

COVID-19 Lessons Learned

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Protecting Critical Infrastructure (HSPD7)/ Critical Infrastructure Security & Resilience (PPD-21)

HSPD-7

- National policy for Federal departments and agencies to identify and prioritize U.S. critical infrastructure and key resources and to protect them from terrorist attacks
- Defines roles and responsibilities for DHS and designated Sector Specific Agencies
- Key Activities:
 - National Infrastructure Protection Plan
 - Sector Specific Plans
 - National and Sector Annual Reports

PPD-21

- Refocuses efforts based on:
 - Threats and hazards of greatest risk
 - Critical infrastructure *resilience*
 - Improved coordination and integration of physical and cyber security initiatives
- Addresses strategic imperatives:
 - Refine and clarify critical infrastructure initiatives across the Federal government
 - Enable effective information exchange
 - Implement an integration and analysis function to inform planning and operations decisions

USDA and FDA are the designated Sector Specific Agencies for the Food and Agriculture Sector.

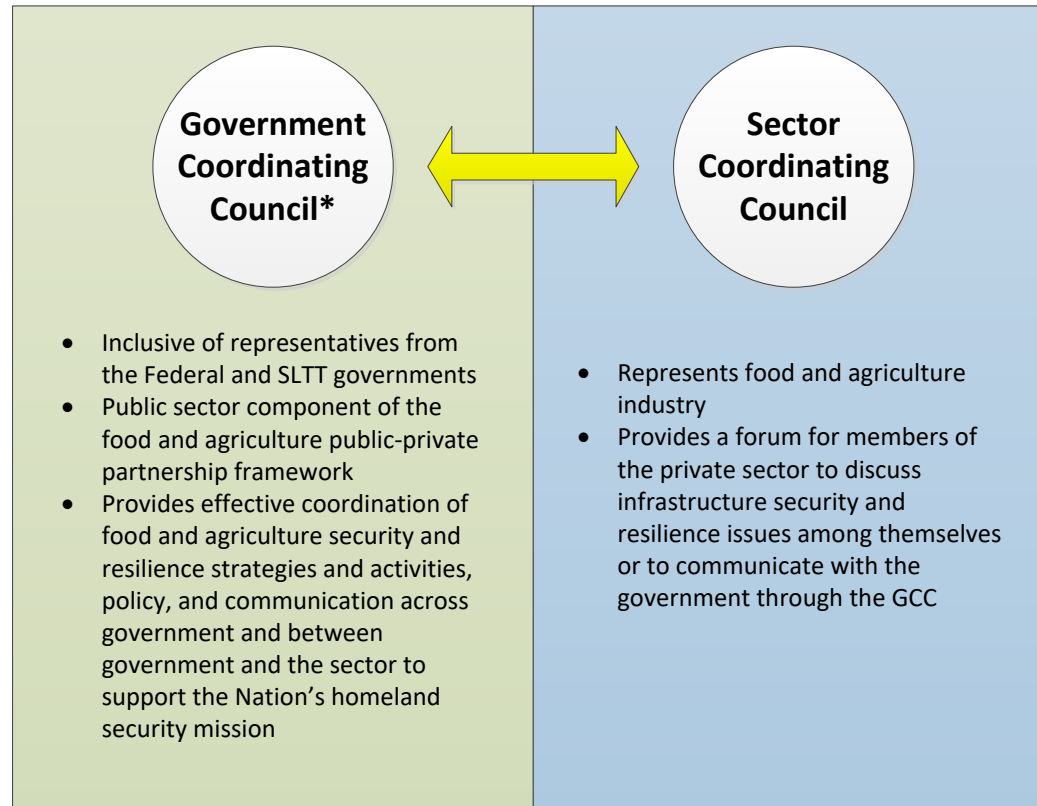


Critical Infrastructure Sectors (PPD-21)

There are 16 critical infrastructure sectors whose assets, systems, and networks, whether physical or virtual, are considered so vital to the United States that their incapacitation or destruction would have a debilitating effect on security, national economic security, national public health or safety, or any combination thereof. Presidential Policy Directive 21 (PPD-21): Critical Infrastructure Security and Resilience advances a national policy to strengthen and maintain secure, functioning, and resilient critical infrastructure.

1. Chemical
2. Communications
3. Dams
4. Emergency Services
5. Financial Services
6. Government Facilities
7. Information Technology
8. Nuclear Reactors, Materials and Waste
9. Water and Wastewater Systems
10. Commercial Facilities
11. Critical Manufacturing
12. Defense Industrial base
13. Energy
14. Food and Agriculture
15. Healthcare and Public Health
16. Transportation Systems

Food & Agriculture Coordinating Councils



*Co-chaired by USDA and HHS/FDA as the Sector Specific Agencies per HSPD 7/PPD 21

Food and Agriculture Sector Interdependencies with other Sectors*

Interdependencies can be operational or physical

- Chemical Sector
- Communications Sector
- Critical Manufacturing Sector
- Energy Sector
- Financial Services Sector
- Healthcare and Public Health
- Information Technology Sector
- Transportation Systems Sector
- Water and Wastewater Systems Sector

*Everyone has to eat therefore all sectors depend on food and agriculture

Food and Agriculture Sector

Interdependencies with other Sectors

- Chemical Sector
 - Cleaning and Disinfectants
 - Plastics
 - Ethanol – CO₂ Production
 - Refrigerants
- Communications Sector
- Critical Manufacturing Sector
 - Farm Equipment
 - Food Processing Equipment
 - Packaging (e.g. cans and paperboard)
 - Means of transportation (e.g. trucks, trains, vessels)
- Energy Sector
 - Electricity and Gas
- Financial Services Sector
 - Payment Transactions

Food and Agriculture Sector Interdependencies with other Sectors

- Healthcare and Public Health
 - Personal Protective Equipment (for non-COVID related purposes)
 - Community mitigation approaches for workforce health
- Information Technology Sector
 - Daily Business
- Transportation Systems Sector
 - Aviation
 - Highway and Motor Carrier
 - Maritime Transportation System
 - Pipeline Systems
 - Freight Rail
- Water and Wastewater Systems Sector

Mitigating Vulnerabilities During COVID-19

- Daily Communication between GCC and SCC Leadership
- Participation in FEMA Task Forces – GCC Leadership and SCC members
 - *Food and Agriculture: Considerations for Prioritization of PPE, Cloth Face Coverings, Disinfectants, and Sanitation Supplies During the COVID-19 Pandemic - Joint FDA-USDA Memo*
- Cross-sector collaboration to seek rapid solutions to urgent issues
- Distribution of relevant federal documents and information to SCC and GCC membership

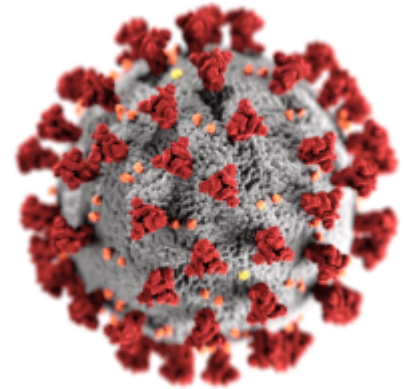
Food & Ag – COVID-19

Activities

- Helped to establish protocols to be used when employees in the sector were diagnosed with COVID-19
- Provided a conduit for information flow from the government to the private sector and from the private sector to the government
- Worked extensively with USDA and FDA on a multitude of COVID-19 issues 7 days a week
- Suggested the use of the Defense Production Act (DPA) in several instances

COVID-19 Lessons Learned - General

- This novel coronavirus definitely meets the definition of the term novel
- Both the private sector and the government were caught off-guard with respect to pandemic preparation compared to earlier pandemics
- Federal and state agencies can and did act quickly to provide flexibility for the private sector
 - Federal and state employees made themselves available 24/7 for months
- Most private sector entities did not understand the critical infrastructure system set up after 911
- Essential critical infrastructure workers is not a new concept



COVID-19 Lessons Learned - General

- Chemical Sector is extremely collaborative and helpful
- We rely too much on foreign inputs
 - EBC and PPE in particular
- Social distancing is difficult in many work environments
- As of Sept. 13, FEMA, HHS and the private sector coordinated delivery of or are currently shipping: 239 million N95 masks, 1 billion surgical and procedural masks, 44.5 million eye and face shields, 423.7 million gowns and coveralls and over 27.2 billion gloves
- The food and ag industries need PPE too



COVID-19 Lessons Learned- Food Supply



- There is plenty of food in this country, but our supply chains can and did get disrupted
- Shifting marketplace channels resulted in numerous shortages
 - Particularly with packaging materials (from TP to beer)
- If Americans want food on their tables, food and ag workers need to be able to go to and from work

COVID-19 Lessons Learned - Dairy

- Dairy industry was doing great in the 1st quarter of 2020 after a number of bad years. *This was to be the year of recovery.*
- Early March 2020, when schools, restaurants and food service shut down or scaled back, things quickly took a turn for the worse as that demand vaporized
 - American consumers were splitting their food budgets almost 50/50 between home and restaurant/food service
- Change in supply chain resulted in excess milk which needed to be dumped
 - EPA and Wisconsin helped determine the proper way to handle it
- At retail, consumers stockpiled and hoarded, creating stockouts

COVID-19 Lessons Learned - Dairy

- Processing Plant Issues
 - Difficulty getting PPE, cleaning and sanitizing chemicals, swabs, wipes and hand sanitizer
 - Orders were delayed, cancelled and seized
 - Some workers were afraid to go to work for fear of getting sick
 - Some workers were afraid to mention they felt sick for loss of pay
 - Drivers did not want to go to hot zones because CDC guidance recommended 14-day quarantines upon return
 - Some workers got sick and dairy plants had to close
 - Reopening took up to a week
 - Large scale testing of workers for COVID-19 was very limited
 - PPE and cleaning and sanitizing chemicals will be tight for the foreseeable future
 - National Academies recognizes the need to keep food and ag operating and placed us in Phase 2 of vaccine prioritization

COVID-19 Lessons Learned - Dairy

- Market Changes
 - While retail fluid milk sales were initially restricted, ice cream and cheese sales went up dramatically
 - Mozzarella cheese sales escalated as take-out and delivery of pizza took off
 - Things have somewhat stabilized but dairy is still dependent of feeding programs as a means to meet consumer demand

Questions?