

Archer Daniels Midland, or ADM, is an integrated agricultural processor. We buy farm products - corn, soybeans, wheat, oats, cocoa - and produce food ingredients like edible vegetable oils, flour, animal feeds, and renewable fuels along with other industrial products. In order to produce and sell more than \$36 billion of products each year, we rely on over 250 processing plants, more than 500 grain elevators, and a workforce of nearly 26,000 people worldwide. Keeping our facilities and our people safe is my job, a position I have held for over 25 years.

The threats I confront have changed over this period. While I used to worry primarily about theft, fraud, vandalism and workplace violence, I now must also be concerned about bioterrorism. I am glad that you share this concern.

America has made progress in hardening our defenses of traditional terrorist targets - military bases, government facilities, and commercial air travel. Only recently has our country turned its attention to better protecting crops, livestock and the other products, which flow from our farm communities. As President Bush has said, "Agriculture ranks among the most crucial of our nation's industries: yet its reliability and productivity are often taken for granted."

Protecting ADM from agroterrorism is my responsibility - but one that I cannot do alone. Business and government must work in partnership and with each day this partnership strengthens. We are grateful for the assistance we have received through collaboration with the organizations represented on today's first panel as well as with local authorities. We are moving in the right direction but more can be done. Let me outline four areas in which I see room for improvement:

- 1) Agroterrorism is an international problem infinitely more comprehensive than any one company or industry. In order to be better prepared, the private sector needs better access to the counter-terrorism units of the federal government, which have the expertise to identify emerging threats. I know the most effective way to mitigate these risks for ADM, but I can only address those risks of which I am aware. Federal counter-terrorism experts can help the private sector understand potential threats, which will guide our development of effective/efficient countermeasures based on those risks. We can enhance our overall level of preparedness by working together and maximizing our collective strengths.

- 2) A bioterrorist attack on our food supply can have a significant effect even when the amount of contaminant is small. The best response discovers and isolates a contaminant before it permeates and travels throughout the food chain. Today, the technology for detecting these threats is inadequate. Again, public/private partnering is essential. The public sector must take the lead to insure the development of detection technology that works seamlessly from field to fork. The private sector can help, as a knowledgeable partner, at each link of this chain. But the government must commit the funds - which is likely to be considerable - and insure that detection activities can be integrated throughout the food supply chain. Working in partnership we can identify attacks quickly and isolate their effects.

- 3) Certain food security regulations, which are knee-jerk, theoretical and uncoordinated, are counterproductive. Everybody agrees that agroterrorism is a complex problem, but regulatory approaches that proscribe "across the board" infrastructure changes or "one size fits all"

procedural requirements are doomed to fail. Some businesses will be required to spend needlessly to meet mandates that neither efficiently nor effectively mitigate the real risks they face. Others will be able to comply with "checklist" regulations while leaving real risks unaddressed.

I am not opposed to practical regulations that address true risks - the private sector wants to be sure that these regulations actually work and strengthen our defenses. We can accomplish this by working together. The public sector's role is to provide funding for more focused research before a regulation is written. The private sector's role is to identify functional systems, which are suitable for use in industrial processes and operations.

4) In order to win this war on terrorism, we need to enhance the exchange of information and expertise between the public and private sectors. This is harder than it sounds. On the private sector side, we encounter difficulties when sharing trade secret or proprietary information with the government. We have no easy avenue of recovery when this information is released inappropriately and that causes hesitation. On the public side, there are just too many "clearances" needed - which limits access to the information and creates too many opportunities for unauthorized disclosure. We need to think through what restrictions are absolutely necessary to protect businesses and to protect sensitive government information and then devise a system that works for all interested parties. Information sharing is key - this seems obvious, but in reality it means that timely and accurate information must flow both ways.

From industry, we are the street level counter-surveillance, able to identify suspicious activity rapidly. From government, you are the experts on emerging threats. Working jointly we can review this threat information and determine what level of alert is appropriate. This gives the private sector the tools to take the necessary steps to protect our assets.

Finally, we would welcome the designation of a single point of contact in the government for reporting suspicious activity. No time should be lost trying to determine who should be called when suspicions are raised.

Thank you Mister Chairman and honorable Members of the Committee for allowing me to speak today. Agricultural processing is ADM's business. Insuring the reliability and safety of our nation's food supply is everyone's business. We are proud to be your partner in the war against terrorism.

This concludes my testimony.