

# AFSI

## AMERICAN FOOD SAFETY INSTITUTE

*"Dedicated To Food Safety Since 1990"*

# BIO-TERRORISM RISK MANAGEMENT & ANALYSIS MANUAL

*Creating A Higher Standard Of Healthy Food!*

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## User's Note

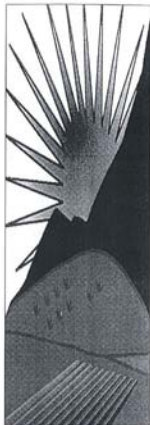
This document provides voluntary recommended guidelines on counter-terrorism risk management. The contents of this manual have been developed with input from many sources and government sites. The information provided herein is offered in good faith and believed to be reliable, but is made without warrant, express or implied, as to merchantability, fitness for a particular purpose, or any other matter. These recommended guidelines were not designed to apply to any specific facility or process. It is the responsibility of the user of this document to verify that these guidelines are appropriate for its facility. The American Food Safety Institute does not assume any responsibility for compliance with applicable laws and regulations, and recommends that user's consult with their own legal and technical advisors to be sure that their own procedures meet with applicable requirements.

## **Preface**

*Terrorism is a silent enemy – until it strikes. Terrorists depend on us to let our guard down. They think on a different level and although we consider them a non-traditional form of enemy, they are calculating, well prepared and can be very successful. However, terrorists are weak against a well-organized Counter Terrorism defense such as described in this manual. Terrorists can be anyone – even the folks next door.*

*The terrorist is one of the most dedicated soldiers in the world. But, not as good as their counterpart – you.*

*This manual, although specifically prepared for the Food Industry, is applicable to any operation. The basis for any Counter Terrorism program is a solid Food Safety Program. Without this program as a foundation, no Counter Terrorism program can be effective.*



*Preface to  
the First  
Edition*

## How to use this Manual

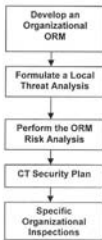
The primary purpose of this manual is to walk the practitioner through a deliberate series of steps leading to a comprehensive Counter-Terrorism security program. In doing so, a number of other subjects are included to assist with the organizations Counter-Terrorism program.

No matter how large or small the organization, it should commission a security team to develop a Counter-Terrorism plan. The best Team Leader for this group is always someone from top management. The team should meet at least monthly and record the minutes so that initiatives and actions are recorded.

Beginning with the development of an organization wide policy (Chapter 2), a Local Threat Assessment (Chapter 3), the practitioner then develops a Counter Terrorism Risk Analysis (Chapters 4 and 5) that leads to a Specific Counter-Terrorism Security Plan Chapter 7. The plan is detailed by nature, but so too are the steps the terrorist takes in planning their attack.

It is strongly recommended that the manual be read in its entirety before beginning the plan.

The flow of the security plan development process is as follows:



**1**

# How to use this Manual

## The ORM Organizational Policy

At the beginning of chapter five is a typical ORM Organizational Policy letter. The practitioner may use it in its entirety or whatever parts of it suit the goal of the organization. It is also on the CD at the rear of the manual.

The very first item an organization must do is commission a Counter-Terrorism or Security Team with a Team Leader from management. Once this has been accomplished, ideally the team should prepare a Counter-Terrorism Organization-wide policy letter. As with all policy letters, it should cover the nuts and bolts of the subject.

The organizational letter, in chapter five is a good format for your own letter. The policy should start with a purpose (mission statement) so that the organization and the Security Team know their mission and boundaries.

The policy letter should also outline when a re-analysis should take place and what events such as a change in terrorist threat, change in facility, or personnel for example would trigger the process.

The policy letter would list the positions or departments within the company that are to provide team members and their responsibilities.

The policy letter also addresses other concerns such as which concepts will be used for development, format, various standards, third party certification, training, and proprietary interests.

One of the subjects in the policy letter referred to as "Assumptions" cover those areas that are not facts but address subjects, which we can only assume, will be the case under various scenarios. A few could be, "That police and fire department officials will assist with an actual terrorist event." "That personnel disabled by the terrorist event will not be able to perform intense security requirements."

The policy letter can address almost anything deemed important by the organization or the Security Team. Just a point of formality - normally policy letters do not address Standing Operating Procedure or other procedural measures.



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**ORM  
Organizational  
Policy**