



FaRMeR





FaRMER Crisis Management Plan

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2 Summary

Crisis management is a crucial process that enables companies to effectively handle adverse situations that have the potential to cause significant harm to their reputation, sales, and growth. Whether it's a natural disaster, a product recall, or a terrorist attack, the objective of crisis management is to respond promptly and effectively to minimize the impact and position the company for recovery once the crisis has subsided.

To achieve successful crisis management, organizations must take a proactive approach by anticipating potential issues and implementing robust measures to mitigate the risk of a crisis occurring. This involves developing a well-defined crisis management plan that outlines procedures for how the company will respond if something goes wrong. By having a clear plan of action and communication during a crisis, businesses can act swiftly and decisively, as time is of the essence.

One of the critical aspects of crisis management is ensuring the safety of operations and personnel. Chapter 4 focuses on proactive safety steps that companies can take to enhance resilience and minimize risks. This includes creating a comprehensive farm map, compiling lists for farm inventory, establishing emergency contacts, reviewing insurance coverage, and developing action plans for various emergency scenarios. These steps are essential for safeguarding the well-being of employees and ensuring the continuity of business operations during a crisis.

Gathering accurate and timely information is paramount in crisis management. Chapter 5 emphasizes the importance of gathering information to effectively address inquiries from emergency management professionals involved in the situation. From confirming information and assessing the situation to awareness and communication, organizations need to be well-prepared to manage and communicate crucial information during a crisis.

In Chapter 6, we delve into the roles and responsibilities within a crisis management team. Each role, from the crisis response coordinator to leadership, media relations, employee/internal communications, veterinary services, customer/stakeholder communications, legal counsel, and administration/logistics, plays a critical part in the overall crisis management process. Understanding these roles and their responsibilities ensures a coordinated and effective response to a crisis.

3 Definition

Crisis management involves handling adverse situations that have the potential to cause significant harm to a company's reputation, sales, and growth. These crises can range from natural disasters to product recalls to terrorist attacks.



The objective of crisis management is to respond promptly and effectively to minimize the impact and position the company for recovery once the crisis has subsided.

A successful crisis plan takes a proactive approach by anticipating potential issues, such as natural disasters or product safety concerns, to mitigate the risk of a crisis occurring. It also establishes procedures for how the company will respond if something goes wrong. Having a well-defined plan of action and communication during a crisis is crucial, as time is of the essence.

3. Crisis Management Steps

3.1 Farm Mapping and Inventory

Create a comprehensive farm map

A complete map should encompass **all buildings, structures, and access routes, including roads, lanes, and driveways**. Additionally, include details such as fences, gates, locations of livestock, hazardous substances, and shut offs for utilities. Having a written map facilitates information sharing and helps identify opportunities and challenges during the planning process.

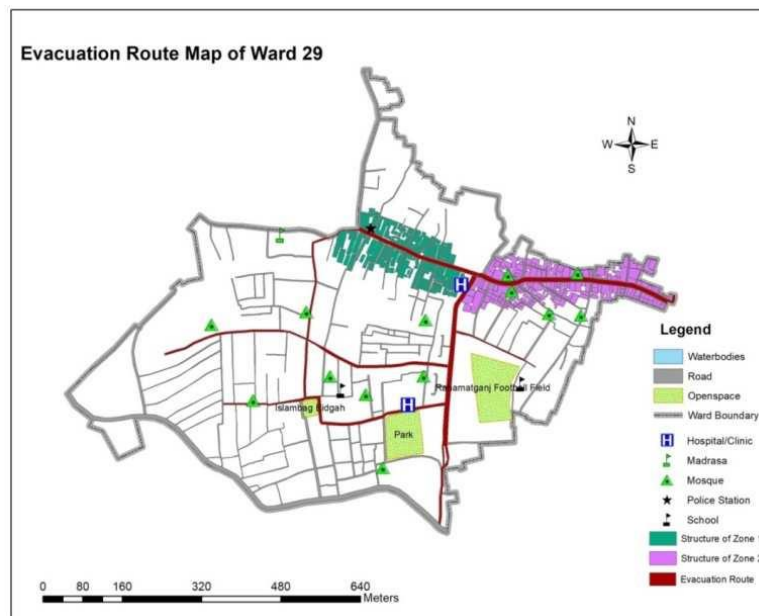


Figure 1. Example of Evacuation route map for Emergencies (Tuzzohora et al., 2015)

Farmers have a range of tools at their disposal to effectively map their crops or livestock in the field. Mobile apps are one such option, providing convenience and flexibility for seamless operations. Popular free mobile apps for farm mapping include Field



Navigator, fieldmargin, and websites like datafarming.com.au that offer free access to similar mapping functionalities. A very helpful site that a farmer can find map apps is the farm table (<https://farmtable.com.au/ag-tech/farm-mapping>).

Compile lists for farm inventory

Develop lists that cover various aspects of your farm inventory. Include a comprehensive **list of livestock, specifying species and quantities**. Also, document crop types, acreage, and stored crops. Ensure that machinery and equipment, along with their serial numbers, are included. Additionally, incorporate hazardous substances such as fuel, fertilizer, and medicines into the inventory.

Livestock	Life Stage	Weight (pounds)	Animal Units	Remarks
Horses	All Breeds: 6 months or older	1,000	1	Includes ponies, mules, burros, and donkeys. Mares with foals until weaned or up to age of 6 months = 1 unit.
	All Breeds: Under 6 months	500	½	
Dairy	1 year or older	1,000	1	Or cow w/nursing calf
	Under 1 year	500	½	
Beef	1 year or older	1,000	1	Or cow w/nursing calf
	Under 1 year	500	½	
Steers	1 year or older	1,000	1	
	Under 1 year	500	½	
Bulls	1 year or older	2,000	2	
	Under 1 year	750	¾	
Sheep/Goats	1 year or older	100	1/10	Ewe w/nursing lamb up to 3 months
	Lambs over 3 months	50	1/20	
Swine	Over 1 year	500	½	Sow w/suckling pigs under 3 months
	3 months to 1 year	250	¼	

Note: Combination of different livestock species are acceptable, so long as total densities are not exceeded for acreage available. These numbers will vary by breed and age. The above weights and units are guidelines. If animals are smaller or larger than the guidelines given, then units must be adjusted to meet the 1,000-pound animal unit definition. There is no required density.

Figure 2. Example of livestock registration Recommended Guidelines for Domestic Livestock in Residential Areas | Equine Science Center, n.d.)

To ensure accuracy and keep track of their property and tools, a farmer can maintain inventories for both livestock and equipment/machinery. These inventories help in



identifying the status of their assets and determining any necessary repairs or replacements. An example of a machinery list inventory is given below.

EQUIPMENT	Model	Quantity	Total Value	Defects	Remarks
Tractors	#12345	4	140.000 Euros	1 Broken Machine, 2 Broken Wheels	Service
Planters					
Sprayers					
Harvesters					
Oilseed Presses					
Oil Refining Equipment					
Storage Silos					
Conveyor Systems					
Combine Harvesters					
Storage Baskets					
Other Equipment (specify)					
Other Equipment (specify)					
Other Equipment (specify)					
Other Equipment (specify)					

3.2 Emergency Contacts and Insurance Coverage

Create an emergency contact list

Compose an emergency contact list that includes essential phone numbers, such as your vet, county emergency management, Extension office, and insurance agent. Additionally, list businesses providing services to or for your farm, including milk processors, feed and fuel suppliers, and regular farm visitors who should be notified in case of incidents. Consider utilizing livestock emergency planning documents to aid in this step.

Review current insurance coverage and emergency supplies

Contact your insurance agent to review your coverage for emergency and disaster situations. Evaluate the availability of necessary supplies for emergencies, including tools, fire extinguishers, and generators. Identify suitable areas on your farm for livestock and equipment relocation in the event of an emergency. Additionally, take the opportunity to assess buildings for structural compromises and remove any loose materials, ensuring the safety of animals and individuals during adverse weather conditions.





3.3 Action Plans and Medical Emergencies

Create Action Plans

Being prepared for emergencies is a fundamental aspect of farm management, ensuring the safety of both farm personnel and animals. This involves creating actionable plans for both sheltering in place and evacuating when necessary.

- **Sheltering in Place Action Plan**

Resource Cuts: To ensure the farm's essential resources, such as water, electricity, and communication, are adequately managed during potential disruptions or service cuts, it is crucial to identify and plan for contingencies. This involves establishing backup power sources, such as generators or solar panels, and ensuring a sufficient fuel supply to sustain operations in such situations.

Backup Power: It is important to establish methods for sustaining power to critical equipment and facilities during emergencies. This involves regular maintenance and fueling of generators, as well as the development of protocols to ensure their safe operation.

Backup Fuel: Evaluate the accessibility and storage of fuel required for machinery and equipment during extended emergencies. Implement measures to ensure a sufficient fuel supply, considering security considerations and adhering to storage safety guidelines.

Access Route Blockages: Identify possible hindrances along access routes resulting from natural disasters, fallen trees, or other hazards. Devise plans to clear pathways or establish alternate routes, ensuring the farm remains accessible to emergency responders when needed.

Necessary Actions and Contacts: Create a clear plan outlining the necessary steps to take in various emergency scenarios, such as medical emergencies, severe weather events, or hazardous material incidents. Assign specific individuals to initiate emergency protocols and ensure they understand their roles and responsibilities. Maintain an updated list of emergency contacts, including local authorities, medical facilities, and utility providers.

- **Evacuation Action Plan**

Established pathways for evacuation: Find secure evacuation routes for various farm areas, considering potential dangers and safe gathering points. Establish primary and secondary routes and create protocols to guide farm workers to safety.





Emergency Equipment and Supplies: Gather emergency kits or go-bags with important items like first aid supplies, medications, protective gear, and communication devices. Make sure all farm workers know where these kits are kept and understand how to use the equipment.

Transportation and Communication: Create guidelines for organizing transportation during evacuations, which may involve vehicles, trailers, or designated meeting points for external transportation. Ensure there are effective communication channels in place to provide instructions and updates to everyone involved in the evacuation process.

Ensuring responsibility and conducting head counts: Establish a system to keep track of and monitor all farm workers during an evacuation. Assign dedicated individuals to oversee head counts and confirm that everyone has safely left the premises.

Re-entry and Recovery: Create a plan for the post-evacuation return to the farm, which includes safety assessments, equipment inspections, and any required repairs or cleanup. Develop guidelines for resuming operations and ensuring the well-being of farm workers when they come back.

- **Medical Emergencies**

Prepare for medical emergencies, including heart attacks, allergic reactions, and injuries caused by equipment or livestock. Ensure that all individuals working on the farm are aware of existing health conditions, their warning signs, and appropriate response procedures. Consider providing First Aid training to equip everyone with the necessary skills to provide immediate care before medical professionals arrive. Compile and prominently display an emergency contact list.

Identify medical risks specific to the farm environment: Become aware of and gain a clear understanding of the potential health hazards and risks that farm workers may come across, which can include accidents involving machinery or injuries caused by interactions with animals.

Establish reliable communication channels for emergency notifications: Implement reliable communication systems, such as dedicated emergency phone lines, two-way radios, or mobile phone messaging groups, to ensure quick and effective communication with emergency medical services and relevant personnel during a medical emergency.

Provide first aid training to farm workers: Offer comprehensive training sessions to farm workers, covering basic first aid techniques such as CPR, wound care, and handling common medical emergencies like cuts, burns, or sprains. This equips them with the knowledge and skills to respond promptly and appropriately in case of injuries or medical incidents on the farm.





Conduct regular safety inspections to mitigate hazards: Regularly check the farm for safety hazards that could result in medical emergencies, such as broken equipment or unsafe working conditions. Take the necessary steps to fix these issues and ensure a safe environment for farm workers. Regularly walk through the farm to identify any broken or damaged equipment, such as machinery with exposed wires or sharp edges. Fix or replace faulty equipment promptly to minimize the risk of accidents. Additionally, inspect the work areas for potential hazards like slippery surfaces or loose debris, and take measures to clean or secure them to prevent injuries.

Continuously review and improve the medical plan: Regularly assess and revise the medical plan by considering feedback, lessons learned from drills or actual incidents, and any updates in farm operations or regulations. This ensures that the plan remains effective, up-to-date, and aligned with the specific needs and requirements of the farm. Regularly gather feedback from farm workers and supervisors regarding the effectiveness of the medical plan and any areas for improvement. Analyse past drills or real incidents to identify any shortcomings or gaps in the plan's execution.

3.4 Toxic Gas and Entrapment Emergencies

Monitor and respond to toxic gas emergencies

In confined spaces, particularly manure storage areas, monitor gas levels and only enter if equipped with proper training and equipment. If someone becomes trapped or overcomes gas exposure, never attempt a rescue by sending someone else in or entering yourself. Contact your local rescue team or call 911, provide details of the situation, and await assistance.

Address grain bin entrapment

Develop an emergency action plan like toxic gas emergencies for grain bin entrapment situations. Always use proper equipment, such as harnesses, when entering a grain bin. If someone becomes trapped, immediately contact 911 and wait for the arrival of the rescue squad. Attempting a rescue without proper precautions can result in further entrapment due to the rapid flow of grain (Creating Farm Emergency Action Plans, n.d.).

4 Gathering Information

Prepare to address the following inquiries or anticipate them from emergency management professionals involved in the situation.

- *Confirmation of Information*





- What are the known facts about the current situation?
- What specific details can you provide about your farm?
- Who is the owner of the farm?
- Is there a designated staff member responsible for communication management, and have they been informed?

- *Assessment of the Situation*

- Are you aware if the disease outbreak is reportable or potentially a foreign animal disease?
- Do you suspect any agroterrorism activities?
- Have any suspicious incidents occurred within the past six months?

- *Awareness and Communication*

- Have the farm's ownership and staff been informed about the situation and reminded to maintain confidentiality?
- Is law enforcement involved in the matter?
- Have you been approached by any news media outlets? If so, how have you responded?
- What is your relationship with local news media organizations?
- Does your business maintain a website or have social media accounts that require monitoring (Crisis Communication n.d.)?

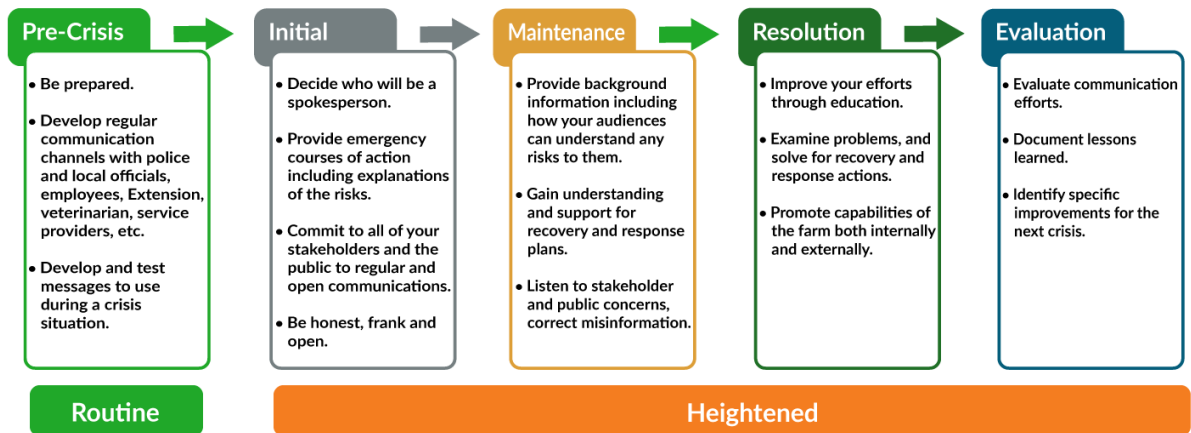


Figure 3. Crisis & Emergency Risk Life cycle (Crisis Communication n.d.)



5 Roles & Responsibilities

Form the Contact List of the Whole Team

Name	Contact Info	Alternate Person	Contact Info	Responsibility
George Kitsou	69XXXXXXXX	Michael Paul	69XXXXXXXX	Workers
George Xaidaris	69XXXXXXXX	Babis Kallis	69XXXXXXXX	Engineers

Role of the Crisis Response Coordinator

The role of the crisis response coordinator is to initiate the implementation of the crisis response plan, oversee the entire crisis communications process, and lead the post-event analysis and evaluation.

The crisis response coordinator should have a comprehensive understanding of all components of the crisis communications plan and the overall procedures for crisis response. They should possess the necessary expertise and judgment to effectively manage the crisis and have the authority to acquire additional resources and assistance when required. It is recommended to assign a primary coordinator along with at least one backup coordinator to ensure continuity of the role.





<i>Name</i>	<i>Contact Info</i>
Antony Marinos	69XXXXXXXX

Role of Leadership in Crisis Situations

During a crisis, effective leadership plays a crucial role in formulating a comprehensive strategy, gaining the support and cooperation of key stakeholders, and, if required, addressing the media. Leaders may also be responsible for conveying challenging information to employees or members. It is advisable to designate a backup leader to ensure continuity of leadership responsibilities.

<i>Name</i>	<i>Contact Info</i>
<i>John Marinos</i>	69XXXXXXXX

Role of Media Relations

The media relations team is responsible for effectively managing communication with the media during a crisis. This includes developing, approving, and distributing statements, news releases, and other relevant materials that align with the core team's key messages. The media relations specialist also handles interview requests and inquiries and may occasionally act as a spokesperson or facilitate interviews with the appropriate spokesperson.





Additionally, the media relations coordinator should designate a staff member or collaborate with a third party to oversee media monitoring. This individual is responsible for monitoring real-time media coverage, ensuring the collection, and archiving of media content, alerting the crisis communications response team to any unusual coverage, and organizing and sharing a summary of the media coverage with the core team.

<i>Name</i>	<i>Contact Info</i>
<i>Georgia Roussou (Alpha Channel)</i>	69XXXXXXXX / 210XXXXXXXX

Role of Employee/Internal Communications

The employee/internal communications coordinator plays a crucial role in keeping employees informed during a crisis. Their responsibilities include promptly notifying employees about important information necessary to maintain business operations. The coordinator utilizes established communication channels, as well as specific channels developed for crisis communication.

The primary objective of employee communications is to minimize the potential for negative reactions and discourage employees from engaging with external individuals, particularly on social media and email platforms, regarding the crisis.

<i>Name</i>	<i>Contact Info</i>





Role of Veterinary Services

The Veterinary Services coordinator, who is typically the lead veterinarian on staff, or a veterinary consultant employed by the farm, plays a crucial role in addressing animal well-being concerns and providing guidance to management regarding animal health issues related to the situation. This individual may also serve as a subject matter expert in the field.

Name	Contact Info
<i>Julia Hansein (Shop: Pet Care)</i>	210XXXXXXX / 69XXXXXXX

Role of Customer/Stakeholder Communications

The customer communications coordinator is tasked with informing the packer/processor and other processing stakeholders about a crisis and ensuring that they receive timely updates as the crisis team manages the situation.

Name	Contact Info
<i>Mark Johan</i>	69XXXXXXX

Involvement of Legal Counsel





The farm owner or a senior member of management should notify legal counsel about the situation. Depending on the severity of the crisis, legal counsel may be included in crisis team meetings or consulted for guidance on the specific aspects of the crisis response and recovery.

<i>Name</i>	<i>Contact Info</i>

Administration and Logistics

Based on the nature of the situation, various requirements such as meeting space, news conference facilities, or other arrangements may be necessary. The administration and logistics coordinator are responsible for securing appropriate meeting spaces, managing travel schedules, and ensuring that the core team is equipped with the necessary tools and support for efficient crisis management.

<i>Name</i>	<i>Contact Info</i>





Name	Contact Info

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