and provide protection for essential industries, supplies and facilities for any type of disaster.

The Functional Coordinator or Designees (Task Coordinators) will perform the following tasks to carry out the function.

Tasks and Phases

Preparedness Phase: Public Safety		
Task/Responsibility	Task Coordinator	Reference Materials
Complete daily assessments of special events, weather reports, road closures, fire danger or other factors that may influence operations	Emergency Manager/ Sheriff/Police Chief/Fire Chiefs	
Review mutual aid agreements	Sheriff/Police Chief/Fire Chiefs	
Review and update emergency staff assignments	Sheriff/Police Chief/Fire Chiefs	
Determine available resources	Sheriff/Police Chief/Fire Chiefs	
Alert personnel to be on standby status	Sheriff/Police Chief/Fire Chiefs	
Coordinate activities with county emergency manager	Sheriff/Police Chief/Fire Chiefs	
Coordinate communications requirements with communications administrator	Sheriff/Police Chief/Fire Chiefs	
Check readiness of all equipment	Sheriff/Police Chief/Fire Chiefs	
Coordinate emergency ID for all on scene personnel	Sheriff/Police Chief/Fire Chiefs	
Prepare for possible shortage of water, electricity, chemicals and fuel	Sheriff/Police Chief/Fire Chiefs	

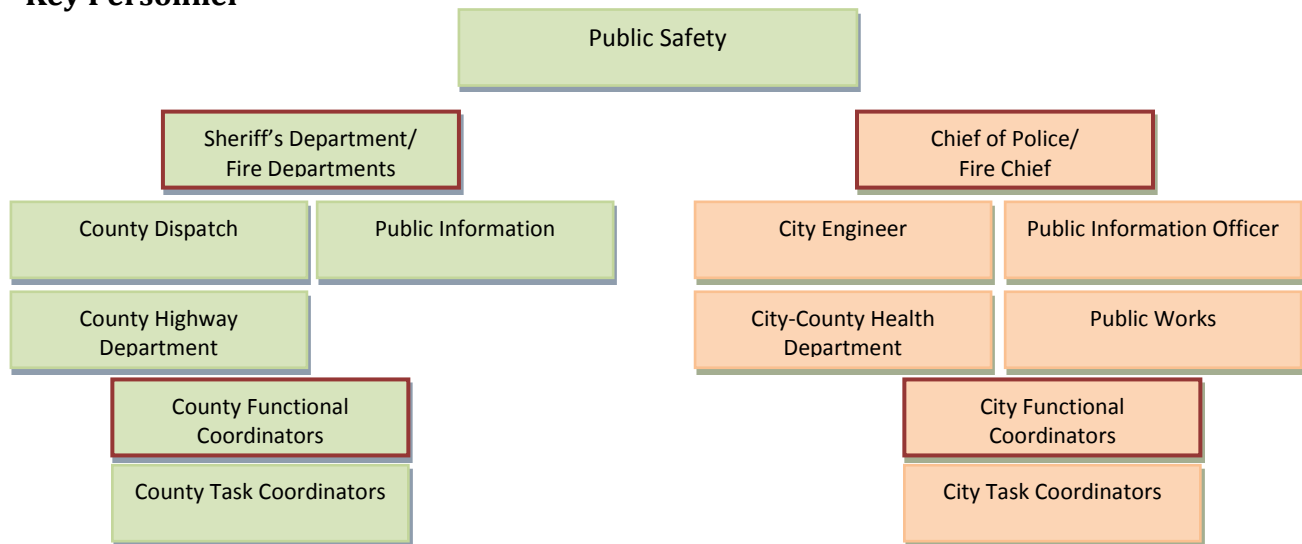
Accomplish inspections of shelter/emergency lodging facilities for safety	Fire Chiefs/ Building Inspector	
Review procedures for decontamination/universal precautions	Fire Chiefs/ County Public Health District	
Develop plans for utilizing volunteers	Sheriff/Police Chief/Fire Chiefs	
Coordinate with social services and senior services programs to determine locations of vulnerable individuals that may need special consideration	Sheriff/Police Chief/Fire Chiefs	
Provide refresher training in traffic control procedures	Sheriff/Police Chief	
Provide training for volunteers	Sheriff/Police Chief/Fire Chiefs	
Assist in the coordination of special transportation requirements for vulnerable individuals	Social Services Director	
Coordinate security procedures with health and medical functional coordinator in the event of a mass casualty incident	Sheriff/Police Chief	
Coordinate Security Procedures with mass care and shelter coordinators	Sheriff/Police Chief	
Review department SOPs	Sheriff/Police Chief/Fire Chiefs	
Review procedures for transporting/guarding prisoners	Sheriff/Police Chief/Corrections Facility Administrators	
Participate in disaster exercises	Sheriff/Police Chief/Fire Chiefs	
Identify essential services needing security	Sheriff/Police Chief/Fire Chiefs/ Emergency Manager	
Identify potential traffic and security problems and determine law enforcement requirements	Sheriff/Highway Superintendent/ Police Chief/City Engineer/Public Works Director	
Coordinate evacuation planning and procedures	Sheriff/Police Chief/Fire Chiefs/Emergency Management	
Review policies for animal control	Sheriff/Police Chief/ Humane Society	

Response Phase: Public Safety		
Task/Responsibility	Task Coordinator	Reference Materials
Provide for decontamination centers	Fire Chiefs/City-County Health Department	
Notify emergency manager of additional requirements	Sheriff/Police Chief/Fire Chiefs	
Coordinate inspection of affected buildings for safety	Building Inspector/Fire Chiefs/Contractors	
Coordinate with public works for utilities shut off	Sheriff/Police Chief/Fire Chiefs	
Provide damage reports to EOC	Sheriff/Police Chief/Fire Chiefs	
Coordinate and assist law enforcement with traffic and crowd control areas	Fire Chiefs/Highway Superintendent/	
Consult with Chemtrec (Hazmat Incident/Accident)	Fire Chiefs/City-County Health Department/Emergency Manager	
Coordinate and define urban search and rescue efforts	Sheriff/Police Chief/Fire Chiefs	
Assist with evacuation	Sheriff/Police Chief/Fire Chiefs/Emergency Management	
Assist warning function	Sheriff/Police Chief/Fire Chiefs	
Advise field units of hazardous conditions	Sheriff/Police Chief/Fire Chiefs/Dispatch Coordinator	
Request additional communication support	Sheriff/Police Chief/Fire Chiefs/Dispatch Coordinator	
Keep log of activities; itemize financial expenditures, human resources, vehicles and equipment, and update incoming shifts	Sheriff/Police Chief/Fire Chiefs/Dispatch Coordinator	
Assign personnel to traffic control points in the event of evacuation	Sheriff/Police Chief	

Request mutual aid and other resources as necessary	Sheriff/Police Chief/Fire Chiefs/Emergency Manager	
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Recovery Phase: Public Safety		
Task/Responsibility	Task Coordinator	Reference Materials
Review and analyze fire/law enforcement operations and update plans with any changes in procedures	Sheriff/Police Chief/Fire Chiefs	
Accomplish equipment checks and maintenance on all equipment	Sheriff/Police Chief/Fire Chiefs	
Complete administrative and fiscal reports	Sheriff/Police Chief/Fire Chiefs	

Key Personnel



Public Works and Transportation

Functional Coordinator: County Highway Department/Public Works

Purpose: This function provides procedures for preparedness, response and recovery to provide a coordinated effort for maintenance, replacement and/or repair of public works facilities and services during and after an emergency or disaster situation.

The basic operational concept is to provide uninterrupted critical services during all situations. Priority actions will be taken to restore critical utility services, provide for debris removal, coordinate movement of transportation networks and protect and repair the infrastructure of the jurisdiction.

The Functional Coordinator or Designees (Task Coordinators) will perform the following tasks to carry out the function.

Tasks and Phases

Preparedness Phase: Public Works and Transportation		
Task/Responsibility	Task Coordinator	Reference Materials
Develop and maintain individual departmental emergency plans and procedures	Public Works/Engineering	
Develop and maintain inventory of individual departmental resources	Public Works/Engineering	
During increased readiness or warning periods, alert all operational departments and put personnel on standby status	Public Works/Engineering	
Assemble key departmental personnel	Public Works/Engineering	
Advise resource members of anticipated needs and support required	Public Works/Engineering	
Determine availability, quantity and procedures to obtain sandbags in coordination with Emergency Management	Emergency Management	
Assist in development of general resolution to permit access for emergency stream bank/dike repair	Engineering	
Pre-select sites for acquisition of material for emergency stream bank/dike repair	Engineering	
Pre-select dumping sites for debris and other materials for disposal	Public Works	

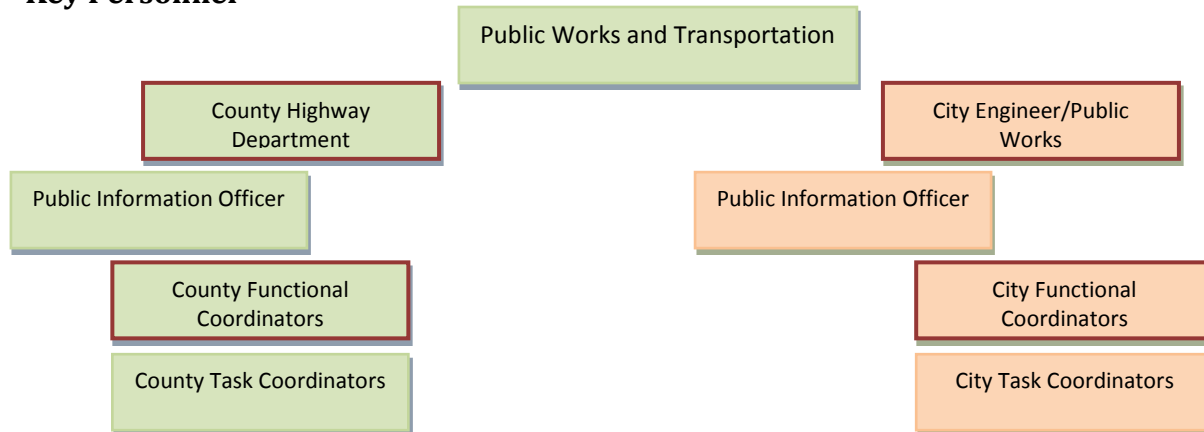
Determine condition of roads and implement required maintenance with first priority on evacuation routes	Public Works	
Review requirements for location of traffic control devices and ascertain if sufficient devices are available	Engineering	
Determine current status of public utilities	Public Works	
Develop limited use policies for submission to local officials in the event needs exceed utilities capabilities	Public Works	
Establish liaison with local private utilities	Engineering	
Review and update communications SOPs and communication annex with the emergency manager	Public Works/Engineering	
Participate in disaster exercises	Public Works/Engineering	
Review emergency power generating capability fixed and mobile	Public Works	

Response Phase: Public Works Transportation		
Task/Responsibility	Task Coordinator	Reference Materials
Clear emergency routes and arterial streets to facilitate movement of emergency equipment	Public Works	
Initiate temporary emergency road repairs, as needed	Public Works	
Establish detour routings	Public Works	
Position traffic control devices	Public Works	
Ensure all streets, highways and roads are open to traffic	Public Works	
Provide priority service to evacuation routes	Public Works	
Restore interrupted public utility service	Public Works	
Assist resource members in providing emergency power to critical facilities and locations (public and private)	Public Works	
Monitor utility use and assess capabilities	Public Works	
Install or restore service according to priority	Public Works	
Keep log of activities performed by all task coordinators and update incoming shifts	Public Works	

Recommend establishment of reduced service areas, if necessary	Public Works	
Manage emergency construction activities using contractors	Engineering	

Recovery Phase: Public Works and Transportation		
Task/Responsibility	Task Coordinator	Reference Materials
Restore all streets, roads and highways to normal conditions	Public Works	
Recover traffic control devices	Public Works	
Make repairs to street or road structures	Public Works	
Complete debris clearance activity	Public Works	
Return borrowed or requisitioned equipment and material	Public Works/Engineering	
Ensure egress routes are maintained in optimum condition	Public Works	
Complete restoration of normal services	Public Works	
Conduct safety inspection prior to restoration of private dwelling service	Engineering	
Replace damaged or destroyed utility service equipment	Engineering	
Manage emergency construction activities using contractors	Engineering	

Key Personnel



Warning

Functional Coordinator: County 911 Coordinator

Purpose: This function provides procedures for preparedness, response and recovery to establish and maintain a 24-hour countywide warning system. The system receives and communicates timely warnings to appropriate officials and to the general public concerning actual or potential hazards and other situations so that appropriate preparedness or response actions may be taken.

The functional coordinator will provide program support and operational guidance in maintaining warning systems such as outdoor sirens, Emergency Alert System (EAS), National Warning System (NAWAS), law enforcement teletype, emergency notification system and general emergency public information.

The Functional Coordinator or Designees (Task Coordinators) will perform the following tasks to carry out the functions.

Tasks and Phases

Preparedness Phase: Warning		
Task/Responsibility	Task Coordinator	Reference Materials
Update and review warning capabilities with available technology	County 911 Coordinator	
Review and update communications SOPs and communication annex with the emergency manager	County 911 Coordinator	
Review SOPS	County 911 Coordinator	
Update and confirm warning resources	County 911 Coordinator	
Release information to public pertinent to preparing for threat/hazard expected	County 911 Coordinator	
Establish liaison with all functional coordinators	County 911 Coordinator	
Keep local officials updated on all warning matters	County 911 Coordinator	
Prepare shelter and evacuation notification	County 911 Coordinator	
Review procedures with radio stations for continuous broadcasting	County 911 Coordinator	
Review dissemination and distribution systems to ensure maximum coverage to residents	County 911 Coordinator	

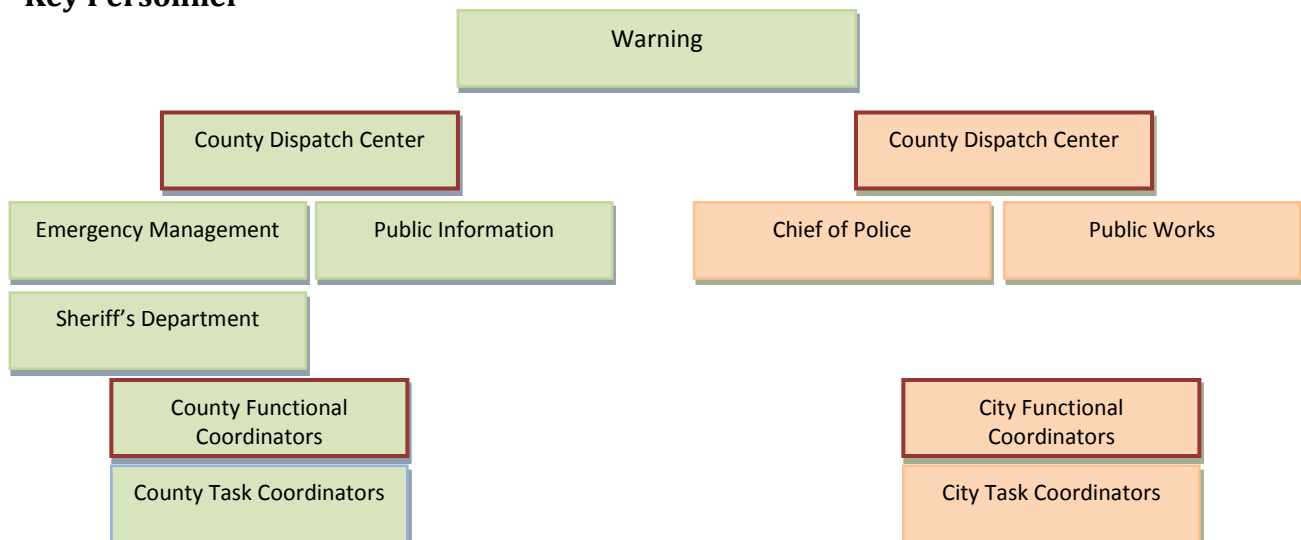
Contact volunteer groups who may assist with distribution of shelter evacuation notification	County 911 Coordinator	
Coordinate facility requirements for the joint information center	Emergency Management	
Participate in disaster exercises	County 911 Coordinator	

Response Phase: Warning		
Task/Responsibility	Task Coordinator	Reference Materials
Activate EAS for immediate protective actions to include warning alerts and evacuations (excluding warnings and alerts that are done by communications functional coordinator)	County 911 Coordinator	
Implement media release point and set schedule for periodic briefings, as required	Department Head	
Confirm policy on admittance of news media to disaster area with local officials	Sheriff/Police Department	
Implement and assign personnel to citizens inquiry center	Social Services	
Release citizens inquiry center telephone numbers to news media	Public Information Officer	
Coordinate release of all public information advisors and instructions with appropriate EOC staff	Public Information Officer	
Coordinate with EOC staff on requirements for printed public information material that needs to be distributed	Public Information Officer	
Coordinate distribution of all public information printed material to insure maximum coverage to county residents	Public Information Officer	
Upon receipt of a reliable warning, the dispatcher will refer to and automatically implement appropriate established procedures and will activate appropriate warning systems.	County 911 Coordinator	
Ensure that supplies and equipment for the information center are adequate and in place, as required	Public Information Officer	
Coordinate volunteer weather spotting network	ARES/RACES	

Keep log of activities performed by all task coordinators and update incoming shifts	County Dispatch Center	
Advise communications functional coordinator of communications requirements (including additional telephones)	County Dispatch Center	

Recovery Phase: Warning		
Task/Responsibility	Task Coordinator	Reference Materials
Provide instructions to the public for the recovery phase	Public Information Officer	
Notify media when it is safe for evacuees to return to their homes	Public Information Officer	
Release safety measures and precautions applicable to hazard and recovery activities	Public Information Officer	
Discontinue operation of citizens inquiry center, when appropriate	Social Services	
Notify residents where to call for assistance or for special problems	Public Information Officer	
Discontinue operation of media release point and notify media of contact point	Public Information Officer	
Discontinue operation of information center	Public Information Officer	
Review public information office annex and SOPs and implement changes to correct problems and improve operations	Sheriff/Police Department	

Key Personnel



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Appendix A – Emergency Contact Information for Key Personnel

County Officials					
Position/Name and E-Mail	Address	Work Phone	Home Phone	Cell Phone	Fax Number
Commissioner, Chair Brian Tuite finlumber@invisimax.com	104 Grant St Finley, ND 58230	(701) 524-2880		(701) 789-0930	
Commissioner Russell Walcker rapwalcker@mlgc.com	PO Box 422 Finley, ND 58230		(701) 524-2495	(701) 371-8889	
Commissioner Ted Johnson tbjfyfarm@yahoo.com	13346 11 th St. SE Hope, ND 58046		(701) 945-2331	(701) 371-0774	
Commissioner Richard Strand Rstrand75@gmail.com	1131 136 th Ave NE Finley, ND 58230			(701)361-8097	
Commissioner Randy Richards Randy.carmen@gmail.com	13185 6 th St. SE Hope, ND 58046		(701) 945-2572	(701) 430-0243	
Auditor Emily Wigen ewigen@nd.gov	PO Box 275 Finley, ND 58230	(701) 524-2110		(818) 321-8481	(701) 524-1715
County Public Health Brittany Ness blness@nd.gov	PO Box 317 Finley, ND 58230	(701) 524-2060		(701) 430-1972	(701) 524-1715
Clerk of Court Michelle Newman mnewman@nd.gov	PO Box 296 Finley, ND 58230	(701) 524-2152			(701) 524-1715
Emergency Management Ben Gates bgates@nd.gov	PO Box 275 Finley, ND 58230	(701) 524-2442		(701) 270-1738	(701) 524-1715
Extension Service Angie Johnson angela.b.johnson@ndsu.edu	PO Box 316 Finley, ND 58230	(701) 524-2253		(701) 799-9951	
Highway Department Reed Oien steelecohighway@nd.gov	PO Box 291 Finley, ND 58230	(701)789-0536			
Recorder Office Michelle Newman mnewman@nd.gov	PO Box 296 Finley, ND 58230	(701) 524-2152			(701) 524-1715
Sheriff Office Wayne Beckman wbeckman@nd.gov	PO Box 171 Finley, ND 58230	(701) 524-2742		(701) 789-0990	(701) 524-1715
Social Services Kim Jacobson Kim.jacobson@co.traill.nd.us	PO Box 276 Finley, ND 58230	(701) 636-5220		(701) 367-6508	(701) 636-5221
State Attorney Charles Stock cstock@crookstonlaw.com	PO Box 355 Finley, ND 58230	(701) 524-1701		(218) 790-1802	
Tax Equalization/Zoning Ben Gates bgates@nd.gov	PO Box 275 Finley, ND 58230	(701) 524-2442		(701) 270-1738	(701) 524-1715

Treasurer's Office Kari Dekker kdekker@nd.gov	PO Box 257 Finley, ND 58230	(701) 524-2890		(701) 789-1705	(701) 524-1715
Veterans Service Dennis Lindstrom dlindstrom@nd.gov	Po Box 276 Finley, ND 58230	(701) 524-1926		(701) 789-0682	(701) 524-1715
Weed Control Ted Johnson tbjfyfarm@yahoo.com	13379 11 th St. SE Hope, ND 58230	(701) 945-2331		(701) 371-0774	
911 Coordinator Don Huso dhuso@nd.gov	PO Box 275 Finley, ND 58230	(701) 524-1926		(701) 789-9966	(701) 524-1715

City Officials					
Position/Name and E-Mail	Address	Work Phone	Home Phone	Cell Phone	Fax Number
City of Finley					
Mayor Larry Amundson				(701) 789-0036	
Aldersperson Tori Archer				(701) 789-0629	
Aldersperson Brian Tuite				(701) 789-0930	
Aldersperson Tyler Midstokke				(701) 270-1035	
Aldersperson Merle Ferry				(701) 789-0645	
Assessor					
Auditor Marcie Johnson		(701) 524-1561		(701) 789-0495	
City of Hope					
Mayor Pat Brown				(701) 371-1154	
Aldersperson Perry Brown					
Aldersperson Tim Johnson				(701) 566-1409	
Aldersperson Ian Beaton				(701) 330-6437	
Aldersperson Darci McCullough				(701) 789-1517	
Assessor					
Auditor Charles Yanez		(701) 945-2772		(701) 789-0113	

City of Luverne					
Mayor Alan Leadbetter			(701) 769-2115	(701) 840-2687	
Aldersperson Rob Schlotfeldt			(701) 769-2780	(701) 840-2347	
Aldersperson Matt Holth				(701) 797-7796	
Aldersperson Henry Davis				(701) 840-0107	
Assessor					
Auditor Jill Scholfeldt			(701) 769-2780	(701) 840-1835	
City of Sharon					
Mayor Rick Bergenheier			(701) 524-1602	(701) 789-0217	
Aldersperson Bobby Lee				(701) 789-1102	
Aldersperson Archie Hoy				(701) 210-0502	
Assessor					
Auditor Kayla Instasi				(701) 770-9484	

Appendix B – Emergency Check List

The following is a guide for response to all hazards.

Notification/Warning

To alert the general public and persons designated to respond:

1. Notify First Response Agencies
 - Law enforcement
 - Fire
 - Emergency medical services
 - Notify Medical center
 - Notify coroner
2. Establish ICS
3. Initial Assessment of Situation
 - Scene safety
 - Nature of disaster
 - Atmospheric conditions
 - Injuries/fatalities
 - Resources committed
 - Evaluate need for outside assistance
4. Notify EOC/Emergency Manager
5. Initiate Public Warning Systems
 - Outdoor warning sirens
 - Emergency Alert System (EAS)
 - Public loud speaker
 - Public information officer
6. Notify functional coordinators
7. Alert Mutual Aid Partners for additional support
8. Notify chief elected officials
9. Notify ND Division of Emergency Management
10. Notify volunteer organizations as needed

Immediate Public Safety

To provide for the safety of people and aid the injured:

1. Initiate actions to reduce current and future hazards
 - Activate Haz-Mat teams (through mutual aid agreements)
 - Activate bomb squad (through mutual aid agreements)
2. Evacuation/shelter in place
3. Emergency medical services
 - Triage
 - Decontaminate
 - Transport
 - Treat
4. Search and rescue
 - Contact EM/NDDEM for Civil Air Patrol Support
5. National Guard Civil Support Team
 - Contact for support if appropriate

Property Security

To provide protection for public and private property:

1. Provide barricades in necessary areas
2. Provide traffic and crowd control
3. Establish Perimeter Scene Security
4. Remove objects that may be ongoing hazards
5. Facility security
 - Family Assistance Center
 - Health Facilities (including morgue)
 - EOC
 - Critical Facilities
 - Airports
 - Water facilities
 - Power generation
 - Communication
 - Courthouse/City Hall

Public Welfare

To provide care for people injured or dislocated and assess damage:

1. Establish family assistance center
2. Establish family reunification area
3. Disseminate public information
4. Shelter
5. Food/water
6. Clothing
7. Sanitation
8. Prescriptions
9. Animal welfare and pet evacuation/welfare

Restoration

To bring the necessities of life back to normal:

1. Reestablish communication capability ASAP
2. Mobilize community resources
3. Restore critical facilities
 - Hospitals
 - Law enforcement center
 - Emergency Operation Center
 - Fire
 - Nursing homes
4. Restore Utility Services
 - Water/waste water
 - Utilities
 - Telephone
5. Restore transportation arteries
6. Decontamination
 - Public infrastructure
 - Homes/businesses

Appendix C – Resource List

Fire Service				
Department	Contact	Resource	Description	Quantity
Finley Fire Department	Brandon Oxtan	Fire & Extrication	Pumpers, Grass Rigs, Engines, Command Vehicle, Extrication Equipment	8
Hope Fire Department	Jeff Juliuson	Fire & Extrication	Pumpers, Grass Rigs, Engines, Extrication Equipment	4
Sharon Fire Department	Ben Vig	Fire	Engine	1
Law Enforcement				
Steele County Sheriff's Office	Wayne Beckman	Law Enforcement, Search & Rescue	Sheriff's Vehicles, Command Trailer	4
Health and Medical				
WTAS Mayville Ambulance	Stefan Hofer	EMS	Fully stocked ambulances, Disaster Trailer (MCI)	3
WTAS Finley Ambulance	Stefan Hofer	EMS	Full stocked ambulance	1
Hope Ambulance	Jeff Juliuson	EMS	Full stocked ambulance	1
Steele County Public Health	Brittany Ness	Public Health	All resources available through Department of Health	1
Public Works				
Steele County Highway Department	Reed Oien	Public Works/Maintenance	Road Graders, Tractor w/loader, Backhoe, Semi-Trucks and Trailers	
City of Finley Public Works	George Braun	Public Works/Maintenance	Contact George for list of equipment	
City of Hope Public Works	Marvin Spletstoesser	Public Works/Maintenance	Contact Marvin for list of equipment	
City of Sharon Public Works	Kayla Instasi	Public Works/Maintenance	Contact Kayla for list of equipment	
Private Industry/Public Works				
Mad Dog Trucking	Mathew Holth	Trucking Company/City of Luverne Maintenance	Contact Mat for list of equipment	
KRB Gravel	Blake Kylo	Gravel Company (local)	Contact Blake for list of equipment	
Lakeside Construction	Richard Strand	Construction Company (local)	Contact Richard for list of equipment	
Chad's Excavating	Chad Hanson	Construction Company (adjacent County)	Contact Chad for list of equipment	

Heggy's Body Shop	Brad Hegvick	Body Shop (local)	Wrecker, contact Brad for list of other equipment	
Ness Plumbing	Curtis Ness	Plumbing Company (local)	Water/plumbing resources/equipment	
Paulson Gravel Service	Kent Paulson	Gravel Company (adjacent County)	Contact Kent for list of equipment	
NODAK Electric	Jeff Sloan	Electric Company (local)	Contact Jeff for list of equipment	
Flaten & Johnson Truck Equipment	Rod Flaten	Truck Equipment Company (adjacent County)	Contact Rod for list of equipment	
PK Construction	Paul Kroeplin	Construction Company (local)	Contact Paul for list of equipment	

Appendix D – Special Needs Population

Estimation of Special Populations

1. Schools
 - a. Finley-Sharon Public School (169-Students)
 - b. Hope-Page Public School (133-High School)
2. Hospital
 - a. N/A
3. Nursing homes/senior centers
 - a. Basic Care – 0
4. Individuals age over 65 (2000 Census)
 - a. Sensory - 37
 - b. Physical - 89
 - c. Mental - 20
 - d. Self-Care - 16
5. Individuals ages 16 to 64 (2000 Census)
 - a. Sensory - 33
 - b. Physical - 41
 - c. Mental - 22
 - d. Self-Care - 4
6. Persons with no transportation, estimated to be about 28 residents of Steele County. These people will be instructed to call the call-in number to register and receive further instruction.

Appendix E – Evacuation Routes



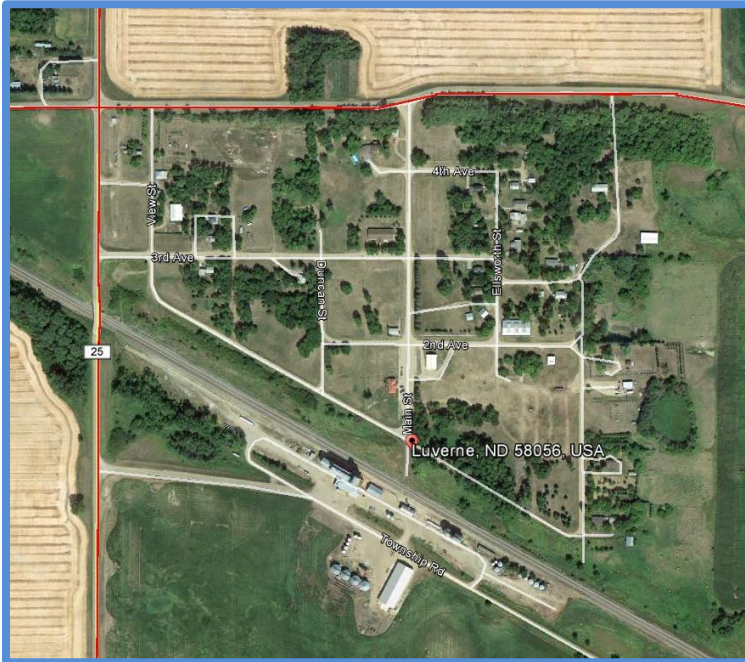
FINLEY:
ND Hwy 32/Lincoln Ave
(North/South Route)

Washington Ave/ND Hwy 200
(East/West Route)

HOPE:
ND Hwy 38/County Road 6
(North/South Route)

County Road 5/6
(East/West Route)



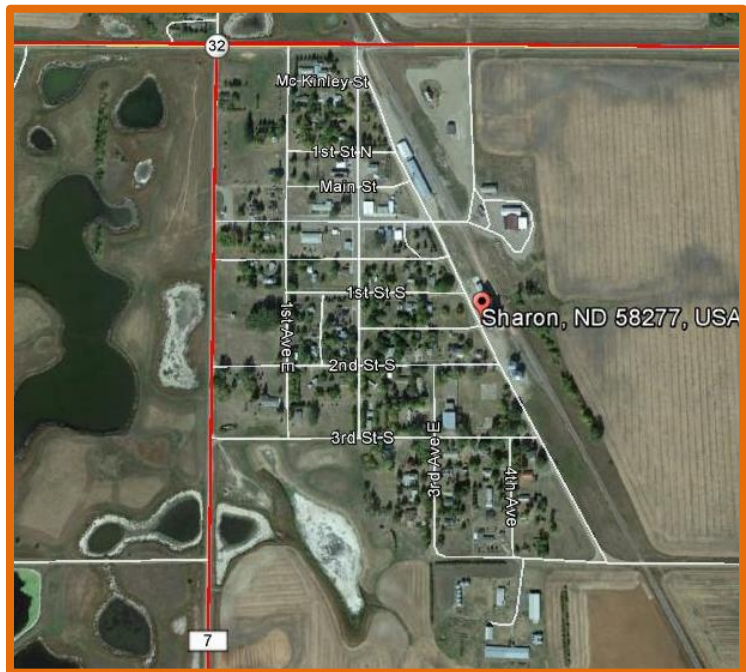


LUVERNE:
Steele County Road 25
(North/South Route)

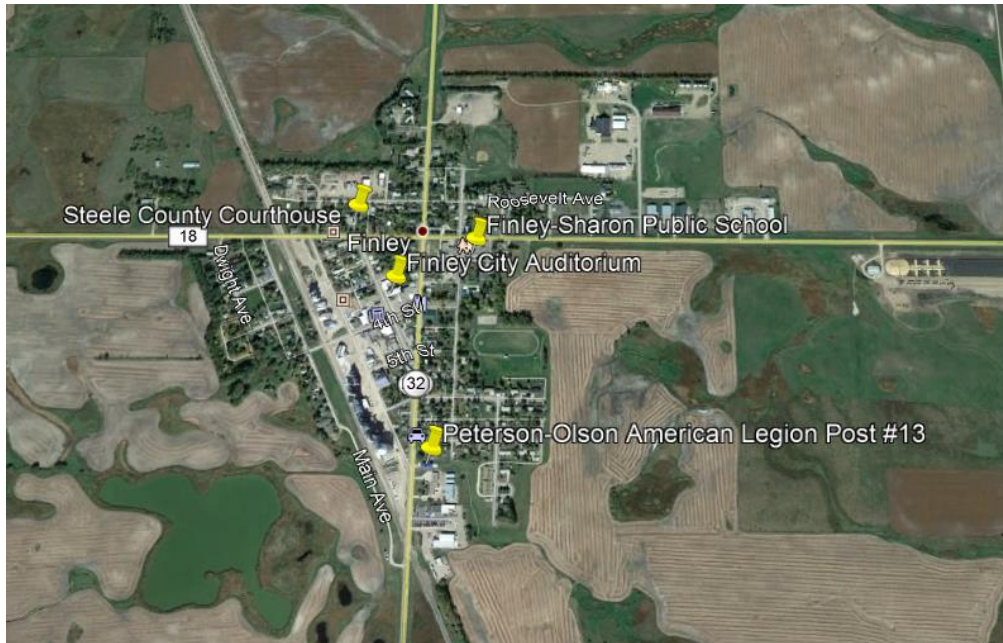
11th St SE
(East/West Route)

SHARON:
Steele County Road 7/12th St NE
(North/South Route)

ND Hwy 32
(East/West Route)



Appendix F – Shelter Maps and Addresses



Finley City Auditorium
202 Central Ave.
Finley, ND

Steele County Courthouse
201 Washington Ave W
Finley, ND

Peterson-Olson American
Legion Post #13
600 Lincoln Ave. S
Finley, ND



Trinity Lutheran Church
205 McKinley St. NW
Sharon, ND

Sharon City Community
Center
303 Main St
Sharon, ND



Earl V. Jefferson American Legion Post #18
204 Steele Ave
Hope, ND

Hope-Page High School
740 7th St SE
Hope, ND



Luverne Lutheran Church
25 3rd Ave W
Luverne, ND

Appendix G – Mutual Aid

Mutual aid agreements should include the following to ensure NIMS compliance: definition of key terms used in agreements; roles and responsibilities of individual parties; procedures for requesting and providing assistance; procedures, authorities and rules payment, reimbursement and allocation of costs; notification procedures; protocols for interoperable communications; relationships with other agreements among jurisdictions; workers' compensation; treatment of liability and immunity; recognition of qualification and certifications; and sharing agreements, a required. Following is guidance for developing such agreements:

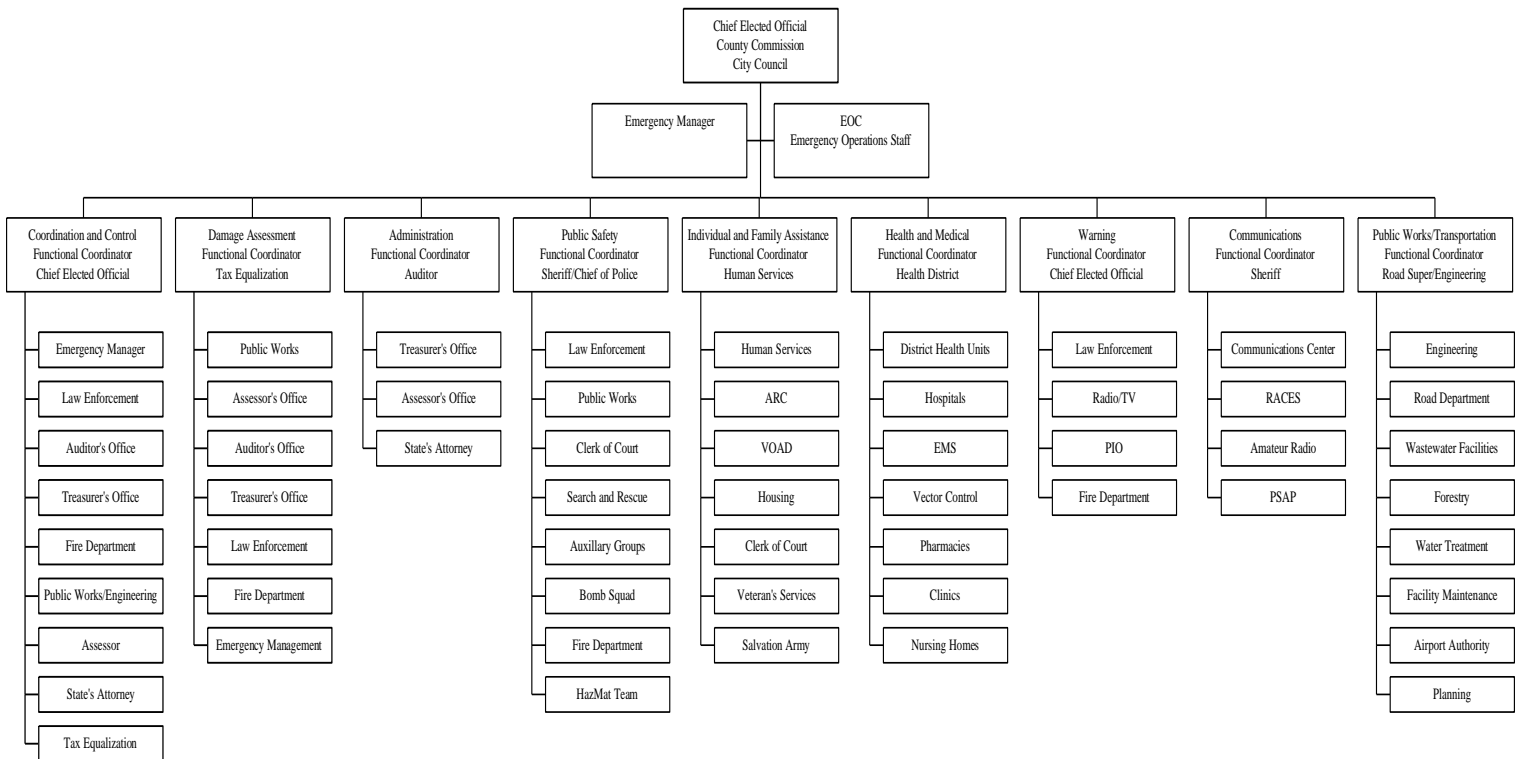
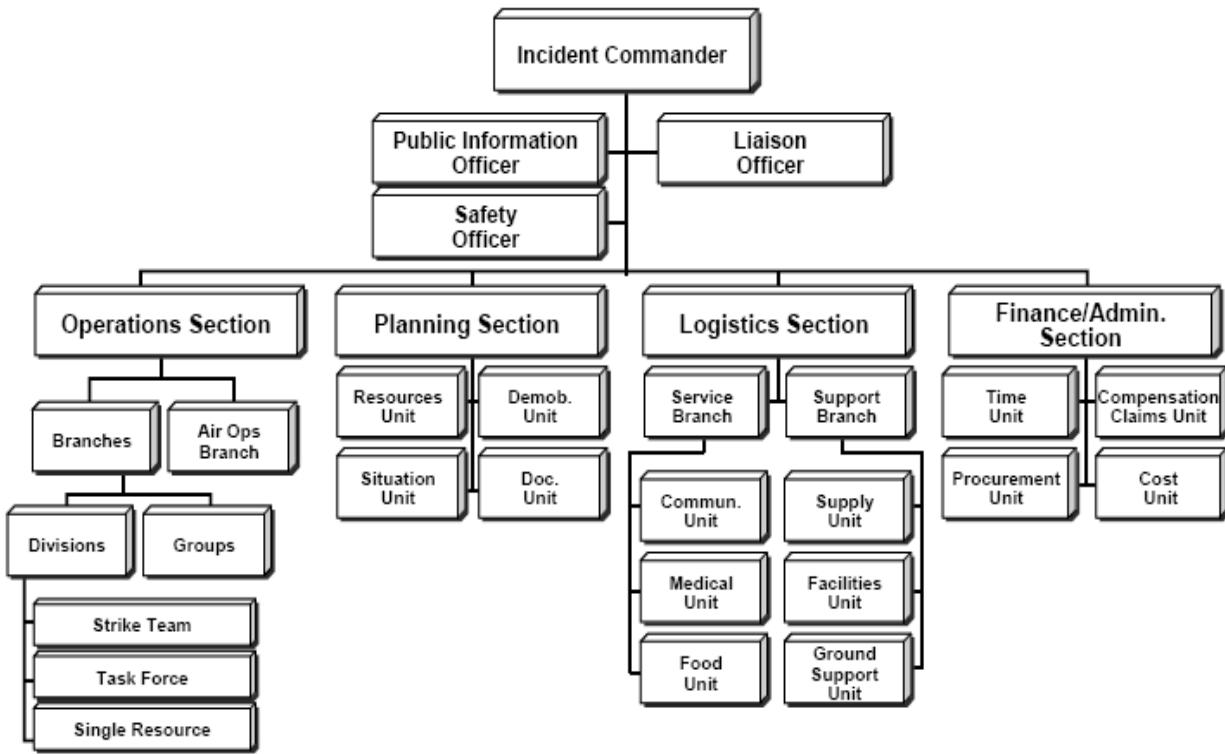
1. In the event of any flood, fire, tornado or other declared local emergency, (natural or man-caused) that cannot be met with the facilities of one of the contracting parties, the other contracting governmental agency agrees, upon request, to furnish aid in coping with such disaster or local emergency to the agency requesting aid upon either an actual or standby basis. The extent of aid to be furnished under this agreement shall be determined solely by the governmental agency or department thereof furnishing such aid, and it is understood that the aid so furnished may be recalled at the sole discretion of the furnishing agency.
2. Details on how to request mutual aid, the name of a coordinator and designated alternates authorized to send and receive such requests, and the lists of equipment and personnel subject to call will be covered by correspondence between the governmental agencies and the departments annually.
3. Personnel who are furnished will work as far as possible under their own supervisors, and equipment furnished will ordinarily be operated by personnel of the agency furnishing the equipment. General directions relative to work will be given by the appropriate officers of the agency receiving such aid. In the event equipment is sent without operators, strict accountability will be maintained, and the receiving official will be responsible for its supervision and the party receiving aid for its safe return.
4. Parties to this agreement shall be required to pay compensation to other parties to the agreement for services rendered hereunder. The receiving party shall pay all fuel oil, incidental repairs, and food and lodging for operators. Equipment operating under the plan developed by the Associated General Contractors shall be reimbursed as outlined in the existing North Dakota Department of Transportation equipment rental rates (Plan Bulldozer), excluding profit.
5. Volunteer personnel must be registered by the sending governmental agency and covered by the worker's compensation insurance of the sending government.
6. It is mutually understood and agreed that this agreement does not relieve any of the parties hereto from the necessity and obligation of providing adequate resources within their own areas, and each party hereto agrees that it shall maintain reasonable and prudent diligence in keeping emergency equipment in its possession up to at least minimum standards of repair.

7. It is further mutually understood and agreed that the provisions of this agreement will be invoked only when, in the opinion of the city council or county commission, it is deemed necessary to declare an emergency or disaster and to request outside assistance because all of the normal facilities at their command have been exhausted, and outside assistance is needed to control the emergency. If an official suspects the situation may require outside aid, the other parties should be informed immediately so that resources can be put on standby status.
8. The agreement shall not be construed as or deemed to be an agreement for the benefit of any third party or parties, and no third party or parties shall have any right of action hereunder for any cause whatsoever. Any services performed or expenditures made in connection with furnishing mutual aid under this agreement by either party hereto shall be deemed exclusively to be for the direct protection and benefit of the inhabitants and property of such party. Any liabilities incurred as a direct result of support of a receiving government shall be borne by the receiving government.
9. Any party to this Mutual Aid Agreement may withdraw at any time, upon 30 days notice to each of the other parties, and thereafter, such withdrawing party shall no longer be a party to this agreement; but this agreement shall continue in force among the remaining parties.

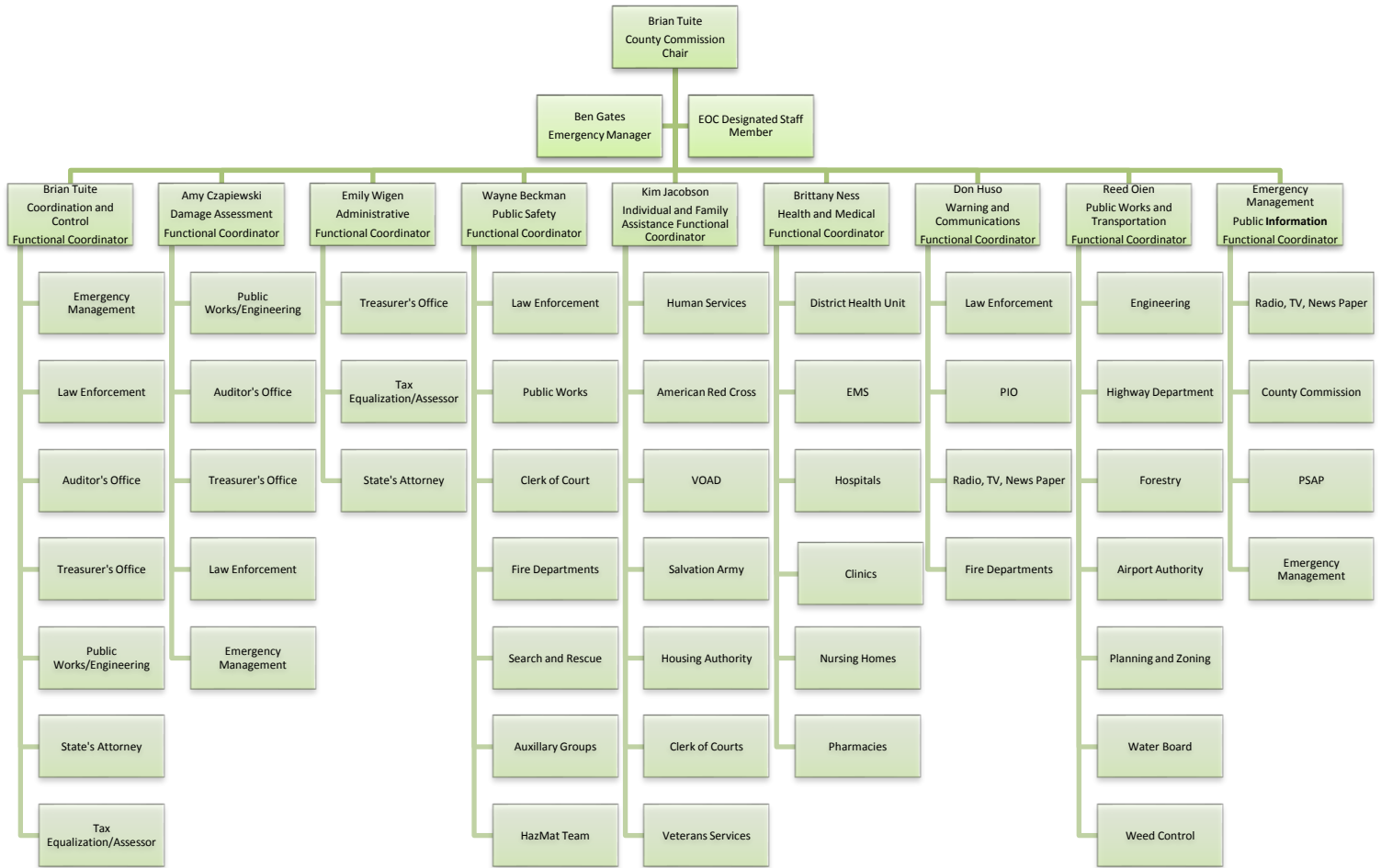
Currently Steele County has MOUs with various private industry and other counties to include:

Barnes County

Appendix H – Organizational/Incident Command System Charts



Steele County Organizational Chart



Appendix I – Relationship Between Local and National Response Plans

In the Steele County Emergency Operations Plan, significant responsibilities common to emergencies and disasters are grouped into nine (9) functional areas. The National Response Plan (NRP) has fifteen (15) functional areas called Emergency Support Functions (ESF). Relationships between the local and national plans are outlined on the chart below.

Steele County Emergency Operations Plan	National Response Plan
Functional Areas and Functional Coordinators	Emergency Support Function and ESF Coordinators
Public Works – Steele County Highway Department; Public Works; Health and Medical –County Public Health Department Public Safety/Law Enforcement – Steele County Sheriff’s Department	ESF 1: Transportation – Department of Transportation (DOT)
Communications – Steele County Dispatch Center; County 911 Coordinator Warning – Steele County Dispatch Center	ESF 2: Communications – Department of Homeland Security (DHS)/Information Analysis and Infrastructure Protection (IAIP)/National Communications System (NCS)
Public Works – Steele County Highway Department; Public Works	ESF 3: Public Works and Engineering – Department of Defense (DOD)/ U.S. Army Corps of Engineers (USACE)
Public Safety/Fire – Finley and Hope Fire Departments	ESF 4: Firefighting – U.S. Department of Agriculture (USDA)/Forest Service (FS)
Coordination & Control – Steele County Emergency Management and County Commission	ESF 5: Emergency Management – Department of Homeland Security (DHS)/Emergency Preparedness and Response (EPR)/Federal Emergency Management Agency (FEMA)
Individual & Family Assistance – Steele County Social Service Director; Red Cross	ESF 6: Mass Care, Housing, and Human Services – Department of Homeland Security (DHS)/Emergency Preparedness and Response (EPR)/ Federal Emergency Management Agency (FEMA)
Administration – Steele County Auditor Coordination & Control – Steele County Commission	ESF 7: Resource Support – General Services Administration (GSA)
Health & Medical – County Public Health Department Director	ESF 8: Public Health and Medical Services – Department of Health and Human Services (HHS)
Public Safety/Fire – Finley and Hope Fire Departments	ESF 9: Urban Search and Rescue – Department of Homeland Security (DHS)/ Emergency Preparedness and Response

	(EPR)/ Federal Emergency Management Agency (FEMA)
Public Safety/Fire- Finley and Hope Fire Departments	ESF 10: Oil and Hazardous Materials Response – Environmental Protection Agency (EPA)
Health & Medical – County Public Health Department Director, Steele County Extension Agent	ESF 11: Agriculture and Natural Resources – U.S. Department of Agriculture (USDA)
Damage Assessment – County Auditor/Tax Equalization; County Commission Public Works – Steele County Highway Department	ESF 12: Energy – Department of Energy (DOE)
Public Safety/Law Enforcement – Steele County Sheriff’s Department	ESF 13: Public Safety and Security – Department of Homeland Security (DHS), Department of Justice (DOJ)
Coordination and Control – Steele County Commission, City Councils of Finley, Hope, Luverne, and Sharon	ESF 14: Long-term Community Recovery and Mitigation – Department of Homeland Security (DHS)/ Emergency Preparedness and Response (EPR)/ Federal Emergency Management Agency (FEMA)
Coordination and Control – Steele County Commission, City Councils of Finley, Hope, Luverne, and Sharon	ESF 15: External Affairs – Department of Homeland Security (DHS)

Definition of Terms

For the purposes of the NIMS, the following terms and definitions apply:

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

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

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Breach: An opening through the embankment resulting in partial or total failure of the embankment.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence. **Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Consequences: Potential loss of life or property damage in floodway of an embankment caused by floodwaters released at the embankment by complete failure of embankment.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

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

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

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

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Embankment Failure: Catastrophic type of failure characterized by the sudden, rapid, and controlled release of impounded water. It is recognized that there are lesser degrees of failure and that any malfunction or abnormality outside the design assumption and parameters which adversely affect an embankment's primary function of impounding water is properly considered a failure. Such lesser degrees of failure can progressively lead to or heighten the risk of a catastrophic failure. They are, however, normally amendable to corrective action.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Alert System: A federally established network of commercial radio stations that voluntarily provide official emergency instructions or directions to the public during an emergency.

Emergency Management Agency: The State and local agencies responsible for emergency operations, planning, mitigation, preparedness, response, and recovery for all hazards. Emergency Management-State Office is the North Dakota Division of Emergency Management.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan: The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6),

Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: A planned, nonemergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

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

Flood Hydrograph: A graph showing, for a given point on a stream, the discharge, height or other characteristic of a flood with respect to time.

Flood Routing: A process of determining progressively over time the amplitude of a flood wave as it moves past an embankment or downstream to successive points along an embankment.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

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

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

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

Headwater: The water immediately upstream from an embankment. The water surface elevation varies due to fluctuations in inflow and the amount of water passed through the embankment.

Hydrograph: A graphical representation of the stage or discharge as a function of time at a particular point on a watercourse.

Incident: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes,

tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary

information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

Inundation Map: A map delineating areas that would be flooded as a result of an embankment failure or other unusually large spillway release.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

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

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management. Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake,

volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations—Federal, State, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities

Multiagency Coordination Systems: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources. National Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Nongovernmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Notification: To inform appropriate individuals about an emergency condition so they take appropriate action.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for

service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Population at Risk: The population potentially affected by floodwaters as a result of embankment failure or large operational releases.

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups and for a that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO). Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private- sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

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

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote

automatic weather stations, infrared technology, and communications, among various others.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

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

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command.)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

Bovine

Emergency Response Plan



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Abstract

Annually, more than 50 million head of domestic and imported cattle and calves are marketed and transported for breeding, feeding and slaughter in the U.S. Nearly all of these cattle are transported via truck and semitrailer.

As the number of livestock being transported via motor vehicle has increased, so has the number of accidents involving livestock transport. A major percentage of the livestock transport accidents in the U.S. and Canada involved semitrailers carrying cattle.

In the U.S., standard operating procedures for addressing accidents involving the transport of livestock do not exist. The Bovine Emergency Response Plan developed a framework for local emergency responders and law enforcement to more appropriately address accidents involving cattle transport vehicles.

The plan includes standardized procedures and materials for dispatchers and first responders in the areas of call assessment, scene arrival and assessment, scene containment and security, extraction of cattle from the trailer, relocation of cattle involved in the accident, mortality disposal, the righting of the wrecked transport vehicle (if needed), humane euthanasia of cattle and debriefing.

A Bovine Emergency Response Plan dissemination and implementation strategy is being developed. The Bovine Emergency Response Plan development team also has identified needed educational materials and curriculum, and additional funding needs to develop these materials and programs.

Key Words

Cattle transportation, emergency response, Standard operating procedures, accidents, humane euthanasia

Introduction

Annually, more than 50 million head of domestic and imported cattle and calves are marketed and transported for breeding, feeding and slaughter in the U.S. Nearly all of these cattle are transported via truck and semitrailer. The number of livestock transported in the U.S. via truck and semitrailer has increased significantly since the mid-1950s. The transport of livestock is an integral part of the beef cattle industry.

According to a 2007 news article, in a seven-year period, more than 400 livestock transport accidents were reported in the U.S. and Canada. Of these accidents, 56 percent involved cattle trucks. Of the 169 documented cattle truck accidents, 23 percent involved trucks hauling finished cattle to slaughter and 70 percent involved the transport of feeders and calves. Only 1 percent of the reports identify weather as a cause of the accident. In fact, most of the accidents occurred in October, followed by November, August, April and May (Duckworth, 2007).

In the U.S., standard operating procedures for addressing accidents involving the transport of livestock do not exist. In several states, animal health authorities, law enforcement, livestock industries, first responders and livestock transport industries have identified a need for a "plan" or set of standard operating procedures to address cattle transportation accidents.

The objectives of the Bovine Emergency Response Plan were to: 1) develop a framework local law enforcement, first responders and emergency management could use to more appropriately address accidents involving cattle transport vehicles (The development team understood that this plan needed areas but flexible enough to fit the needs of local municipalities.); 2) identify further educational materials and curriculum related to the project; and 3) identify future funding needs related to the development and sustainability of the Bovine Emergency Response Plan and its associated educational materials and

National Bovine Emergency Response Plan

Dispatcher Decision Tree

When the call comes into the dispatch center, the dispatcher will ask:

- A. Location, number calling from, name of person calling, type of emergency
 - a. Dispatcher asks, “Are there animals involved with the accident?”
 - i. No, Continue to standard accident dispatcher decision three
 - ii. Yes, Continue to **Bovine Emergency Response Dispatcher Decision Tree**

A. Bovine Emergency Response Dispatcher Decision Tree

- a. Type of incident
 - i. Animal vs. vehicle (hitting deer, cow, etc.)
 - 1. If this type of incident, continue to specific decision tree for collisions
 - ii. Vehicle vs vehicle hauling livestock
 - iii. Single vehicle hauling livestock
 - b. Type(s) of vehicles involved
 - i. Pickup and stock trailer
 - ii. Truck and semitrailer
 - c. Are there livestock/animals loose on the scene?
 - d. What types of livestock or animals are involved?
 - e. Is fire involved?
 - f. Are hazardous chemicals involved?
 - g. Are the vehicle(s)
 - i. Upright and on their wheels
 - ii. Rolled
 - 1. To the left
 - 2. To the right
 - iii. Jackknifed
- B. Dispatcher reports above available information to the responding law enforcement and first responders.
- C. Dispatcher initiates call list from the “Emergency Contact Sheet” (should be developed prior to incident). See Appendix A for “Emergency Contact Sheet.”

Emergency Response Arrival

- A. Scene approach needs to be done in animal situations as calmly and quietly as possible. Do not immediately attempt to get the animals up or moving; don't stick lights, limbs or objects inside the trailer prior to being ready for extraction. Do not extract animals from the trailer until a containment structure is in place. Failure to extract prior to having a containment structure erected almost always results in preventable injuries to humans and livestock, secondary vehicular accidents and/or death.
- B. Limit the use of sirens, horns and other loud noises, including loud talking, shouting, bull horns and radios.
- C. Limit the use of flashing lights, especially at night.

Scene Assessment

- A. Safety and security requires that only essential personnel be granted access to the scene.
- B. Ensure that basic principles of rescue operations be utilized.
 - a. Secure the vehicle involved.
 - b. Take actions to deal with any life-threatening situations
 - i. Fire
 - ii. Traffic
 - iii. Livestock that are loose on the scene and aggressive livestock
 - iv. Water
 - v. Environmental conditions on location (ice, snow, rain, etc.)
 - c. Don't become another victim!
- C. If driver is coherent
 - a. Is he/she able to assist with the accident scene?
 - b. Ask him/her for the "bill of lading." Use the bill of lading to develop the "Animal Transport Incident Assessment" (Appendix B). Items to identify from the bill of lading include:
 - i. Type and number of livestock
 - ii. Where load originated
 - iii. Where load was to be off-loaded
 - iv. Who owns the livestock being hauled
 - v. Who is the insurer
 - vi. Are any animals involved individually insured (likely animals that are valued higher than market value)
- D. Assess scene-specific conditions via Animal Transport Incident Assessment Form, the bill of lading, verbal communications with driver if possible (number of animals, etc.), physical limitations, and potential onsite assets such as roadway fencing, alleys, other vehicles and livestock trailers.
- E. Are any animals loose from the trailer involved in the accident?
 - a. Yes
 - i. Make every attempt to secure these animals for personnel safety as well as traffic safety.
 - 1. Are loose animals off the highway, away from the scene, in a fenced, secure area (pasture, farmyard, field, etc.)
 - a. Yes
 - i. Leave them where they are
 - b. No
 - i. Make every attempt to have loose animals secured away from the accident. Options for securing these animals include:
 - 1. In a fenced pasture or farm ground
 - 2. Erect containment operation

- ii. Do any of these animals need to be euthanized?
 - 1. Yes
 - a. Contain “sound” loose animals
 - b. Execute euthanasia following euthanasia guide (See Euthanasia section)
 - 2. No
 - a. Contain “sound” loose animals
 - b. Continue with scene evaluation

F. Scene evaluation

- a. Remember human safety is more important than livestock safety
- b. Prioritize needs
- c. Understand stock type, ownership, management control and insurance implications
 - i. Never trust any animal. They are not capable of understanding you are only here to help!
 - ii. Determine the classes of cattle with which you are dealing. Refer to “Classes of Cattle” (Appendix C) to help determine the classes of animals involved in the accident. Remember, many trailers can have mixed classes of livestock on the same load (for example, cows, calves and bulls, dairy cows and beef cows).
 - iii. Also critical: Remember the animals involved in the accident have been subjected to a large amount of additional stress, are scared, often injured and may react with different actions than described in the Classes of Cattle (Appendix C).
- d. Begin to build a comprehensive account of all animals encountered, including uninjured, mortality, morbidity and any other relevant information pertaining to animal movement (for example, reports of animals far from scene, roaming, unaccounted for or discrepancies in animals present versus bill of lading or verbal reports from driver). Including this information in the accident report is critical.
 - i. Special circumstances and conditions can apply to international-origin animals, specific pathogen-free or other “health certified” animals.
 - ii. Other extenuating circumstances too numerous to mention could apply, so the better the initial record, the better the post-incident response documentation will be.
- e. Make every effort to secure the services of a licensed veterinarian to make animals health-related decisions at the scene

Security and Containment

Security

The scene must be secure to maintain safety for the first responders involved, for the public and for the livestock. This generally means developing containment to keep the livestock “contained” within the accident scene, and to keep the general public, including the news media, outside of the accident scene.

A public information officer (PIO) should be designated for these types of incidents prior to having to respond to a vehicular incident involving livestock. The PIO should be the entity to release information to the news media and the public during and after the accident.

The scene should be blocked; secure and visual observation should obscure the scene from the general public and news media. Tarps, plywood and uninvolved vehicles are all items that can be used to obscure visual observation from the general public and the news media. Security and containment plans should be developed and practiced well before an actual event occurs.

Containment plans should include a list of local entities (individuals and businesses) that can quickly and adeptly provide livestock-handling equipment needed to “build” a containment facility, as well as instructions on how to erect containment facilities in many different accident scenarios. These entities should be included in the Emergency Contact Sheet (Appendix A)

Prior to any animals being extricated from the trailer, a containment structure must be in place. In several documented cases, emergency responders or the general public have been severely injured or killed because this critical step was not enacted.

Containment and Animal Handling

- A. Develop relationships with the local agricultural community to ensure immediate access to smaller livestock trailers, portable corral-type panels and other livestock fencing-related materials, and especially steel posts and driving aid. Community members agreeing to provide these necessary items should be detailed on the Emergency Contact Sheet (Appendix)
- B. Use the Animal Transport Incident Assessment Form (Appendix B), the bill of lading and verbal communications with the driver, if possible, to determine the size of the containment facility needed. As well, evaluate the scene to identify
- C. “Loose” animal containment on scene is a challenge. These animals likely will be scared and may be aggressive. Utilize natural containment conditions if presents if present (pasture, street alley, etc.) Rely on previous relationships with the local agricultural community to develop a site-specific capture plan.
 - a. Animals found on scene outside the vehicle that meet euthanasia criteria should be dealt with immediately.
 - b. Livestock injured but deemed recoverable need to be contained as soon as feasible (get outside animals captured prior to starting inside trailer rescue and recovery).
 - c. Approach animal-related accidents with caution due to increased possibility of loose animals at and near the scene. Give extra thought to closing the roadway to decrease the possibility of additional injury.
 - d. Remember, domestic farm animals have a herding instinct and will attempt to return to the herd or find groups of animals to join.
 - e. **CAUTIONARY NOTE: A situation may arise in which moving livestock is impossible without risking the health and safety of you or other personnel at the scene. Be prepared for such a situation. If safe, competent handling and/or sedation are not options, destroying the animals is more prudent than risking injury or death to humans.**
 - i. Periodically, animals will develop an aggressive or “fighting” behavioral response when stressed via an accident. Immediate and lethal action is an appropriate means to deal with these animals if they pose a danger to human safety. If employed, a large-caliber rifle should be used. Considering distance and other conditions; if a shot is taken, aim for the chest, head or neck.

- D.** Deploy the aforementioned secured containment facility (panel and fences).
- a. Evaluate the area to determine what assets are available to use as a **secured, sound** barrier.
 - i. Roadside fences
 - ii. Uninvolved stock trailers
 - iii. The sides or top of the involved trailer
 1. Stock trailers are often between 9 and 30 feet in length.
 2. Semitrailers are generally between 40 and 50 feet in length.
 - b. Keep pen size relating to animal numbers (too large and too small) in mind. Build a fence in a zigzag pattern and remember to secure turns or angles with steel posts.
 - i. Guidelines for pen sizes (area in square feet = width x height) (Boyles, et al., 200)
 1. Larger, mature cattle (800 pounds and greater): 20 square feet per animal (if 40 head are on the truck, 800 square feet of pen space would be ideal).
 2. Smaller, immature cattle (822 pounds and less): 14 square feet per animal (if 100 head are on the truck, 1,400 square feet of pen space would be ideal).
 - c. Secure panels in multiple locations (at minimum, both ends and in the middle).
 - d. Secure panels to each other at the top and bottom!
 - e. If feasible, use release and containment pens that adjoin each other but are physically separated to decrease the animal's natural desire to return to the truck. This will become easier once a few animals are held in the containment pen.
 - f. Consider physical properties of the barriers and any limitations to effective containment (gaps between panel rails; height, especially too short; gap at bottom); consider flipping panels over in case of pigs, goats, sheep and smaller bovine ruminants.
 - g. Design the holding pens to provide smaller livestock trailers easy access to load animals for relocation.
 - i. Remember that other equipment will be used at the scene, so don't block their access.
 - ii. Ensure that the relocation fleet of trucks will not encounter obstacles or environmental issues that hinder movement
- E.** Livestock/animals that are outside of the vehicle that meet humane euthanasia criteria
- a. Seek advice from a veterinarian or identified livestock person who has been trained in determining if an animal meets euthanasia criteria (broken limb, broken back, severely burned, badly injured).
 - b. Contain the animal if mobile
 - c. Employ humane euthanasia as detailed in the Humane Euthanasia section

Extrication of Livestock

- A.** Human safety always is more important than livestock safety. Remember this when working to extricate livestock.
- B.** Rescuers should avoid entering the trailer prior to extrication whenever possible. Entering the trailer will become a necessity as some point, but limited potential human exposure to danger.
- C.** Livestock that are being off-loaded from a wrecked trailer will be scared and agitated. Take all precautions to assure emergency responder safety.
- D.** Before any extrication occurs, a safe, secure containment facility must be in place. Failure to have a safe, secure containment facility has caused human and livestock injuries and deaths.
 - a.** Typically, livestock will exit the trailer at a rapid pace. Making sure the containment facility is secure and stout is critical. This includes:
 - i.** If joining panels to the trailers, whether involved or uninvolved in the accident, use wire or chains.
 - ii.** Tie corral panels to posts driven into the ground with wire or chains on the top and bottom of each panel.
- E.** Make every effort to avoid off-loading livestock onto pavement or concrete. If this is the only option, cover the roadway with sand or soil. Livestock slip on paved/concrete road surfaces. When livestock slip, they become scared, more agitated and more dangerous to humans and often become injured or more severely injured.
- F.** If livestock need to cross the lines on a highway, cover the lines with sand or soil. Livestock typically will balk and not cross lines on a highway.
- G.** Use of animal driving aids (sticks, paddles, etc.) can be beneficial, but limit their use and be prudent and judicious when deciding to use them.
- H.** Determine the best location to open the trailer. This will be dependent on how the trailer lies (rolled to left or right, upright, hazards on scene, etc.).
- I.** When opening the trailer, exercise full caution to be sure livestock and humans are not injured. This includes:
 - a.** Not cutting into or through livestock beneath where you are cutting
 - b.** Cutting in a fashion so livestock do not have to exit the trailer on metal. Making vertical cuts so the metal is bent up or down, typically is best. Wet metal or aluminum is very slick and dangerous. Make every effort to not have livestock exit the trailer by walking on metal.
- J.** Livestock generally will offload themselves if given the chance to settle down.
- K.** Offload as many livestock as possible before entering the trailer.
- L.** Employ humane euthanasia only when mobile animals all have been offloaded. Follow the Humane Euthanasia section.
- M.** Humanely euthanize offloaded livestock that meet guidelines for euthanasia. Seek advice from a veterinarian or identified livestock person who has been trained in determining if an animal meets euthanasia criteria (broken limb, broken back, severely burned, badly injured).

Euthanasia

- A. The decision to euthanize
 - a. Candidates for immediate euthanasia
 - i. Any animal that poses an immediate danger to personnel or bystanders (allow for temporary agitation, excitability and stress of accident and its effects on disposition)
 - ii. Livestock with the following conditions are candidates for immediate euthanasia:
 - 1. Severe fractures (leg, back)
 - 2. Large open wounds
 - 3. Burn trauma
 - 4. Inability to stand or walk
 - iii. Euthanasia livestock where they are unless it endangers the life of EMS personnel.
 - iv. When in doubt about potential recovery, don't immediately euthanize.
 - 1. Secure the advice of a veterinarian or other competent animal scientist or animal agricultural Extension agent.
 - b. The following records need to be maintained for each euthanized animal:
 - i. Animal ear tag number, registered name if available
 - ii. Animal description
 - iii. Reason for euthanasia (broken extremity, burn, extreme trauma, unable to get up, etc.)
 - iv. Responsible person for prescribing euthanasia
 - v. Responsible person for executing euthanasia
 - vi. Method of euthanasia
 - c. Person to conduct euthanasia
 - i. A local veterinarian is the best option. However, onsite service may not be necessary or required.
 - ii. Make sure others are trained to administer humane euthanasia and that those trained be included on the Emergency Contact Sheet.
- B. Considerations for euthanasia: When euthanasia is the most appropriate option, the following must be considered when choosing a method:
 - a. **Humane safety:** The first consideration in the choice of euthanasia method is human safety. Obviously, the use of a firearm carries some risks but may be the best option when close contact with the animal would only increase danger to first responders. Methods such as a barbiturate overdose usually result in a calm animal being euthanized quietly and easily but also require close contact and animal restraint. Furthermore, the use of barbiturates is costly, generally requires a veterinarian to administer the drug and complicates carcass disposal.

- b. **Animal welfare:** Methods of euthanasia that cause an immediate loss of consciousness followed by respiratory and cardiac arrest are required to preserve the welfare of affected animals.
 - c. **Restraint:** Unlike a gunshot, whereby immediate contact with the animal is unnecessary, the use of a captive bolt requires that the muzzle of the device be firmly placed on the skull over the intended anatomical site. This requires restraint, which may be as simple as a rope halter. In all cases, human safety is the primary concern. Restraint options may include:
 - i. A halter
 - ii. Two panels put about an animal's width apart and secured to posts. If the animal is mobile, it can be "herded" into this alley-type system. If utilizing this method of restraint, tying the panels to the outside of the posts rather than the inside is helpful. This will ease movement of the deceased animal.
 - d. **Skill:** Captive bolts and gunshots require some skill and training. These procedures are best left to those who have training in the use of these devices and in methods of euthanasia of livestock whenever possible.
 - e. **Cost:** Euthanasia by use of barbiturates or barbiturate derivatives is costly (approximately \$50 to \$70 per animal). The cost per use of the physical methods (gunshot or captive bolt) is inexpensive (i.e., the cost per shot is minimal), assuming one already has the devices. The cost of a captive bolt ranges from \$500 to \$1600 and a suitable firearm is considerably less.
- C. Euthanasia triage for livestock trapped in a trailer (The following statements cannot risk human life or safety):
- a. Offload mobile animals. Before beginning this step, be sure a stable and secure containment facility is erected.
 - b. For livestock remaining on the truck:
 - i. Sort based upon severity of injury
 - ii. Euthanize those still in the truck (immobile, unextractable)
 - iii. Follow Approved Method for Euthanasia
 - c. Determination of potential candidates for euthanasia
 - i. Potential candidates for euthanasia should be sorted into a group (if they are mobile, we may not want to euthanize until we have permission from the insurance company or other authorized source). Only euthanize animals in immediate distress.
 - 1. Extreme distress, vocalization or other visual indicators (thrashing, unable to rise, severely burned, traumatic blood loss, compound fractures where bones are protruding skin, impaled or trapped beyond safe extrication, animals experiencing extreme respiratory distress, traumatic limb amputation, evisceration, moribund or comatose)
 - 2. Euthanize as soon as practical
 - ii. Mobile animals should be secured in the holding pen area.

D. Situational awareness

- a. Make sure the scene is blocked and secure, and visual observation via tarps
 - b. Have an escape route and plan.
 - c. Give consideration to dangers related to dealing with an injured, scared animal in a closed, confined area. Examples of this are animal thrashing or charging.
 - d. Plan for dangers related to euthanasia:
 - i. Body (livestock) reactions to rescue and euthanasia actions
 - ii. Firearm discharge (danger to your and other animals present); have planned escape routes and egress paths for all involved
 - e. Be cognizant of actions that could further animal and human hazards- saws, sparks, silver, sharp and protruding objects, sharp edges
- E. Approved methods of humane euthanasia recommended for use in an accident setting (Figure 1):

a. Captive bolt (extended bolt)

- i. Eliminates the possibility of ricochet; however, it can increase the danger level for the operator because close contact with the animal is required.

b. Firearm

- i. Shot gun with buckshot is second method (No. 6 or lower gauge)- Advantage is decreased possibility of ricochet
- ii. Handgun use should be left to trained professionals

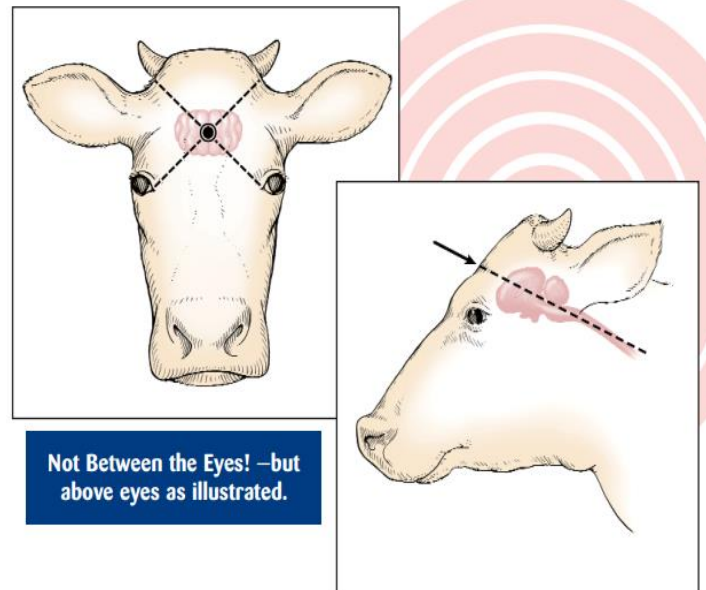


Figure 1. Appropriate location for humane euthanasia via captive bolt or firearm. Note the proper location is at the intersection of a line drawn between the outside of the eyes and the horns or poll. (Shearer and Nicoletti, 2010)

F. Confirmation of death

- a. Confirmation of death is absolutely critical regardless of what method of euthanasia is chosen. Keep personal safety in mind when confirming death because animals can make sudden involuntary limb movements.
- b. The following can be used to evaluate death:
 - i. Lack of a heartbeat
 1. The presence of a heartbeat can be best evaluated with a stethoscope placed under the left elbow.
 2. A lack of heartbeat and respiration for more than five minutes should be used to confirm death.
 - ii. Lack of respiration
 1. Movement of the chest indicates respiration. (Note: Breathing can be very slow and erratic in unconscious animals.)
 - iii. Lack of corneal reflex can be tested by touching the eyeball and noting whether the animal blinks.
- c. Assess animal for evidence of respiration via appraisal. Understand that a heartbeat can continue for a period of time following the shooting; look for evidence at intervals (5, 10, 20 minutes). Evidence of an animal trying to right itself indicates a return to sensibility. If this should occur, a second shot is necessary.

G. Human safety is paramount and cannot ever be superseded by animal condition or needs.

A full applicable complement of personnel protective equipment (PPE) must be used.

- a. Safety glasses
- b. Ear plugs
- c. Respiratory protection (respirator, etc.)
- d. Full-body-coverage clothing (gloves, boots, long sleeves, coats, etc.) Remember, contamination (body fluids, etc.) is a possibility. Use applicable contact-avoidance PPE when needed.
- e. Using any body armor available, including riot helmets and face shields, is a good idea.

Relocation

- A. Preplanning is paramount to the successful resolution of an animal relocation. We highly recommend that relationships be developed prior to needing a location.
 - a. Relocation plans for surviving livestock should be developed before an emergency. Acceptable local entities willing to accept surviving livestock need to be detailed in the “Emergency Contact Sheet” (Appendix A)
 - b. Owners/ managers of relocations facilities need to be alerted that surviving livestock may be relocated to their operations when the dispatcher takes the initial call.
- B. All relocation facilities must have at a minimum:
 - a. Basic animal-handling equipment available for treatment of injured animals
 - b. Ability to isolate the relocated animals from existing herds and other new arrivals
 - Relocated animals need to be isolated/quarantined.**
 - i. Biosecurity principles decrease the potential for spreading diseases. This basic methodology is founded on three tenants:
 - 1. Isolate these animals from any other animal, preferably with physical distance separating these animals.
 - 2. Prevent cross-contamination (feed and water) between the existing herd and these animals
 - 3. Limit unnecessary human interactions with these animals
 - c. The following type of facilities may meet the criteria for relocation facility:
 - i. Fairgrounds or other livestock show event locations with facilities (arenas)
 - ii. Auction markets, buying stations
 - iii. Cattle operations (feed yards, backgrounders, cow/calf operations)
- C. Feeding management for these animals needs to be basic. Only provide good-quality hay and plenty of fresh, clean water. Avoid using grain-based feeds because you could worsen the situation by causing digestive disturbances.
- D. The health regimen and follow-up care of these animals need to be turned over to a veterinarian as soon as possible.
- E. Transportation of livestock from an accident scene to a relocation facility
 - a. Livestock should be transported to the relocation facility using a pickup and stock trailer, **not a semitrailer.**
 - b. Identify possible individuals who can transport livestock in advance of a potential accident. Detail those who can provide transportation on the “Call List”. The dispatcher should begin locating individuals on the call list after an accident call comes in.

- c. Keep loads consistent until transportable animals are gone (avoid creating situations in which animals are left alone in the holding pen or on the trailer).
- d. Load density should be configured via industry standards and adjusted to meet unique individual accident circumstances (for example, animals with broken legs).
- e. Do not try to load livestock into trailers on pavement or concrete. If this is the only option, cover the roadway with sand or soil. Livestock slip on paved/concrete road surfaces. When livestock slip, they: 1) become scared, more agitated and more dangerous to humans and 2) often become injured or more severely injured
- f. If livestock need to cross the lines on a highway, cover the lines with sand or soil. Livestock typically will balk and not cross lines on a highway.
- g. Drivers should drive carefully, fully realizing that they are hauling scared and likely injured livestock. Driving precautions should include driving at a reasonable speed, taking corners easily and stopping gently.

Mortality Disposal

- A. Plan ahead, know local and state regulations, and develop a plan to handle mortality far in advance of an actual incident.
 - a. The final disposition of mortalities needs to occur as soon as possible.
 - b. Working with local entities, develop a plan for disposing of animal mortalities. Mortality disposal plans should detail options for domestic and international-origin livestock. Possible options for disposal include:
 - i. Landfill
 - ii. Composting
 - iii. Burning
 - c. Disposal facilities need to be detailed in the Emergency Contact Sheet (Appendix A).
- B. Animal mortalities should be handled with the same dignity and respect as human mortalities.
 - a. Using visual barriers is critical
 - i. Tarps, vehicles, physical distance, crowd control/ exclusion, various locally available methods (educational piece needed for visual barrier construction)
 - b. Maintain carcass integrity to every extent possible.
 - i. Various equipment, including heavy tarps, straps, and baler, mine and conveyor belts, can be used to help extract animals.
 - ii. Contact various state and local agencies that have additional experience in mortality recovery and removal from trailers.
- C. Loading
 - a. Appropriate heavy machinery needs to be available; consider using local private machinery if expeditious and local advantage.
 - i. Straps, industrial (mining and conveyor) and agricultural belts (minin, grain elevator, hay baler) and heavy tarps often can be useful when loading mortalities into vehicles for final disposal.
 - b. Employ appropriate biosecurity measures:
 - i. Line truck beds with heavy-duty plastic sheeting to prevent leakage of bodily fluids, etc.
 - ii. Maintain records of final disposition of all animals; this is especially important for animals of international origin.

“Righting” of Vehicle

The righting of the vehicle should be completed by trained professional personnel. These professional entities should be detailed in the call list.

The vehicle should not be “righted” with livestock, alive or dead, on it. The body of the trailer often has been damaged and cannot take the pressure of having livestock on it when being righted, and it will be damaged further. This scenario of righting a trailer with mortalities or live animals on it could be a very dangerous situation for livestock and emergency workers.

Debriefing

In the aftermath of a serious incident, many involved may not recognize the stress they are experiencing as a result of what they have witnessed. Stress can manifest itself in many ways. Debriefing is a method that emergency responders utilize to help relieve the stresses they may or may not recognize.

Veterinarians struggle with emotions that are caused by the contradictions between the concepts of healing and making well and those of ending pain and suffering through euthanasia. Likewise, livestock producers realize that euthanasia of animals that are suffering is necessary but seemingly contrary to their husbandry efforts.

In situations where responders are called to the scene of incidents involving seriously injured livestock, those involved may witness or be asked to help accomplish tasks to ease animal pain and suffering. When incidents such as these occur, emergency operations officers should plan to conduct a debriefing opportunity.

The following is a brief outline to help emergency planners effect a debriefing opportunity for their responders and others involved. This is not meant to contradict emergency operations plans already in effect.

- Conduct debriefing within 24 hours of the incident
- Only the people actually involved in the incident are invited
- Have counselors, clergy or trained emergency medical personnel available to conduct the session
- Do not allow judgement or finger-pointing
- Encourage good points or bad points regarding the incident and response
- What happens during the debriefing stays confidential
- All should be allowed to express their feelings, emotions or thoughts

Debriefings can be formal or informal. The formal debriefings usually are led by a trained facilitator. The formal session provides opportunities for engaging in spiritual and humanistic directions. In the informal debriefing, responders engage in conversation with a group of colleagues and just talk about the incident with those involved. Formal and informal debriefings encourage participants to recognize and deal with stress in positive ways.

Appendix A: Emergency Contact Sheet

Name	Contact Person	Phone Number
State Veterinarian	Susan Keller	
Livestock Veterinarian	Paul Motter	
Local County Extension Agent (if trained in livestock)	Angie Johnson	
Local Brand Inspector	Cliff Sanders Jr	
Local Livestock Transporter	Hillsland Trucking	
Portable Corrals/ Panels	S1/2 Randy Huschka N1/2 Nygaards	
Other Resources	N1/2 Cooperstown Vet Clinic S1/2 Casselton Vet Clinic	
	Johnson Stock Farm	

*** Jamestown landfill is the closest facility to accept mortality
(Agricultural) → have to call ahead of time***

Appendix B: Animal Transport Incident Assessment

Responding law enforcement _____ Department _____

Phone _____ Email _____

Location of incident _____

Date/Time of incident _____

Transportation Company _____

- Contacted
- Phone Number _____

Insurance Company _____

- Contacted
- Phone Number _____

Driver Name _____

- Functional
- Nonfunctional

Vehicle Type

- Farm Trailer (bumper hitch)
- Gooseneck trailer
- Pickup with stock racks
- Bobtail truck
- Semitrailer (straight load)
- Semitrailer (potbelly)

Vehicle Condition

- Operable
- Non-operable

Vehicle accident results

- Upright
- On its side left right

Accident Site

- Urban
- Rural
- On road
- Shoulder
- Ditch
- Other _____

Animal Type

- Cattle
- Horses
- Pigs
- Sheep
- Poultry
- Deer
- Bison
- Llama
- Ostrich/ Emu
- Other _____

Emergency Contact _____

Comments _____

Age group

- Young
- Intermediate
- Mature

Quality

- Known Number _____
- Unknown Estimate _____

Destination

- Farm Auction Market
- Slaughter plant Feedlot
- Other

Classification

- Slaughter
- Feeder
- Replacement
- Biosecurity concern (sealed trucks, etc.)

Scene Security Status

- Contained
 - Number tied _____
 - Number loose _____
- Escaped _____

Health Status

- Uninjured _____
- Injured _____
- Dead _____
- Unknown _____

Extrication

- Yes No

Support required

- Live animal transport/relocation
- Personnel
 - Veterinarian
 - Euthanasia specialist
 - County Extension Agent
- Equipment
 - Fencing
 - Gates
 - Lighting
 - Tow truck

Appendix C: Classes of Cattle

Classes of livestock and behavioral characteristics of animals encountered. (Remember, many trailers can have mixed classes on the same load; for example, beef cows, dairy bulls and dairy cows.) Also, these animals have been subjected to additional stressors and could react differently than the following generalizations:

1. Veal calves

- a. Small, intensively raised animals often totally lack any avoidance (fight or flight) response
- b. Generally baby bull calves weighing between 80 And 120 pounds
- c. Usually need to be carried or moved with solid panels by pushing the “wall” toward them; hot shot use **prohibited!**

2. Bulls

- a. Maybe aggressive and should be considered potentially dangerous
- b. Tend to have larger humps on their necks, testicles between their rear legs, will usually have thicker hair on their foreheads
- c. Can weigh between 1,000 and 3,000 pounds
- d. May have special insurance needs in cases of needed euthanasia; if possible, ask driver about insurance requirements for euthanasia
- e. Beef and Dairy
 - i. Beef bulls should be considered **dangerous**; take extra precautions. Do not put yourself in situations in which the animal can get to you to hurt you with its head, feet or other body parts.
 - ii. Dairy bulls should be considered **extremely dangerous**. These animals will meet the general definition of a bull but will be patterned in the following:
 - i. Black & white, red & white, brownish & white, or deer than to blackish. Most dairy breeds have a concave facial feature between their eyes.
 - ii. **Do not engage these animals!**
 - iii. If these animals are lose and/or aggressive, euthanize them for human safety.

3. Cows

- a. Maybe aggressive and should be considered potentially dangerous
- b. Come in a wide assortment of colors and physical characteristics
- c. Cows will have an udder between their rear legs but lack other distinguishable features
- d. Beef cows:
 - i. Cows come in an endless assortment of color and size. They will be large (800 to 2,000-plus pounds per cow)
- e. Dairy cows:
 - i. Black and white, red and white or brownish and white patterns or deer tan to blackish. Most dairy breeds have a concave facial feature between their eyes

4. Feeder calves

- a. Young cattle between 6 months and 1 year of age
- b. Generally weight between 400 and 900 pounds
- c. Maybe be males (either intact with testicles between rear legs or castrated with no testicles between rear legs) or females (small udder between hind legs)
- d. Not often aggressive
- e. Will likely be scared, skittish and wild

5. Finished feedlot cattle

(often called “ fat cattle”)

- a. Generally between 1 and 2 years of age
- b. Weigh between 1,000 and 1,600 pounds
- c. Maybe be castrated males (no testicles between rear legs) or females
- d. Not often aggressive
- E. Will likely be scared, skittish and wild

Conclusion

The Bovine Emergency Response Plan is a set of standard operating procedures developed for first responders to more appropriately address cattle transport accidents. These procedures include materials for dispatchers and first responders in the areas of call assessment, scene arrival and assessment; scene containment and security; extrication of cattle from the trailer; relocation of cattle involved in the accident; mortality disposal; the righting of the wrecked transport vehicle (if needed); humane euthanasia of cattle; and debriefing. A Bovine Emergency Response Plan dissemination and implementation strategy is being developed. The Bovine Emergency Response Plan development team has also identified needed educational materials and curriculum, and additional funding needs to develop these materials and programs.

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