

UNITED STATES DEPARTMENT OF AGRICULTURE  
FOOD SAFETY AND INSPECTION SERVICE

+ + + + +

NATIONAL ADVISORY COMMITTEE ON  
MEAT AND POULTRY INSPECTION

+ + + + +

SUBCOMMITTEE NUMBER 2  
STRATEGIC IMPLEMENTATION PLAN FOR ENHANCING OUTREACH  
TO SMALL AND VERY SMALL PLANTS

+ + + + +

May 23, 2006  
2:30 p.m.

USDA South Building  
Conference Room 0161  
1400 Independence Avenue, S.W.  
Washington, D.C.

FACILITATOR: DR. JOSEPH J. HARRIS  
Southwest Meat Association

PARTICIPANTS:

DR. DAVID CARPENTER  
MR. DARIN DETWILER  
MR. MIKE FINNEGAN  
DR. ANDREA GRONDAHL  
MR. MARK SCHAD

**Free State Reporting, Inc.**  
1378 Cape St. Claire Road  
Annapolis, MD 21409  
(410) 974-0947

ALSO PARTICIPATING:

DR. BARB MASTERS  
MR. TONY CORBO  
DR. KARLEASE KELLY  
MR. BOBBY PALESANO  
MS. ANN RAZOR  
MS. MELINDA SUB

## I-N-D-E-X

<u>AGENDA ITEM</u>	<u>PAGE</u>
Opening by Dr. Joseph J. Harris	4
Discussions on:	
Question: What suggestions do you have for how FSIS, through the International HACCP Alliance, could locate industry representatives who are willing to share expertise and other technical resources and assistance with very small plants?	6
Question: What suggestions do you have for how FSIS could obtain data on the types of support the small and very small plants need for their food safety systems?	37
Question: What suggestions do you have for how FSIS could best work with a users group (consisting of all partners) to provide feedback on the usefulness of existing tools and services, to pilot new activities or materials, and to make recommendations on how to improve the outreach function to better meet the needs?	61
Question: What other suggestions do you have for FSIS for strengthening our strategy for outreach to small and very small plants?	102
Adjourn	

1 P-R-O-C-E-E-D-I-N-G-S

2 (2:57 p.m.)

3 DR. HARRIS: -- deliberations, why don't we  
4 go ahead and get the others in the room to introduce  
5 themselves so that everybody will kind of know who's  
6 who. I think I know about everybody almost anyway.  
7 So those of you around the outside, if you guys want  
8 to introduce yourselves. I mean we met Bobby and  
9 Karlease earlier. You better tell this gentleman who  
10 you are.

11 MR. PALESANO: I am Bobby Palesano.

12 MR. CORBO: Tony Corbo from the consumer  
13 group, Food and Water Watch.

14 MS. RAZOR: Ann Razor (ph.), North American  
15 Meat Processors Association.

16 MS. SUB: Melinda Sub (ph.) with the  
17 National Turkey Federation.

18 DR. KELLY: Karlease Kelly with FSIS.

19 DR. HARRIS: Well, let's get started then.  
20 Back to my appropriate page here. Did everybody  
21 get -- I think we got very clear instructions on what  
22 it is we're supposed to be doing, and we -- I guess

1 let's start with -- is everybody clear on what our  
2 questions are? I know a lot of times we run into  
3 that, okay, what the questions mean, but I think these  
4 questions were fairly well written. So I don't see  
5 any issues there.

6 Shall we take up question 1?

7 DR. CARPENTER: Wait a minute. Joe, on the  
8 third question --

9 DR. HARRIS: Okay.

10 DR. CARPENTER: -- just -- I need to have  
11 clarification. Is that a complete question? We're to  
12 provide feedback to pilot new activities and to make  
13 recommendations. Are those and, and, and, and so  
14 every user has got to be capable of doing that?

15 DR. KELLY: I would say ideally but if for  
16 some reason you're -- you feel like there needs to be  
17 a difference, I would just note it. Like this group  
18 would only really be able to do this or they would  
19 only be able to do that. Just specify it.

20 DR. CARPENTER: If it came to mind, would  
21 you discard any individual who could not -- all three  
22 but I'm sure information on two issues would come

1 to -- that's all the clarification I need right now  
2 for the questions.

3 MR. HARRIS: So the first question again,  
4 what suggestions for FSIS through the International  
5 HACCP Alliance or what I heard earlier or potentially  
6 other entities, how would we suggest that they locate  
7 industry representatives willing to share expertise  
8 and other technical resources and assistance with  
9 small and very small plants? Feedback anybody?

10 MR. FINNEGAN: Well, I'll tell you what  
11 we've done to teach HACCP and train it, is we had to  
12 partner up with Extension and we're lucky to have a  
13 meat scientist at MSU. So between those three, we  
14 were very lucky to help our very small plants. Let's  
15 see the question again.

16 MR. SCHAD: So you're talking about academia  
17 then, right, Mike?

18 MR. FINNEGAN: Yeah. Exactly. We didn't go  
19 through the International HACCP Alliance although we  
20 used their training to begin with for HACCP and formed  
21 a coop with -- and also the Department of Health, too.  
22 Montana Department of Health, MSU Extension was very

1 helpful. She helped us get grants, stuff like that,  
2 and MSU meat scientist. That worked extremely well  
3 for us.

4 DR. GRONDAHL: And North Dakota, one thing,  
5 you know, they're asking industry representatives is  
6 the trade group in North Dakota is small but they're  
7 pretty resourceful as far as knowing what plants are  
8 taking the lead, who in industry is seeking the lead  
9 with such things and has information that can share  
10 that with other plants that might not be in a position  
11 to do that.

12 DR. HARRIS: That's the way I sort of read  
13 the question, too. It's almost more of a, for lack of  
14 a better word, a mentoring type program, actually have  
15 industry people that would willing to share what they  
16 know and what they've learned with others in the  
17 industry.

18 MR. SCHAD: That was my first thought when I  
19 read that question, and my second thought was trade  
20 associations. When I reread the question, I had a  
21 second thought. But I would agree with what you said,  
22 Joe. It seems like some plant owners have a better

1 grasp and are able to deal with this a lot better than  
2 others, and that's just making an observation.

3 DR. HARRIS: Uh-huh. What I'll probably do  
4 is sort of take notes until we begin to zero in on an  
5 answer that we want to put on paper, but -- am I  
6 detecting that we're leaning I guess from the  
7 discussion, from some of the things that Mark was  
8 saying, how would we go about, you know, getting  
9 industry representatives identified? Would it make  
10 sense to form process category -- similar to the way  
11 we did the HACCP plan, is process categories. If I'm  
12 a small guy that's doing fully cooked, not shelf  
13 stable products, like hams or other products like  
14 that, who would be a good mentor type individual that  
15 would be willing to share information or share ideas  
16 with me? Would it make sense to go at it in that  
17 direction? That's a question.

18 MR. SCHAD: I think it does make some sense  
19 because like if some guy was to ask me about hams or  
20 ready-to-eat product, I'd be glad to help him out but  
21 if he came to me about slaughtering in the HACCP plan,  
22 I'd say you'd better go someplace else because I'll



1 probably steer you the wrong way.

2 MS. CUTSHALL: If I can just jump in here.  
3 When we did the mentoring in the initial  
4 implementation and matched folks up, large with the  
5 small, small with the very small, that's the way we  
6 did it, by process, by product, and it seemed to work  
7 pretty well.

8 DR. HARRIS: I do think that we could work  
9 with either the Alliance and/or trade associations to  
10 identify some plants that, for lack of a better term,  
11 sort of get it when it comes to food safety programs  
12 and HACCP implementation, that are willing to share  
13 that expertise and sort of identify a list of people  
14 that are willing to do that sort of thing. I mean I  
15 know as a trade association person, I can think of,  
16 you know, several members that could fulfill that role  
17 very well.

18 MR. FINNEGAN: That would be willing to  
19 spend the time?

20 MR. DETWILER: I guess, you know, what comes  
21 to my mind and, you know, I have nothing to do with  
22 experiencing your businesses, two questions that just

1 jump to the forefront for me. What's in it for me if  
2 I was to be the expert? And, why would I want to help  
3 out my competitor?

4 MR. SCHAD: I can't explain it, Darin, but  
5 just as a -- being involved in a trade association  
6 with small and very small plants, most of us are  
7 willing to help out the other guy and just knowing  
8 that it'll all come around in the end, that that guy,  
9 when the need arises, he'll help me, and I can't --  
10 I'm not, I'm not disagreeing with your logic because I  
11 can understand why you would ask that question.

12 DR. HARRIS: Two points. Some years ago, we  
13 sort of informally as an industry, me and I really  
14 took the lead on this but sort of made a pact that we  
15 would not use food safety ever as a competitive issue,  
16 number one, and number two, from personal experience,  
17 I can tell you that when Mark's competitor endures a  
18 food safety crisis, it doesn't help Mark. I can tell  
19 you that, you know, when Jack-in-the-Box had their  
20 issues, McDonald's execs didn't sleep better at night  
21 because of it. And so we've always sort of looked at  
22 it that way, that food safety is not competitive.

1 There's a lot of ways we can compete but that doesn't  
2 need to be one of them. And so there I think most  
3 everyone in the industry has embraced that.

4 DR. GRONDAHL: I have another thought kind  
5 of going back, Mike, to what you were saying about  
6 academia. You know, and this might be different in  
7 North Dakota where we are smaller, but academia acts  
8 as kind of a bouncing board for plants coming to them,  
9 getting information, them giving information back, and  
10 they might be able to help identify those lead people  
11 in the industry that are willing to step up and play  
12 this role but, you know, getting back to the question,  
13 locating industry representatives, they might be  
14 someone to go to in that I think.

15 DR. HARRIS: Uh-huh.

16 MR. FINNEGAN: And in our particular case,  
17 all we really had was academia when we stepped up to  
18 the plate big time.

19 DR. HARRIS: I think that's generally true  
20 everywhere, that academia really has come through  
21 Extension programs and, and other programs. There's a  
22 whole variety of ways.

1 MR. FINNEGAN: Right. And the hardest part  
2 is getting them to buy into the hassle concept. We  
3 had a hard time there but once they got into it, we  
4 had no problem.

5 DR. CARPENTER: But could academia be  
6 effective if they weren't really involved in the  
7 industry? I mean on a day-to-day basis.

8 MR. FINNEGAN: In our case, we have Dr. Jane  
9 Bowles and she's a meat scientist and industry is  
10 constantly calling her up, constantly calling her for  
11 supporting documentation, things like that.

12 DR. GRONDAHL: And they actually have --  
13 doesn't Montana have a meat lab or a --

14 MR. FINNEGAN: Right.

15 DR. GRONDAHL: -- meat processing facility.

16 MR. FINNEGAN: Right, and they do water  
17 activity, pH reading, nutritional labeling, and so  
18 it's really a close tie.

19 DR. CARPENTER: I guess it's incumbent upon  
20 this Committee to identify those individuals who  
21 appear to be a repository for this kind of  
22 information.

1 DR. HARRIS: Well, I think the Agency has  
2 helped us out a little bit in terms of when they  
3 suggest the Alliance which has 35, 36 universities and  
4 about 20 trade associations. So that might be the  
5 conduit to filter back down to all those entities. I  
6 think most of the -- and it's mostly land grant  
7 universities for the most part. I mean think most of  
8 those do have a -- do belong to the Alliance and have  
9 direct communications with the Alliance, and obviously  
10 that never picks up everybody. You can never identify  
11 one place where you're going to pick up everybody, but  
12 I think it's a whole bunch of them right there of both  
13 the associations and the universities. I think it's  
14 maybe pushing up to maybe 40 universities involved.

15 MR. SCHAD: Joe, I'd like to try to add just  
16 a little bit of -- the way I read the question.

17 DR. HARRIS: Okay.

18 MR. PALESANO: And I think if you read it,  
19 what we're really looking for as you pointed out,  
20 we're utilizing the International HACCP Alliance which  
21 means that we as an Agency are soliciting industry  
22 representatives particularly representatives that have

1 gone through the process of obtaining the supporting  
2 documentation necessary to support any of the  
3 decisions they make in their HACCP plan or hazard  
4 analysis. What we feel like that is, is a partnership  
5 that we might be able to utilize to assist small or  
6 very small plants. We don't know how we can best find  
7 out who those persons or companies or corporations are  
8 that are willing to share that knowledge and that  
9 information with the Agency.

10 DR. HARRIS: Okay.

11 MR. PALESANO: Obviously in my opinion, how  
12 you capture that by processing categories would be  
13 another way of categorizing how we do that, but I  
14 believe what we're looking for her, and I'm only doing  
15 that to try to help clarify it, what I read into that  
16 question.

17 DR. HARRIS: Good. Okay. I think that's  
18 helpful. That kind of leads me in a little bit  
19 different direction.

20 I'm Chairman. I don't have to do all the  
21 talking. The role of the Chairman is just to get  
22 everybody else's thoughts, not, not -- by the way, to

1 make it clear, I would welcome input from, from those  
2 of you. It's not like we've got 200 people in here  
3 that would make it unbearable or unmanageable. So  
4 those of you on the sides, feel free. I think your  
5 Committee -- Subcommittee would welcome your input as  
6 well.

7 DR. CARPENTER: We do.

8 DR. HARRIS: Don't everybody jump in at  
9 once.

10 Would it make sense then for us to -- I'm  
11 going to throw this out more as just a suggestion to  
12 bounce ideas off of, then to suggest that the Agency  
13 work through the Alliance and ask the Alliance to work  
14 through its member associations and universities to  
15 help begin to develop this list of resource  
16 individuals -- resource companies, resource  
17 individuals and frankly I suspect that some of those  
18 individuals will be university people. We know -- I  
19 refer my members to universities frequently for  
20 technical issues. We know that there are others  
21 within the industry that are willing to help smaller  
22 plants out. We know that there's a lot of places that

1 have good resources, and I think that that might make  
2 sense then for us to make that recommendation back to  
3 the Agency.

4 MR. SCHAD: Joe, are you talking solely  
5 through the HACCP Alliance then or --

6 DR. HARRIS: Have the Alliance coordinate  
7 the effort.

8 MR. FINNEGAN: You're talking just a list of  
9 their contacts, the International HACCP Alliance, to  
10 furnish to the industry. Am I following you right  
11 here?

12 DR. HARRIS: Well, I was thinking more in  
13 terms of the Alliance wouldn't actually provide it to  
14 the industry. What the Alliance would do would be  
15 develop a list of resources --

16 MR. FINNEGAN: Okay.

17 DR. HARRIS: -- whether they be industry,  
18 academia, or association resources --

19 MR. FINNEGAN: Right.

20 DR. HARRIS: -- and compile this, provide it  
21 to the Agency so that this one stop shopping if a  
22 small company calls --



1 MR. FINNEGAN: Okay.

2 DR. HARRIS: -- they could access that list  
3 through the Agency. Am I going the wrong direction?

4 MR. PALESANO: I think you're going in the  
5 right direction.

6 DR. HARRIS: Okay.

7 MR. FINNEGAN: All right. I mean I can see  
8 that.

9 DR. HARRIS: They would not be the one  
10 disseminating the list, but they would be kind of the  
11 coordinator to assembling the list.

12 MR. FINNEGAN: Uh-huh.

13 MS. RAZOR: Joe, I have one thought and I  
14 hate to put a damper on anything but -- and I totally  
15 agree with what you say and what you say about our  
16 members and they're more than willing to help each  
17 other out and I mean that's one of the things our  
18 association prides itself on, you know, putting people  
19 in contact with each other, but I do see a little bit  
20 more of a problem, as you say, we're going to take  
21 your name and publish it on a list so that anybody can  
22 contact you if they have a question about HACCP

1 program issue.

2 DR. HARRIS: Okay.

3 MS. RAZOR: That just seems more remote than  
4 maybe they would be willing to, you know, I mean we  
5 have -- if somebody calls me and I'm thinking of the  
6 need of trying to get people to submit their names to  
7 a list to publish through FSIS.

8 DR. HARRIS: Okay.

9 MR. DETWILER: And if it is an employee of  
10 Joe's business, why would Joe want his employee to be  
11 off the clock or be on the clock and helping out all  
12 these other people. I mean who's going to do that  
13 person's job after a while.

14 MS. RAZOR: I'm not saying it's not worth a  
15 try but thinking about the actual logistics of getting  
16 people to commit and helping the whole United States  
17 if they so decide to call.

18 DR. GRONDAHL: I guess the way I understand  
19 it, and maybe Bobby or Karlease you can help me  
20 understand it better, but the website wouldn't just  
21 list the plants that are willing to share information.  
22 FSIS would act as a conduit, get that information from

1 these plants that are willing to share it and then be  
2 able to distribute it to others that don't have it.

3 MR. PALESANO: Obviously there are several  
4 issues here I think and maybe that's what you're  
5 struggling with but, you know, first of all there  
6 are -- we believe there are larger establishments  
7 particularly that have information out there and may  
8 be willing to share information with very small plants  
9 that would assist them in developing a more robust  
10 food safety system. That's one issue.

11 We have to identify those representatives  
12 that are willing to do that. I don't anticipate that  
13 I'm going to put Mike's or Mark's name either one on  
14 our web page as a contact individual but we might  
15 reference some information or we may reference the  
16 International HACCP Alliance or whatever process you  
17 all come up with.

18 Obviously as Ann points out, there are a lot  
19 of things that have to be considered when you start  
20 putting names or people's information up publicly.

21 MR. FINNEGAN: I know in our case, or Kevin,  
22 he's already a contact person, and so are we for

1 Montana. Our name was up there already as the contact  
2 person for HACCP, HACCP problems, supporting  
3 documentation, not that we know the answers but we  
4 know who to call. We'll tell them to call Jane, Dr.  
5 Jane.

6 MR. SCHAD: Yeah, and maybe I wasn't  
7 expressing myself clearly. I didn't envisioned  
8 somebody's name on FSIS' website. I guess I was  
9 envisioning something more what Mike said.

10 MS. RAZOR: Yeah, it makes sense what  
11 Karlease said.

12 MR. SCHAD: I've had questions come to me  
13 like, hey, Mark, on that point in your process, and I  
14 have a similar process, what did you use for  
15 supporting documentation? And it just kind of  
16 funneled down through what Mike said. It was an  
17 example like that. It wasn't like somebody called me  
18 up and said Mark, write my HACCP plan for me. It  
19 wasn't like that.

20 MS. RAZOR: Right, right, right.

21 DR. HARRIS: I'm trying to think of a way to  
22 put -- try to capture a little bit of what we've

1 discussed here. I'm not ignoring everybody. I'm just  
2 sort of trying to find a way to capture it a little  
3 bit. And, you know, if somebody is jotting down  
4 something and has some sort of phraseology that they  
5 want to use.

6 MR. DETWILER: So that's the kind of  
7 question though, what kind of documentation you use  
8 to --

9 MR. PALESANO: What the question says to me  
10 is that we're looking for industry representatives  
11 that have expertise that they're willing to share or  
12 could be technical resources or assistance. Now if  
13 Joe was identified as one of those individuals, then  
14 if I'm a very small plant operator, I could call Joe  
15 if I was made available to him and say, Joe, what kind  
16 of technical resources did you utilize to support your  
17 critical limit at this particular CCP, or can you  
18 assist me in going through the decision making process  
19 at this particular process step in the hazard  
20 analysis.

21 MR. DETWILER: Well, how about this though.  
22 Instead of waiting for that question to come up

1 because now, you know, here's your point man and now  
2 the same question has been asked of him 17 times, what  
3 if instead of locating a resource and I'm not saying  
4 you can have a live resource, but if, you know, he did  
5 a great job of documenting this or going through this  
6 process, let's have him write this down, you know,  
7 let's put this in a central place where, you know,  
8 you're frequently asked questions now according to one  
9 area's very small plant expert in your region, in your  
10 expertise area of, of, you know, whatever kind of meat  
11 or whatever. This is how he did it or this is how  
12 they went about doing it necessarily. I don't know if  
13 that's giving away too much, but I would fear that at  
14 some point he's going to say, you know what, how many  
15 times do I get called and I get asked that same exact  
16 question, time after time after time. Couldn't I just  
17 put it down once and it's, it's there for future use.

18 MR. PALESANO: In theory, that's a good  
19 point and --

20 MR. DETWILER: You can't anticipate  
21 everything, but --

22 MR. PALESANO: In practice, however, we find

1 that most of the time, what works in one facility in a  
2 process may not mean the same in another process or  
3 another facility. Then again, that's where if we had  
4 the expertise available for people, they could walk  
5 them through and say if you made this decision, you  
6 could use this type of information for support. If  
7 your decision happens to go this way, you need a  
8 different kind of support and that would be something  
9 similar to blah, blah, blah.

10 MR. FINNEGAN: But really FSIS has already  
11 done that. I've got books, generic HACCP plans for  
12 you name the product. I mean --

13 DR. HARRIS: They exist.

14 MR. FINNEGAN: They exist.

15 DR. HARRIS: They exist. There's nine CCPs  
16 for sausage.

17 MR. PALESANO: I'm going to give you a  
18 little bit of history. I think you're trying to bite  
19 off too much of the apple at once, and really I  
20 would -- the question we're asking is how can we get  
21 resources from industry utilizing the International  
22 HACCP Alliance.

1           We recognize and if you have time to look at  
2           the implementation plan that we have provided to you,  
3           you will see there multitudes of things. One of them  
4           is to look at this mountain of documentation that  
5           you're referring to, Mike, and to determine what  
6           documentation is still valid or was it ever valid,  
7           what should we leave posted, whether we need to make  
8           the information that's there more applicable to a  
9           small or very small plant, is there some of it that we  
10          need to weed out, is there some of it that we need to  
11          write in clearer, understandable language, you know,  
12          all of these kinds of things. That's all part of the  
13          plan as well, but I don't think that's what this  
14          question references.

15                 DR. HARRIS: And some day we're going to get  
16                 into subsequent questions also.

17                 UNIDENTIFIED SPEAKER: Right.

18                 DR. HARRIS: We have more than one question  
19                 and a point well taken. Maybe we need to narrow our  
20                 focus here slightly on question 1, and broaden, and  
21                 save some of that.

22                 DR. CARPENTER: Well, one interpretation for



1 me is that you've tried to locate the representatives  
2 and it failed or you just don't know where to look?

3 MR. PALESANO: The Agency does not contact a  
4 company and say, hey, can I use you as a -- that's  
5 just not what we do, and we can't -- that's why we  
6 referenced the International HACCP Alliance, is they  
7 are a non-profit institution that kind of serves as a,  
8 for lack of a better word, mediator between industry  
9 and the Agency.

10 DR. HARRIS: We may have some members that  
11 have no idea what the Alliance is, and maybe I should,  
12 and maybe that way it would help.

13 The Alliance was basically formed back when  
14 USDA began down the path of mandating HACCP, and its  
15 mission from the beginning was to be completely  
16 neutral, relative to not advocating for the  
17 Government, not advocating for the industry, but being  
18 a coalition of industry associations, of universities,  
19 of Government agencies, that could come together and  
20 work toward a uniform implementation of HACCP across  
21 the meat and poultry industries. That's really where  
22 it all began, in other words, where its focus has

1       been.

2                   Now it does get into -- the Alliance gets  
3       into a variety of activities all related to HACCP and  
4       food safety primarily within the meat and poultry  
5       industry, although there are some other food groups  
6       involved as well. It does a lot of work with the  
7       Agency. It does some contract work for FSIS relative  
8       to the training of EIAO official, EIAO whatever, I  
9       guess O is -- well, anyway, it provides training  
10      there.

11                   I would even go so far as to admit that the  
12      Alliance was integrally -- I can't even say the  
13      word -- but they were very involved in the development  
14      of the generic models, and one of the things that the  
15      Alliance did in the development of the generic HACCP  
16      models was to bring together industry, academia,  
17      Government and consumer groups to work on those models  
18      and try to identify individuals and entities with  
19      expertise in each processing area and develop those  
20      models now. What became of those models after their  
21      initial development and what the final product is, we  
22      can debate, but that is sort of how the Alliance is

1 structured and functions.

2 So there's some background there relative to  
3 past experience in doing this kind of activity in  
4 terms of assembling groups or assembling resources I  
5 guess is the best way I know to put it, in terms of  
6 whether that be, you know, the Alliance very actively  
7 does provide a lot of the support documentation when  
8 requested industry as well as it offers accreditation  
9 for HACCP training program. There's a lot of  
10 sidelines that it kind of gets involved in.

11 So for those of you who are unfamiliar with  
12 it, that is sort of where the Alliance is and what it  
13 is.

14 Just for full disclosure, I am on its  
15 Executive Committee. So I mean I definitely very  
16 close to it. So --

17 DR. GRONDAHL: Has this question been posed  
18 to the HACCP Alliance, the first question asking them  
19 their opinion on how they would locate these --

20 MR. PALESANO: Not to my knowledge.

21 DR. GRONDAHL: Maybe that would be the  
22 obvious question.

1           MR. FINNEGAN: Yeah, that would be a place  
2 to start, to ask them.

3           DR. HARRIS: And as you also heard today,  
4 one of the things that the -- the Alliance has been  
5 very involved with the Agency, and you heard about the  
6 December meeting today that was organized and hosted  
7 by the Alliance where it brought FSIS and industry  
8 altogether to talk about small plant issues.

9           So what's your -- let's, let's try to get  
10 something on paper now for this first one. We've  
11 talked about it for a while. Let's get something  
12 down. We've got a short afternoon here.

13          MR. FINNEGAN: Yeah.

14          DR. HARRIS: What I had started typing  
15 there, it recognizes -- I was going to sort of make an  
16 introductory statement about certainly recognizing  
17 that the, you know, FSIS has a history of cooperative  
18 efforts with the Alliance, and it may even make sense  
19 for them to continue in that effort as pertains to  
20 this question. That's what I started with, with what  
21 I had started typing here.

22          MR. FINNEGAN: That sounds good. Yeah.

1 DR. HARRIS: Okay. Now that I've put a  
2 sense of fluff in there, let's get some detail here.

3 MR. FINNEGAN: Well, what Andrea said first  
4 thing is to contact them, FSIS.

5 DR. GRONDAHL: And solicit their advice on  
6 how you locate industry representatives in these  
7 areas.

8 MR. FINNEGAN: Is the International HACCP  
9 Alliance, are they in close contact with the trade  
10 associations like yours, North American Food and your  
11 Southwest -- evidently. You're on the Board. You  
12 know what I mean so there's no --

13 DR. HARRIS: We have very close contact.

14 MR. FINNEGAN: A good relationship with all  
15 the different associations.

16 DR. HARRIS: I don't know that it -- I  
17 don't know that it's all, but I mean --

18 DR. CARPENTER: That's a complex question.  
19 The second half we've answered. What about the first  
20 half?

21 MS. RAZOR: Yes, we're involved.

22 DR. CARPENTER: Okay. So there is

1 involvement. I mean wouldn't you concede that the  
2 Alliance has all the knowledge and expertise that's  
3 needed, and going back to Darin's point about why  
4 should I help my competitor out, it might, it might go  
5 to the academic sector of that Alliance to be the  
6 experts that we would recommend to FSIS to use as  
7 primary contact. Because, Mike, you said it works  
8 well for you, right?

9 MR. FINNEGAN: It worked very well for us  
10 just from the simple fact that we really didn't have  
11 industry representatives that were willing to come  
12 forth. It was new. It was new to everybody, you  
13 know, we don't have any large plants in Montana, not a  
14 one.

15 MR. DETWILER: Well, it would be like a  
16 built in credibility issue, too, you know, depending  
17 on where this resource comes from. If it's some  
18 competitor down the road versus the HACCP Alliance or  
19 academia, you've got to think of, well, that's where  
20 that credibility lies.

21 The other thing, and this is not necessarily  
22 the best map to look at, but you're going to have some

1 areas that need a lot more representation than other  
2 areas, and that could be an issue, that if we're  
3 looking at the State level for academia, it might be  
4 different than if we're looking at different -- the  
5 HACCP Alliance, the Turkey Federation, you know,  
6 different areas that cover the whole geography there.  
7 They know where their concentrations lie  
8 geographically versus those land grant universities.  
9 Some of them might not be completely, you know,  
10 there's nothing in our area. Why would be involved or  
11 you want me to provide you with one -- look at all of  
12 this we have in our, our, you know, in the middle of  
13 the eastern half of the United States versus the Rocky  
14 Mountains area there.

15 MR. FINNEGAN: And in that particular case,  
16 the best thing to do is call the State people and  
17 we're already on the list, you know, for HACCP  
18 contacts because obviously we know more of what's  
19 going on in Montana, you know, than Austin, Texas.

20 DR. HARRIS: I have a question for probably  
21 Mary or Bobby or Karlease, any of you guys from the  
22 Agency, is the list of State contacts current and

1 updated? Last time I looked at it, it looked a little  
2 out of date. I mean Dr. Jan was still showed up for  
3 Texas.

4 MS. CUTSHALL: I just updated that.

5 DR. HARRIS: Did you? I haven't looked  
6 lately, that's why I was asking.

7 MS. CUTSHALL: I just did it for New Mexico  
8 and Texas last week.

9 DR. HARRIS: My question is should we  
10 recommend that that be updated, but if it was just  
11 updated, then there's no need to recommend that.

12 MS. CUTSHALL: You can certainly recommend  
13 it.

14 DR. HARRIS: You can recommend anything.  
15 If, you know, not if there's a need for it. That's  
16 good because I did not know if those had been.

17 MS. CUTSHALL: We try to keep it updated,  
18 yes. We try to keep it as current as possible.

19 MR. SCHAD: I wonder if I could -- oh, I'm  
20 sorry.

21 MS. CUTSHALL: I was just going to,  
22 terminology-wise, we usually call the State contacts,



1 contacts. The academic folks are coordinators. It's  
2 just a semantic thing. Sorry.

3 MR. SCHAD: I'm just thinking here, and I  
4 might kind of be thinking out loud here. I'm looking  
5 at this from the perspective of a very small plant  
6 owner, and there's been a lot of ideas. Academia is  
7 good and all that, but I would kind of look at it,  
8 I've got this question, I don't know what to do here,  
9 so I would go through the HACCP Alliance. I think  
10 that's what we've been talking about here, and I think  
11 we need -- I would want several different choices that  
12 I would want to pick from to call. So I would make my  
13 decision on who I'm going to call because I, I can  
14 look at a state coordinator and I'm not going to pick  
15 out anybody's name or anything like that, I say, well,  
16 that guy, he don't know what he's talking about. I'm  
17 not going to call him.

18 DR. HARRIS: Maybe I'll diverge a little bit  
19 with that, Mark, because my thinking on this is I'm  
20 going back to what was presented today. The Agency is  
21 looking for one-stop shopping. This very small plant  
22 would not call the Alliance directly.

1 MR. SCHAD: Okay.

2 DR. HARRIS: There's going to be an 800  
3 number hopefully that this small plant would call and  
4 what then is available is the resources that the  
5 Alliance has assembled, the Agency can reference and  
6 use in assisting these -- that are directing these  
7 plants. Does that -- I think that's what I read into  
8 the document or heard during the presentation today.

9 MR. PALESANO: Actually, just to give you an  
10 example of how that works, last week I believe it was,  
11 somebody called looking for some assistance, and they  
12 were a very small plant from the State of Texas, and  
13 so somebody that answered that phone looked at the  
14 contact list, and recognized that the list was not up  
15 to date and contacted Mary and said, Mary, you realize  
16 Dr. Jan is retired. So that is the kind of  
17 information and the way the system is supposed to work  
18 and that's just one small example.

19 DR. HARRIS: I had no idea of that, Mary,  
20 when I brought that up a while ago. That's a strange  
21 coincidence. I was just taking that as an example. I  
22 didn't know --

1 MS. CUTSHALL: And I think one of the things  
2 that -- to follow up on what Bobby said, that we do  
3 have the ad hoc group that is starting to work at the  
4 TSC, and they're going to be working closely with  
5 other program areas.

6 From our input, one of the things that we  
7 would tell folks at the TSC is that if somebody calls  
8 my office or calls me, normally I don't just give them  
9 one source. I'll give them a number. I may give them  
10 a trade association, a university and somebody else  
11 that I know. If I know specifically there's -- it may  
12 not be a university in their state, but there's  
13 somebody else that's just a recognized expert, I'll  
14 normally recommend a couple of different sources.

15 And from FSIS' perspective, it's a good  
16 thing that we do that because we don't want to say,  
17 oh, well, the only person in the universe that you can  
18 call is Southwestern Meat Association or this person  
19 or that person, where it appears from our perspective,  
20 we're endorsing one source over another. So I think  
21 as part of our work with the ad hoc group, for the  
22 one-stop source, it would be something that we would,

1 you know, make into a different protocol that people  
2 would follow. Because it's also true that a lot of  
3 times, you know, it doesn't have to be somebody -- it  
4 doesn't have to be -- it doesn't have to be -- those  
5 would be the kind of things that we as an Agency would  
6 try to build into our protocols for the folks that are  
7 answering the questions.

8 DR. HARRIS: I'm kind of thinking out loud  
9 but it's coming through my fingers some. I'm trying  
10 to capture what we're saying a little bit but in more  
11 of a report form. To make it more efficient is I  
12 guess the word I was looking for. We may tweak the  
13 wording in here, but that's something we'll put in for  
14 now.

15 What else do we need to build into this  
16 response? I mean I think, I think we -- if we'd stop  
17 right there, we've basically answered the question.  
18 Now is there more detail that we need to include. I  
19 was very general in listing academia, industry  
20 representatives, associations, State contacts. Is  
21 there any others that need to be specifically spelled  
22 out for completeness?

1 MR. FINNEGAN: Well, we may as we go along  
2 and answer the rest of the questions, we may -- we can  
3 always go back to it.

4 DR. HARRIS: So we want to work on the  
5 second a little bit then?

6 UNIDENTIFIED SPEAKER: Change of thought  
7 process a little wouldn't hurt.

8 DR. HARRIS: Okay. How does FSIS obtain  
9 data on the types of support that small and very small  
10 plants need?

11 In other words, I read that to say how does  
12 the Agency know what it needs to be providing? What  
13 are the small and very small plants need, and how does  
14 the Agency find out what they need?

15 MR. SCHAD: Well, I'm going to throw out  
16 something here that, as a very small plant owner, I, I  
17 try to go to most sessions having to do with  
18 regulations and the most effective, I guess forward is  
19 the best word, is this roundtable approach, and what  
20 we do is -- it's an all day thing, and it is a round  
21 table. We make sure -- we don't make sure the -- we  
22 make sure there's not regulators over here and

1 industry over here like face to face. So it's like we  
2 have to get in a fight or anything. We make it in a  
3 roundtable thing. Industry meets in the morning and  
4 formulates the issues and the questions, and then we  
5 have a moderator or facilitator and he --

6 DR. CARPENTER: Hold it. This is a meeting,  
7 what, who, where. I missed something.

8 MR. SCHAD: This is industry and --

9 DR. CARPENTER: Is this your lab or --

10 MR. SCHAD: No.

11 DR. CARPENTER: Oh, it's not.

12 MR. SCHAD: No, it's through Extension.

13 DR. CARPENTER: Through Extension?

14 MR. SCHAD: Yeah.

15 DR. CARPENTER: So it's local?

16 MR. SCHAD: It's local, yes.

17 DR. CARPENTER: Okay.

18 MR. SCHAD: Well, I've heard they've done  
19 this across the country in different areas.

20 DR. CARPENTER: Okay.

21 MR. SCHAD: But it's the most effective  
22 thing I've been at. Industry formulates the questions

1 by themselves in the morning, and then in the  
2 afternoon, then the regulators come in.

3 DR. CARPENTER: Okay.

4 MR. SCHAD: And then the questions are asked  
5 by the moderator. So industry feels -- they don't  
6 feel intimidated all the way. They don't have to be  
7 afraid of asking the question. And this is a good way  
8 of getting answers to questions and getting feedback.

9 When I read that second question, I just  
10 thought now if FSIS wants to obtain like what -- well,  
11 what are the issues out there or what do the very  
12 small plants need, what if, you know, these  
13 roundtables that's going on across the country, if  
14 these issues were or questions were put together and  
15 sent back to FSIS, would this be a way of obtaining  
16 the needs of small and very small plants?

17 DR. HARRIS: Well, I think I heard this  
18 morning that there's a lot of effort going on underway  
19 to bring together Q&As from various sources, and I  
20 know that some of the roundtable Q&As do wind up being  
21 disseminated. I know the ones from University of  
22 Arkansas, they're pretty active about getting theirs

1 assembled and, and disseminated to the industry. I  
2 don't attend their roundtable normally. I have in the  
3 past, but I normally do get copies of the questions  
4 and answers at some point when they're disseminated.

5 I don't know whether on the current website  
6 that is being -- maybe more on the Tech Service Center  
7 website, I don't know.

8 MR. PALESANO: I'll give you a little bit of  
9 information that the particular questions that were  
10 generated at some of the roundtables that Mark is  
11 referring to, they arrive on someone's desk in  
12 writing, and they have been responded to in writing.  
13 Some of them were not submitted to us until a couple  
14 of years later, but they have been responded to.

15 Yes, we do intend to capture those questions  
16 and those would be part of the questions that will be  
17 posted.

18 What we found on the questions, those  
19 particular questions, Mark, that I believe you may  
20 have been at the roundtable, what I found there was  
21 some questions that were asked about a particular --  
22 something that was happening in the Agency or a



1 particular document that the Agency referenced rather  
2 than I need a specific type of document for this or  
3 what kind of document do I need to support this  
4 decision, and so I may not have exactly the questions  
5 that you are referencing.

6 MR. SCHAD: The ones I've been at, Bobby,  
7 I've got both type. I've got questions about new  
8 directives and also directives about I believe I have  
9 adequate supporting documentation and the Agency tells  
10 me that it's not --

11 MR. PALESANO: Well, that's the questions  
12 that they sent them to me to respond to.

13 DR. HARRIS: In terms of what type of  
14 support the small and very small plants need for their  
15 food safety systems, I mean read that -- I mean  
16 that's -- I read supporting documentation into that  
17 question.

18 How -- I'm going to ask the Agency a  
19 question now. The most likely avenue that I see so  
20 far for accessing that information is through the food  
21 safety assessments. I mean food -- these things come  
22 to the surface during the food safety assessment on

1 what kinds of things are not being supported very  
2 well. Is there a means of capturing that?

3 MR. PALESANO: Yes. Yes, that is on our  
4 list to review the food safety assessments.

5 I would like to throw a different wrinkle to  
6 you as representative of this Committee and think that  
7 we as a regulator don't have to go in and find out  
8 these things that may result in an enforcement action.  
9 We're looking for ways to obtain this data prior to us  
10 going in, in an official capacity, conducting an  
11 assessment and then perhaps taking an enforcement  
12 action.

13 So if we could find out, you've got a very  
14 small plant, Mike's got a small plant, you all are a  
15 bit uncomfortable in areas of your food safety system,  
16 that you have concerns about for us to know what those  
17 are and to find out if there is information out there  
18 to fill those gaps, we need to know it before we go  
19 in.

20 After I go in to do an assessment, I'm  
21 there, I'm obligated under the Act to take an action.  
22 If I know those gaps are there, and I can sit down

1 with you in advance and say to you, let's talk about  
2 the types of things that we'll be looking at during a  
3 food safety assessment, blah, blah, blah, here are  
4 some things that we have that are posted on our  
5 website, blah, blah, blah.

6 DR. HARRIS: I was guessing that we could  
7 learn something from the pain and suffering of some of  
8 these plants that have already had an enforcement  
9 action taken.

10 MR. PALESANO: That is on our list, and  
11 you'll see it as one of the action items, Joe. It is  
12 on our list to review those as painful as someone  
13 pointed out in the meeting today, that they're several  
14 pages long, but we do plan to go through that. We do  
15 have a group already set up for that.

16 MS. CUTSHALL: I think one thing maybe just  
17 to clarify here, what I think we're really looking for  
18 here is the struggle that a lot of us on the workgroup  
19 have been working through, and we can all sit here and  
20 say anecdotally everybody knows that supporting  
21 documentation is a problem. We hear it over and over,  
22 but what kind of supporting documentation? What

1 particular processes? How can we, how can we find out  
2 the information on where there really are gaps, and I  
3 think Karlease said this when she was talking, where  
4 are the real gaps and where are the places that we  
5 just haven't been proactive enough letting people know  
6 that there's existing information. So how can, how  
7 can you give us suggestions on how we can better  
8 really get our hands around that issue?

9 DR. HARRIS: My experience is that many  
10 times with some of these companies, they don't know  
11 what they don't know. You ask them what do you know,  
12 and they go, I don't know. EIAO, I think I got  
13 everything I need. Well, next week when the EIAO  
14 comes, we're going to find out if you had everything  
15 you needed or not, and sometimes not. And I know  
16 where you're coming from, and I'm interested in  
17 hearing --

18 MR. FINNEGAN: You're exactly right. A lot  
19 of these plants that I've seen, I've done those  
20 reviews, they don't really know that they are lacking  
21 supporting documentation and not only do they not know  
22 but they don't know where to go to get it. And you're

1 right. They don't know what they don't know, exactly.

2 DR. HARRIS: The first step is to admit you  
3 have a problem kind of a thing.

4 MR. DETWILER: Wouldn't they know what they  
5 haven't known in the past? I don't know what I don't  
6 know now, but I know in the past I've had to look for  
7 this. I've had to ask about this. I've had to get  
8 advice on this. So what about some type of an  
9 anonymous or blind, whatever they call it, like a  
10 survey, you know, what are some resources you've had  
11 to go looking for in the past that potentially you or  
12 other similar, you know, establishments might need  
13 help for in the future. A one-stop kind of a --

14 DR. HARRIS: I'll throw this out. We heard  
15 earlier today that for the Agency to conduct such a  
16 survey is an issue. That's not an easy thing for the  
17 Agency to do because of the hoops that have to be  
18 jumped through before the Agency can ask for this  
19 information.

20 MR. DETWILER: What about the Alliance?

21 DR. HARRIS: Well, or trade associations  
22 might be a good --

1 MR. DETWILER: Trade associations.

2 DR. HARRIS: And here's the problem. The  
3 big gap in that is the ones that need it the most are  
4 the ones that don't belong to any of that stuff. They  
5 don't belong to my association, they don't belong to  
6 Mark's, Ann's or any of the other ones.

7 MR. DETWILER: So couldn't we correlate  
8 all -- but couldn't we go then, okay, we know these  
9 places exist and they're not a member of this, this,  
10 this, and this. Therefore here is our focus of  
11 concern. They're not on either of these trade groups  
12 or organizations. So now we definitely want to focus  
13 on those. I mean I would have no idea but let's say,  
14 you know, again, if we know that they exist and we can  
15 find that they're not on the Turkey Federation or  
16 the -- what are all the federations and alliances and  
17 stuff, and wow, what do you know? They're not  
18 associated with anybody. That's the ones you  
19 definitely send someone out to -- send out some kind  
20 of thing and say what have you looked for in the past,  
21 get some data on those guys.

22 DR. HARRIS: Okay. And here again, I'm

1 going to keep throwing problems back at you, and I  
2 don't mean to do that but how do we know who those  
3 people are? If the Agency doesn't know who belongs to  
4 what --

5 MR. PALESANO: We don't want to know.

6 DR. HARRIS: Exactly, and don't want to  
7 know. So I don't know who belongs to other groups. I  
8 know who belongs to my own group, and that's a  
9 difficult thing just in itself to figure out who out  
10 there are the non-belongers. That's a harder question  
11 to answer than it seems.

12 MR. FINNEGAN: And probably the one that  
13 should know the non-belongers is the CSI in the plant  
14 every day.

15 DR. HARRIS: But CSI has no way of knowing  
16 if they belong or don't belong to --

17 MR. FINNEGAN: No, but I mean the CSI is  
18 there looking over their HACCP records which you have  
19 to do every day. They should know if there's parts  
20 missing, the inspector doing the work.

21 DR. HARRIS: I'll let the Agency people  
22 address that question.

1           MR. DETWILER:     Okay.     This may sound  
2 ridiculous, but don't these places pay tax. How would  
3 you find a record of them paying membership dues to  
4 some organization? I don't know.

5           MR. PALESANO:    You know, first of all, from  
6 an Agency perspective, we really don't care whether an  
7 establishment belongs to an organization or not. Our  
8 position is that we are there to verify that the  
9 establishment's food safety systems meet the  
10 regulatory requirements. If they can do that with or  
11 without an organization to belong to, that's fine, you  
12 know, and most of the time if they belong, they are  
13 more apt to ask for assistance and they stand a better  
14 chance of having the supporting documentation, but we  
15 should not be judging or making any decisions whether  
16 or not an establishment belongs to an association.

17          MR. DETWILER:    Well, then why can't we just  
18 be honest with them and say, look, we want to make  
19 sure that there are open avenues of support and  
20 resources for every agency or for every establishment.  
21 We realize that some out there may not be a part of  
22 this group, that group or the other group. We, you



1 know, we have no control over that. We don't want to  
2 necessarily know that but if you find yourself not  
3 belonging to any of these groups and realize that you  
4 need some type of connection for these resources,  
5 please give us a phone call at 1-888-blah, blah, blah,  
6 blah, blah, and we'll be sure to hook you up with, you  
7 know --

8 MR. PALESANO: Yeah, Darin, and that's what  
9 this whole effort right here is about. It really is.  
10 That's what the entire outreach effort is about.

11 DR. HARRIS: Would it make sense, I'm asking  
12 the Subcommittee this now, and we welcome any other  
13 input, too, but would it make sense for, you know, the  
14 Agency to communicate that in a very succinct message  
15 to all federally inspected plants. I mean a letter,  
16 not put it in the form of a notice necessarily but  
17 some sort of a communication that -- obviously they  
18 have a means of communicating to every federally  
19 inspected plant and also I guess provide the same  
20 information to every State inspection agency that  
21 could be disseminated to its inspected facilities that  
22 says, you know, if you think you need supporting

1 documentation or maybe even better yet, here are the  
2 areas that we have found to be common areas that  
3 plants need more supporting documentation, and if  
4 you're in that boat, here's what you do. And that  
5 might be a very easy, you know, and that's how the  
6 Agency could find out what they need and then they  
7 hear back from them. That's not a survey. That's  
8 just an offer of assistance of information. I'm  
9 looking around at the Subcommittee members.

10 DR. CARPENTER: And Mary said some of these  
11 places don't have Internet access but don't the CSIs  
12 go in every day. Can they carry in this piece of  
13 paper? Could they?

14 MR. DETWILER: Well, you could send them out  
15 card and give them a phone number.

16 DR. CARPENTER: Yeah, but who gets in the  
17 plant every day. I mean if there's not an Internet  
18 wire, it's the CSI with a pile of paper. Additional  
19 responsibilities for CSIs to give to them. We didn't  
20 suggest it in this Committee. Don't mention us.

21 MS. CUTSHALL: Well, I think there's a  
22 number of ways. If you want to go that way, you can

1 use the Internet. You can put an ad up on the  
2 Internet. You can do a mass mailing. You can ask the  
3 CSI to just remind people that there's resources out  
4 there or the EAIOS, whoever. There's ways that we  
5 could do that.

6 MR. DETWILER: Put an ad in the local trade  
7 city's, Small Business Association, Pulse.

8 MS. CUTSHALL: If it costs money, it's going  
9 to be hard to do.

10 MR. DETWILER: Well, again, the more bang  
11 for your buck deal where you realize you're going to  
12 get the message across the most, you know, looking at  
13 some of the eastern states where you're going to have  
14 versus some of the Midwest states or whatever. It  
15 just seems that if you make every attempt to do that,  
16 that you're going to get some people that do  
17 communicate back.

18 DR. CARPENTER: And I don't think you ought  
19 to dismiss what Mark mentioned a few minutes ago.  
20 Roundtables where industry anonymously proposes to a  
21 coordinator what issues need to be addressed. Is that  
22 what you said, Mark?

1 MR. SCHAD: Uh-huh.

2 DR. CARPENTER: And I mean why aren't  
3 those -- what isn't the information collected and sent  
4 forward.

5 MR. DETWILER: I think it's a good idea but  
6 what I was hearing was that unfortunately the ones  
7 that aren't necessarily going to go to that roundtable  
8 meeting are the ones that are also of concern. So in  
9 addition to the roundtable meeting, if you send out  
10 this totally, you know, blanket message of, if you  
11 find yourself not being connected or not having been  
12 connected, here's a way for you to find out the  
13 information on how to be connected, this in support  
14 or -- or this in conjunction with what Mark was  
15 talking about could be effective.

16 DR. CARPENTER: I didn't mean that would be  
17 the exclusive means --

18 MR. DETWILER: Right.

19 DR. CARPENTER: -- because the question is  
20 suggestions, plural.

21 MR. DETWILER: Right.

22 DR. CARPENTER: So those are at least a

1 couple.

2 MR. DETWILER: Well, there's going to be the  
3 reason for whatever reason, they don't hear about this  
4 or they can't get out because they're such a small  
5 company that they're not going to either  
6 geographically or time or a season of their product or  
7 whatever, they're not going to be able to participate  
8 in that type of a roundtable discussion but that  
9 follow through with some type of a letter or card or  
10 whatever saying, hey, contact us here.

11 DR. CARPENTER: But you could envision that  
12 a roundtable would have some documentation about the  
13 type of support that's needed, it gets in through a  
14 letter that the CSI brings in, and I never heard of  
15 anything, I don't know what I don't know, gets  
16 information from the CSI based on information that was  
17 forwarded from the roundtable. It's just multi layers  
18 of communication.

19 MR. DETWILER: Yeah.

20 DR. CARPENTER: And very network networked  
21 if you know what I mean.

22 MR. SCHAD: Yeah, I do think you need more

1 than one -- I'm not discounting your idea but -- and  
2 maybe if somebody doesn't fill it out and send it in,  
3 maybe that's their tough luck. Maybe that's their  
4 problem.

5 MR. DETWILER: Or maybe it's because they do  
6 feel that they're connected but the only reason they  
7 decide to fill it out or to make the phone call or  
8 send it back or whatever is because they're like,  
9 well, yeah, I do need that, and they're, you know,  
10 even if one percent returned that call or card, or  
11 whatever, and that's a population that was totally  
12 unrepresented or not served, then that's why they  
13 weren't invited.

14 MR. SCHAD: I just wanted to say that in 22  
15 years of being involved in outreach type activities,  
16 the roundtable is the most effective to me. Much more  
17 effective than getting something in the mail saying,  
18 Mark, what's your problem?

19 DR. CARPENTER: Is it effective for you  
20 because you ask the question and you get the answer  
21 that day? I mean is that what you're saying or it  
22 gets discussed?

1           MR. SCHAD:     Because it, because it got  
2     discussed. I can look somebody right in the eyeball  
3     and I get a response immediately and what's great  
4     about it being anonymous is there are a lot of small  
5     and very small plants that don't want to be identified  
6     with the question or problem in any way, and I'm not  
7     excusing that because I used to be like, you know, to  
8     have that problem, it's hurting them but maybe we need  
9     to overlook that.     When it's anonymous at these  
10    roundtable things, it just brings so much more out  
11    because that doesn't -- that problem they have with  
12    identifying themselves, we've eliminated that problem.

13           DR. CARPENTER:   But that sounds so positive  
14    on a local level and ought to be given to FSIS so it's  
15    national. I mean that's how I conceptualize it. I  
16    mean if it works locally, and it's anonymous, there's  
17    positive feedback, satisfaction amongst those who  
18    asked the questions, I mean it's going to --

19           MR. SCHAD:     Because a lot of times the  
20    regulator will say, well, you know, who asked that  
21    question? Why do they want to know if they already  
22    know it?

1           MR. FINNEGAN: If you'll look at the map for  
2 the west, Montana, North or South Dakota, Wyoming,  
3 logistics, you know, these guys will drive 500 miles.

4           MR. SCHAD: Really, I'm being repetitive  
5 here. I just wanted to give my input as a very small  
6 plant. That's the most effective means I've ever been  
7 at.

8           MR. FINNEGAN: If I can make a suggestion  
9 that FSIS directly communicating with the plants, it  
10 would be far more feasible just to e-mail the  
11 inspectors who go in the plant every day and say,  
12 print this off and share it with your plant owner.  
13 That way, the cost is --

14          DR. HARRIS: Well, I think there is direct  
15 communication with the plant. I sort of wanted to  
16 leave it open to the Agency how it wants to go about  
17 reaching those plants, whether they want to mail them  
18 a letter or however the Agency would, in fact,  
19 communicate. I don't know. I feel a little  
20 uncomfortable on, on specifying.

21          DR. CARPENTER: Okay. You want to keep it  
22 implicit. Are you sure you don't want to make it



1 explicit. I think it should be explicit, with many,  
2 letter, e-mail. It would be e-mail to the inspectors  
3 because a lot of plants don't have computers.

4 MR. FINNEGAN: You're looking concerned,  
5 Joe, because you're --

6 DR. HARRIS: No, I'm thinking, just thinking  
7 how to put it into words what you're saying or how to  
8 incorporate what you just suggested.

9 MR. FINNEGAN: All right. The subcommittee  
10 recommends that FSIS communicate directly with each  
11 federally inspected establishment via e-mail, via  
12 mailings. It would be nice to get something besides  
13 the network is down. We're supposed to be getting  
14 our -- computers.

15 DR. HARRIS: That suggests a few ways or  
16 throws out or other ways.

17 MR. FINNEGAN: Do you want e-mail through  
18 CSIs or do you want that comma in there?

19 DR. HARRIS: Well, it could be either direct  
20 or through CSIs actually. I mean I'm guessing that  
21 the Agency already knows how to e-mail a lot of  
22 plants. I was thinking about direct e-mail also to

1 the plant owner. Several years worth of food safety  
2 assessments. Is that accurate in terms of what you  
3 guys are going to be compiling as you begin to --

4 MR. PALESANO: Yeah, the program began in  
5 the fall of 2001.

6 MR. FINNEGAN: Wow. I wouldn't want that  
7 job.

8 DR. HARRIS: What else? Do we need to  
9 include -- I included Mark's roundtable idea.

10 DR. GRONDAHL: You know, looking at the food  
11 safety assessments and the data that is already on  
12 hand, do you think that looking at -- International  
13 HACCP Alliance gets all these incoming questions. I  
14 don't know if they keep historical records of all that  
15 but I don't know if that would be something to add  
16 to -- if they have data they could compile on the more  
17 common questions they're getting to identify the  
18 needs.

19 DR. HARRIS: Possibly. I don't know if they  
20 keep records, you know. I don't keep records either  
21 but I can tell you the one question I get the most. I  
22 don't have to keep records to know what the most

1 common question is.

2 MR. PALESANO: I think what she's getting at  
3 makes a little bit of sense. It lends to something I  
4 heard recently in talking to an establishment's  
5 manager is that I think it was from a very large plant  
6 maybe, but they actually catalog their questions as  
7 well and certainly, you know, if they're getting a lot  
8 of questions or they have a lot of questions that  
9 they're keeping records of, you know, if we're going  
10 to try to get all of the questions that are available  
11 from both sides, the industry as well as the Agency,  
12 and people are willing to share those questions with  
13 us obviously in a form where they would not be  
14 associated with an establishment or something, that  
15 might be something as well, that kind of goes with  
16 what you're saying. Someone kind of volunteered that  
17 to me recently.

18 MR. DETWILER: Isn't there some kind of  
19 agriculture daily news program on or something like on  
20 PBS, Agriculture Day, Ag Day or something like that.

21 MS. CUTSHALL: There's a number of local  
22 programs.

1           MR. DETWILER: I swear if I go through the  
2 channels, I come across a PBS there's some TV show  
3 they have all the time, that's all about agriculture.

4           Does anyone know what I'm talking about at all? I'm  
5 trying to think of another resource. The Google, you  
6 know, the searches in Google, they actually have a TV  
7 show --

8           MS. CUTSHALL: Sharon's doing that for you  
9 right now.

10          MR. DETWILER: I know it's on PBS. It's  
11 like Ag Day or Ag -- I don't know, but there's an  
12 actual TV channel for Google. They actually talk  
13 about the top, you know, the top search to this, the  
14 top this kind of stuff, and I believe there's an  
15 actual show on something weird, you know, like Channel  
16 169 or, you know, Channel 493 or something like that,  
17 but I swear I've come across, there's a TV show on  
18 agriculture. I don't know, maybe it's just me, I  
19 don't know.

20          DR. HARRIS: Okay. Let's see here. I added  
21 a sentence that says another method to obtain the data  
22 on types of support could be for FSIS to provide a

1 web-based mechanism for industry representatives,  
2 associations or other entities to submit commonly  
3 asked questions for support needs.

4 DR. CARPENTER: You've got it.

5 DR. HARRIS: I mean not only do we -- we  
6 have to provide some sort of way to get it to the  
7 Agency. And again, the Agency is soliciting it versus  
8 others volunteering it is probably easier if the  
9 Agency just provides a means for people to volunteer  
10 it.

11 MR. FINNEGAN: You can just have a little  
12 contact me icon or contact us. Okay.

13 DR. HARRIS: What else do we need on this  
14 question? There's two more questions. Let's move to  
15 the third one if nobody wants to add to this one. You  
16 start thinking and I'll start typing the question.

17 MR. FINNEGAN: Mary, what do they mean by  
18 users group consisting of all partners? What are  
19 they?

20 MS. CUTSHALL: Let me take a look at the  
21 question, Mike.

22 DR. KELLY: They mean a group kind of like a

1 group like this, a group of people that are just  
2 available to consult with or to give feedback or  
3 people who are in the business who are doing this, to  
4 give input.

5 MR. FINNEGAN: Okay. Agency, industry,  
6 everybody. Okay.

7 MR. DETWILER: Okay. Darin's going to come  
8 from a cultural perspective here. My wife was a  
9 lawyer. She now makes 6, 7, \$8,000 a month selling on  
10 eBay. I kid you not. The only reason I bring this up  
11 is because eBay to make sure that their website, their  
12 user information, their services, their entire program  
13 works effectively, they have people like you were just  
14 saying here, they actually have people from various  
15 parts of the country come once a year to answer these  
16 very same exact questions in terms of these are our  
17 existing tools, please -- we want you to provide  
18 feedback on this. They bring them in. They give them  
19 donuts and coffee, whatever, and that's their job is  
20 to come in and say, I used it this way and down the  
21 street they use it this way, and that kind of a thing.  
22 I don't know why -- if it works for eBay and with

1 their one-stop shop kind of website and information  
2 dissemination program, why it wouldn't work for FSIS.

3 DR. CARPENTER: Can FSIS have donuts and  
4 coffee for eBay executives?

5 MR. DETWILER: Well, if you bring this  
6 matter in, and you have different types of products,  
7 different types of business sizes, different  
8 originalities, you get a little sampling of all these  
9 different things, and you bring in, you know, someone  
10 from all these different perspectives, and they know  
11 in advance that their job is to, to provide feedback  
12 for, you know, quality assurance of, of your  
13 information dissemination, and your services and all  
14 kinds of stuff, I go directly to them and that's how I  
15 would get it, directly from the people using it. I  
16 mean are there like Ag conferences, you know. You  
17 guys must go to conferences here and there. Teachers  
18 have conferences. You must be -- there must be  
19 agricultural industry conferences. You do it at  
20 conferences. If people are already traveling from  
21 great distances because there --

22 DR. CARPENTER: I'm not knocking your ideas

1 here. I'm just listening. You're doing good.

2 MR. DETWILER: -- there are multiple --  
3 area, you know, and here is, you know, the Northwest,  
4 you know, 2007 Expo for whatever, you know, related to  
5 your business or whatever, then FSIS at this thing,  
6 they, they have -- instead of flying everyone to  
7 Washington, D.C., they take advantage of people that  
8 already traveled a great distance to go to that  
9 conference, they ask them to be part of this feedback  
10 group and, you know, give them a bag and a T-shirt and  
11 ball cap and donuts and coffee and a hardy thank you  
12 letter and a certificate for participating in this  
13 feedback discussion group and save money and make  
14 someone feel like they're important.

15 MR. PALESANO: For a -- entity, you're doing  
16 really well. T-shirts and ball caps. If you really  
17 want to make it appealing, give them a certificate  
18 good for one, you know, get out of a FSA fee card.

19 DR. HARRIS: Just tell them you're going to  
20 have a drawing for one get out of an NOIE free. Some  
21 lucky participant will win.

22 DR. CARPENTER: The eBay example is really



1 good except FSIS is a regulatory body. The users  
2 would have to absolutely be the non-regulated like  
3 your association which is an intermediary of sorts.

4 DR. HARRIS: The direction he was head was  
5 to take advantage of some existing conferences. Our  
6 industry has way heck more meetings than we need to  
7 have, and take advantage of some of those and provide  
8 a forum for feedback at some of those.

9 MS. CUTSHALL: Yeah, if we're just asking  
10 general questions and not saying -- I mean not getting  
11 into the regulatory framework but you're actually  
12 looking at sort of almost a focus group of scenario  
13 and it's participation only if you want to. We're not  
14 requiring somebody to go, and it's something that I  
15 don't see it would be objectionable.

16 DR. CARPENTER: The point I was trying to  
17 make is that if a regulated entity recognizes a gap,  
18 they're not going to the regulator to fill it in,  
19 right? Right, Mark? Unless it was a group, you know.

20 MS. CUTSHALL: I see what you're saying.

21 DR. CARPENTER: That was the only point I  
22 was trying to make.

1 MS. CUTSHALL: Well, I think the plan stinks  
2 so bad --

3 MR. PALESANO: I think this particular  
4 question deals more with the outreach services and not  
5 with Mark having a gap in his food safety system. So  
6 I believe what this question is that we now have this  
7 implementation plan that's the reason we're doing all  
8 of these action items and we, the best way, as Darin  
9 pointed out, the best way for us to find out if it's  
10 working is to ask the people that using it. So we're  
11 saying, you know, to you all, how can we both -- how  
12 can we find that out from the people that are using  
13 it. So, you know, if we dress up our web page and we  
14 do all these things, and then Mark starts using what  
15 we have up there and he's part of the user group, we  
16 need his feedback, you know, this part's working very  
17 well. This really stinks because, you know, I got  
18 into this particular one location, I didn't know where  
19 I was or what the purpose was. If we are serious  
20 about outreach, we need that honest feedback.

21 DR. HARRIS: Well, that's what I was  
22 thinking. Through the various outreach mechanisms

1 whether it would be your 888, 800 number, whatever it  
2 is, were entities can call. Whether it be through the  
3 site on the website where we're you're going to have  
4 all of this stuff assembled into one central location,  
5 almost a feedback forum I guess, where people who  
6 didn't come didn't have the opportunity to provide  
7 feedback on it. Hey, was this useful? Can we make it  
8 more useful?

9 MR. DETWILER: I mean, I tell you, I go to  
10 so many conferences, and there's people that are  
11 standing around waiting for something to happen and  
12 there's always someone handing out surveys and giving  
13 out free ball caps and you've got to have college  
14 interns working on this campus here, you send them all  
15 out to Boston or Chicago or wherever, and you give  
16 them the surveys, you tell them exactly what you want  
17 them to do, how to compile it, and boom, they're happy  
18 and you've got all this stuff collected and you didn't  
19 have to pay all this money and, you know, if it works  
20 at one conference, now go to the southwest and then to  
21 the northeast and all the different places.

22 MR. FINNEGAN: And keeping with one-stop

1 shop mentality, this would be -- the answer to that  
2 question would be in the same website as they getting  
3 their information that we're trying to disseminate,  
4 you know. I mean why don't they call it one-stop  
5 service.

6 DR. HARRIS: I'm just sort of jotting down  
7 thoughts there. I didn't put those in sentence form  
8 but what else? We're just brainstorming here. What  
9 are some other ways that the Agency could get that  
10 kind of feedback on there?

11 MR. FINNEGAN: I know as far as us, you  
12 know, being a State Meat Inspection Agency, we're  
13 invited to everyone of their conferences, of the  
14 industry's conferences. They have a couple a year.  
15 We're always invited and, you know, that would be a  
16 good time for a little give and take because believe  
17 me, we find out what they don't like about us. We can  
18 find out what's good. And, you know, that's these,  
19 you know, these -- like you say, there's a lot of  
20 conferences and the MMPA, they get together quite a  
21 bit.

22 UNIDENTIFIED SPEAKER: MMPA?

1 MR. FINNEGAN: Montana, which they're  
2 affiliated with AAMP. Which when you participate in  
3 forums, you've got to, that's --

4 DR. HARRIS: First, you've got to get the  
5 industry groups to actually have a forum but I think  
6 most of us speaking as one industry group, and most of  
7 us would be very amenable to that idea.

8 MS. CUTSHALL: Can I ask you guys a  
9 question? At the industry conferences, do we get the  
10 non-belongers?

11 DR. HARRIS: Of course not. But I think the  
12 Agency can still learn from them.

13 MS. CUTSHALL: I'm just asking a question.

14 DR. HARRIS: There's no two ways about it.  
15 They're not all there.

16 MS. CUTSHALL: Is there any -- is there  
17 something they would go to that you're aware of,  
18 something that --

19 DR. HARRIS: I've not seen it yet.

20 MR. SCHAD: That's a tough one, Mary,  
21 because at the conferences, you don't get all the  
22 members. You get the active members. You've got

1 members and you've got active members and --

2 MS. CUTSHALL: I'm just trying to --

3 MR. SCHAD: I wish I knew the answer to that  
4 question.

5 DR. HARRIS: I guess my thinking on that is  
6 since the Agency's looking for feedback in this  
7 particular instance, you know, I think the feedback  
8 would be useful but there's a lot of those people that  
9 may not belong, are still hopefully, if we've done any  
10 good at all in our first two questions, are you  
11 utilizing some of the tools and are at least running  
12 into the same issues that the belongers are in terms  
13 of using those tools, maybe not, but I don't know how  
14 to reach out to the -- the Agency is the only entity  
15 that I know of that knows how to reach them, and when  
16 I say the Agency, I mean including State agencies and  
17 that.

18 MR. DETWILER: Well, these people must  
19 potentially belong to some group. I mean there's  
20 Chamber of Commerce. There's granges. There's other  
21 things out there that might not be regulatory or  
22 industry group, but some of these smaller businesses

1 might be belonging to one which they perform.

2 DR. HARRIS: I don't know.

3 DR. GRONDAHL: In my experience, the only  
4 way to reach the non-belongers is one on one visits,  
5 I'd say visits, one on one.

6 DR. HARRIS: And I'm thinking outside the  
7 box a little now but, you know, one way that works,  
8 but I don't know how -- I don't know how to utilize  
9 this group, and that is vendors that sell everything  
10 from boxes to spices to casings. They know how to  
11 reach these people because they sell them stuff every  
12 day. Now I have no idea how you would tap into those  
13 groups to reach out to these people but I guess I'm  
14 open, you know. Do any of you guys see any means of  
15 doing that? Because I will tell you the vendors do  
16 belong to the associations.

17 MR. SCHAD: And that's how we get our most  
18 members is through them because like you said, Joe,  
19 they're on the road and they have more contact with  
20 the meat processors.

21 MR. DETWILER: I mean where do these  
22 local -- where do these smaller plants sell their

1 product?

2 DR. HARRIS: You know, that's as wide as you  
3 can imagine. Some of them have their own retail  
4 outlets. Some of them are selling to -- it's all of  
5 the above. They're selling through either they have a  
6 retail outlet. They're selling to local restaurants,  
7 local independent grocers or not even independent  
8 grocers. Some are grocery chains. I mean I can show  
9 you some really small companies that are selling to  
10 the Kroegers and Safeways of the world.

11 MR. DETWILER: Then why can't we go through  
12 them?

13 DR. HARRIS: Go through them how?

14 MR. DETWILER: I don't know. I'm just a  
15 teacher. I don't know.

16 DR. HARRIS: Ann, you're quiet over there.  
17 Could you envision using your vendors as a means of  
18 reaching out to not just your members but other  
19 entities?

20 MS. RAZOR: I mean I don't know. I think  
21 what we're trying to reach out about our vendors don't  
22 know anything about anyway.



1 MR. FINNEGAN: True.

2 MS. RAZOR: You know, you're trying to get a  
3 guy that sells boxes to talk to his people about what  
4 they need to do to be up on HACCP regulations?

5 DR. HARRIS: Well, I'm thinking more in  
6 terms of say, you know, plant the seed with this, and  
7 say, hey, when you're out visiting these plants, you  
8 know, ask them if they're using some of these tools  
9 that are available to them or if they even know about  
10 them. I mean that's a very informal way of doing  
11 this. It's going to be hard to quantify but --

12 MR. DETWILER: Well, if you have like  
13 Kroeger and major regional grocery outlets that are  
14 selling these guys product, obviously they're going to  
15 be concerned about the quality of the product. I know  
16 for instance in my neck of the woods, your QFC, Hagan,  
17 Kroeger, those guys have food safety people. Those  
18 guys have quality assurance people, and if they know  
19 that they purchase from small regional suppliers, they  
20 could be the ones that provide that communication back  
21 in terms of, hey, don't know if you knew this or not,  
22 but just thought I'd share this with you since we

1 stock your product, you know, that idea of, you know,  
2 I've been on some of these committees. The King  
3 County was it rabbit and small, you know, all the food  
4 safety commission there, where also on that same exact  
5 committee was -- there was Costco, there was QFC.  
6 There was all these, you know, major outlets, all  
7 their quality assurance people, all the people that  
8 deal with food safety, and they know their small  
9 business suppliers. They could be the conduit back to  
10 them in terms of, hey, just in case you need it,  
11 here's a resource.

12 MS. CUTSHALL: Then you're going to reach --  
13 you're starting with this number and now we've reached  
14 this number. Maybe they're easier to reach, maybe  
15 they're not.

16 DR. HARRIS: I don't know exactly how you  
17 reach those guys.

18 MR. DETWILER: Well, again, I was on a King  
19 County -- Greater Seattle Commission, and they seemed  
20 to know all their people, all their food safety  
21 experts for Costco and, you know, I don't know what  
22 you guys have here or where you are, but the Kroeger,

1 Top Foods, Hagan, you know, all the major chains in  
2 the big area. All those food safety people for those  
3 companies are at that table with me, and they were  
4 seemed to be pretty knowledgeable about who was doing  
5 business as a meat establishment in their areas.

6 MS. CUTSHALL: Can I ask you a question,  
7 Darin? I hear what you're saying, but from a FSIS  
8 perspective, how could we actually leverage that as  
9 one thing to say. I live in Frederick, Maryland, and  
10 I know the grocery stores in Frederick County and who  
11 the players are in Frederick County, but from FSIS'  
12 perspective, and I think that's kind of where Ann was  
13 going, how, how can we get our arms around that huge a  
14 population? Or, would it be something that you would  
15 envision FSIS would interact at with maybe some one  
16 local entity, maybe the local health department, and  
17 provide them with that information and they in turn  
18 would leverage that for us?

19 MR. DETWILER: It could be. The committee I  
20 was on was King County Health Department, Greater  
21 Seattle Area, and they were dealing with local meat  
22 issues, talking about ethnic, small mom and pop

1 family, different types of food establishments and  
2 they had brought in all these different chains, I mean  
3 all the quality assurance, all the food safety people  
4 from, you know, executives from these different chains  
5 and some decisions were made and some ground was  
6 covered or whatever. I would just think that if FSIS  
7 went through the state and county in terms of looking  
8 at, do you have contacts with your major grocers, in  
9 terms of food safety quality assurance, and then try  
10 to go through them to get to some of their more local  
11 and regional suppliers, the smaller places, that could  
12 be a way to get a hold of them. You've kind of gone  
13 through some people but, I don't know, again I was  
14 surprised to see all the people there at the table  
15 that I went to for all the name brand grocery stores  
16 and, and food brands in my area. In our discussions,  
17 they -- it seemed like they knew every single little  
18 mom and pop meat facility in the greater county area.

19 MS. CUTSHALL: I was just asking more from I  
20 guess practical perspective, from FSIS' perspective  
21 how we could make that work for us.

22 MR. DETWILER: Well, again, we're just

1 trying to get out to them the idea of, you know, we  
2 were talking about mailings before. We were talking  
3 about, you know, the idea of asking someone to be part  
4 of a feedback group or forum, the idea of maybe they  
5 know someone or could help communicate that message.

6 DR. HARRIS: I'm going to ask the Agency  
7 people just a question. Is it even feasible for us to  
8 suggest something like having CSIs solicit feedback  
9 during their weekly meeting with plant management? Is  
10 that -- that may be something that's just out of the  
11 question. That may be something that can't be done  
12 but is that?

13 MR. PALESANO: I don't think that anything  
14 is out of the question, and certainly that could be a  
15 suggestion of the Committee.

16 DR. HARRIS: Because regardless of how small  
17 or non-belonging the plant is, they're supposed to be  
18 having a weekly meeting with their IIC.

19 UNIDENTIFIED SPEAKER: What they're all  
20 about is inspection issues.

21 MR. SCHAD: What it's all about is finding  
22 out what the concern is before the food safety

1 assessment.

2 DR. KELLY: Yeah, as long as we give the CSI  
3 some way to share that information.

4 DR. HARRIS: That would be the key, you know,  
5 for them to get -- having the CSI in the loop, and  
6 that's our problem. That's beyond your group.

7 MR. FINNEGAN: And the CSIs are in there  
8 daily.

9 DR. HARRIS: I'm going to have to spell this  
10 out because I thinking crime scene investigator. You  
11 know, I've never seen that show in my entire life.  
12 I've never seen any of the current shows but it's --  
13 what are those little meetings called?

14 MR. PALESANO: Weekly meetings.

15 DR. HARRIS: Meetings with CSI. Again, I'll  
16 do this in paragraph form here in a second. I'm just  
17 trying to get the ideas down on paper.

18 MR. FINNEGAN: I mean that makes sense to me  
19 because the other question that was one of the things  
20 that we were going to us, the CSI to give them the  
21 information and then in turn they can solicit how they  
22 liked it or if they used it.

1 DR. HARRIS: Because that's one of the  
2 things -- thinking back, that was one of the ways that  
3 the Agency tried to get its arms around food defense  
4 preparedness, was to get the CSIs to ask during weekly  
5 meetings, you know, have you guys done everything yet.

6 MR. PALESANO: The only question I would ask  
7 you, your group, is have you included all the  
8 partners? That question says, you know, that we want  
9 to involve all partners, and I'm not saying you don't,  
10 but have you thought through, have we included all the  
11 partners there. You know, I think we got through  
12 inspection, you know, whether it's State or Federal.  
13 We've got through industry but have we included other  
14 partners that may be Extension agents, academia, or  
15 any of those that may be part of this as well, and I'm  
16 not saying, you know, I only know from some of the  
17 meetings that I attend, that the Extension agents are  
18 part of this equation.

19 DR. HARRIS: Yes, they are.

20 MR. PALESANO: They're our partners, and  
21 they may, you know, if I get in trouble as a very  
22 small plant operator, I may go to an Extension agent.

1       So, you know, the Extension agents are probably going  
2       to be using these tools hopefully as well. So you  
3       might want to think through, have you included all of  
4       our partners?

5               DR. HARRIS: Well, I do think that the first  
6       two things we listed there, the feedback forum whether  
7       it be on the website or an 800 number picks up anybody  
8       that would use it there. You bring up an interesting  
9       point. I don't know how you would solicit feed back  
10      from Extension people.

11             MS. RAZOR: Do they not have an Extension  
12      convention?

13             DR. HARRIS: I mean every State, or at least  
14      as far as I know, most States will have a statewide  
15      gathering of their Extension Service once a year.

16             MS. CUTSHALL: We get long with people, too.  
17      Reciprocal meets conference.

18             DR. HARRIS: And we can spell some of that  
19      out. I consider that to be industry conference  
20      personally but --

21             MS. SUB: Don't Extension agents, aren't  
22      they represented at their land grant. I mean I just



1 graduated from Virginia Tech in May '05, and I'm still  
2 there. I know we have like an associate program in  
3 outreach and education, and she's in charge of all  
4 Extension agent hiring, because my roommate is going  
5 through that process now, goes through her office. So  
6 she has like access to the Extension agent in  
7 Virginia. So couldn't you use a contact person like  
8 at each land grant university who is theoretically  
9 already in the Alliance that you were talking about  
10 earlier. But I mean people like that are pretty easy  
11 to get in touch with and there's only one per state.  
12 So you wouldn't have to try to reach out to every  
13 single Extension agent.

14 MR. FINNEGAN: That's exactly right. That's  
15 how we do it. There's one person who is head of MSU  
16 Extension Service.

17 MS. SUB: And she was in charge, I mean she  
18 met via like Internet web casting with the Extension  
19 agents and Extension agents are on every single  
20 committee or commission that Virginia Tech had, and I  
21 don't see why they couldn't help out with that as  
22 well.

1 MR. FINNEGAN: Because a lot of Extension  
2 people are not interested in food safety. They're off  
3 doing, you know, beefability or something.

4 MS. SUB: Well, they have their specialty  
5 like there's a -- extension, and then there's meat  
6 science personnel.

7 DR. HARRIS: Well, you start talking about  
8 Extension groups and most all the land grant colleges  
9 that have meat science extensions are part of the  
10 HACCP Alliance. As far as I know, they all are. It's  
11 easy for those guys because they can be involved in  
12 the Alliance for free. It doesn't cost them anything.  
13 So they basically all are. Where are we leaving it  
14 at, guys? Are we ready to move on from this one? You  
15 know, I'm sort of at my wits end on how else to  
16 solicit feedback, but --

17 MR. FINNEGAN: Well, it's pretty close to  
18 the first question, it really was.

19 DR. HARRIS: But thank you for mentioning  
20 Extension because I hadn't really thought of that  
21 group as we were -- now it just looks like this is  
22 open ended. What else should the Agency be doing

1 relative to, after hearing what the plan is, outreach  
2 to small plants?

3 MR. DETWILER: I have a crazy idea.

4 DR. HARRIS: Crazy works.

5 MR. DETWILER: People who eat the product  
6 and people who work in these small and very small  
7 plants have to be of age to work in these plants or,  
8 you know, they have to have gone through high school.  
9 Heaven forbid, in the high schools, not necessarily  
10 full blown, but there would be some education  
11 connection about HACCP or just the idea, basic  
12 foundational understanding that there's these things  
13 out there that could be bad for you, you know, isn't  
14 it like the 150th Anniversary of the USDA coming up  
15 here in six short years, and you start looking at the  
16 history class of where the historical connections  
17 between changes and food safety and regulation and  
18 wars and presidents and stuff like that and, yeah, you  
19 say this isn't your science class but the more, you  
20 know, you embed some of this stuff into your history  
21 class, your science class, your health class, the idea  
22 that, hey, you know, I'm working at this plant and I

1 swear I remember the whole, yeah, I've heard of HACCP  
2 before or I know about this, the idea that if you have  
3 to take everyone from zero to knowing something, when  
4 they're on the job, because I know through dealing  
5 with this commission, that unlike people who work in  
6 fast food restaurants or have to get a food handler  
7 card, people who work at these establishments don't  
8 necessarily have to have a food handling card even.  
9 If they had some basic foundational understanding of  
10 the need for this, and some of the key words and  
11 tricky phrases somehow came out through high school  
12 classes, it's just that much more of a foundational  
13 understanding that the average plant worker in a small  
14 and very small plant would have before getting into  
15 the job.

16 MS. CUTSHALL: Well, I think we have a whole  
17 food safety education staff that targets schools and  
18 consumers and all those --

19 MR. DETWILER: I'm definitely a person that  
20 would be looking for that, and I don't see it. I mean  
21 I've been through the FDA's, you know, food safety  
22 training, and the problem is that unless a student

1 decides to take a foods class, a home economics class,  
2 a pro-start kind of class that is a food, you know,  
3 preparation type class, they're not going to get that  
4 education, unless that kid is in a high school science  
5 program where the science teacher. And there's no way  
6 that the science teachers are prepared for this,  
7 unless they went through a very specially designed  
8 program, that they're going to talk about food ever,  
9 especially talking about food safety because there's  
10 too many other things to cover due to state and  
11 national standards. There's no state and national  
12 standards to deal with actual food science.

13 And to have something like this where you're  
14 talking about not just consumers, not just future  
15 parents who are going to prepare for their kids, not  
16 only workers, but the whole idea, you have an  
17 International HACCP Alliance and that all these people  
18 working in small and very small plants are going to  
19 come through. There's nothing out there that kind of  
20 integrates this into the general population knowledge.

21 I know that my wife and I, our biggest goal  
22 was so that E. coli became a household word, and

1 that's the one thing that we think we might have had  
2 some impact on for the last 13 years when, you know,  
3 no one ever heard of E. coli, and then all of a sudden  
4 now you find E. coli in jokes and something from Jay  
5 Leno or whatever.

6           So if HACCP becomes, you know, somewhere out  
7 there, whether it's in a joke, no one would use it in  
8 a joke or in a sitcom unless the audience understood  
9 it enough that it has something to do with a program  
10 that's there for food safety. And if high school  
11 students, whether -- I mean Tootsie Roll put out the  
12 history of the, you know, the United States history  
13 and they had a little Tootsie Roll, the Revolutionary  
14 War and a Tootsie Roll, the Civil War, and stuff, and  
15 that's product placement, yes, but, you know, there  
16 was a way of doing that.

17           Maybe USDA history again with the 150th  
18 anniversary of the USDA, could find ways to imbed some  
19 understanding of the history and the need for food  
20 safety and also what's going on currently in looking  
21 at history, citizenship, geography, resources, all  
22 these different things.

1           There's so many different content areas in  
2 high schools that just a little bit could be in there  
3 and I know that I'm barking up from Darin's little  
4 tiny, I'm a high school teacher soapbox, but I really  
5 think that if the general population had a little bit  
6 more knowledge, then that idea is strengthening your  
7 strategy to outreach and at least they could have  
8 heard of it.

9           And it's not everything's brand new, you  
10 know, that some concepts and some terminology has been  
11 put out there and that's all I have to say about that.

12           MS. CUTSHALL: Darin, if you can see behind  
13 you on the screen, that one is safe food handling.  
14 This is food safety in the kitchen.

15           MR. DETWILER: And no high school student is  
16 voluntarily going to go to that.

17           MS. CUTSHALL: Have you heard of Fight Back?

18           MR. DETWILER: Yeah, and I've had the  
19 Batmobile at my high school. They were the only stop  
20 in the State of Washington and because I knew about  
21 it, I brought them to it. I'm saying that having a  
22 couple of teachers that know about it is great but

1 there's not enough. Science teachers are not taught  
2 on this stuff at all. History teachers don't know  
3 about this at all.

4 MS. CUTSHALL: So you're really talking  
5 about teaching the teachers, not --

6 MR. DETWILER: I'm talking about creating  
7 some, some integratable -- some materials that can be  
8 integrated into English class, into a history class,  
9 into a geography class. Look, the USDA just sent out  
10 all these, these maps that include this or a timeline  
11 of history of changes in our food system, and now your  
12 history teacher that's going to look at this free  
13 timeline and go, hey, while we're talking about these  
14 different, you know, categories, look, I got this free  
15 timeline map from the USDA or whatever. Teachers will  
16 use that stuff. They don't have to go through some  
17 expensive, you know, they were traveling, put up in a  
18 hotel and taught for a week necessarily on all the  
19 science or all of the history of the USDA, but if  
20 there's posters out there and maps, timelines,  
21 resources, articles, readings, if there's materials  
22 out there that teachers could use without much, if



1 any, preparation that they can easily be integrated  
2 into their history, their citizenship, their  
3 literature or their writing class or their science  
4 class, even their math class, I use the Washington  
5 State Department of Health communicable diseases  
6 report in my math class because of all the data that's  
7 there to be used.

8 Other math teachers think I'm the craziest  
9 person in the world but darn if I don't have  
10 discussions about E. coli and food safety and  
11 salmonella and communicable diseases in my math class  
12 and my students ask questions.

13 All I'm saying is that there's teachers out  
14 there across the country that will use stuff if there  
15 is stuff available and if the general population had a  
16 little bit more knowledge through high school, then  
17 when they go to their fast food restaurant job or they  
18 go to their food plant job, that it would in the long  
19 run strengthen any strategy in terms of outreach to  
20 small and very small plants.

21 And just because you have like Ask Karen and  
22 food safety education programs, it's not being used

1 that much. It might be used in certain places, but I  
2 mean I look for it, and it's not being used. And I  
3 sit on many curriculum boards and I sit on many  
4 different things. We do have some teachers that have  
5 been specifically trained on this, and right now the  
6 USDA graduate school, they kind of manage the FDA and  
7 the National Science Teachers Association Food Science  
8 Education Program but there's only so many teachers  
9 that go through that every year. And even if they go  
10 through it, it doesn't necessarily mean they can use  
11 it because it's not part of their State or national  
12 education standards.

13 If we look at some of the different impacts  
14 on, you know, making a little change at the national  
15 or the state level about food safety, or even just  
16 bypassing that and making stuff that's available that  
17 could be integrated easily into different areas, I do  
18 think that it would benefit in the long run.

19 DR. HARRIS: Amen to everything you just  
20 said.

21 MR. DETWILER: I know. I know.

22 DR. HARRIS: I couldn't agree more. I'm not

1 100 percent sure that that's going to be tightly  
2 linked enough to the question. You and I are on the  
3 same wavelength in terms of trying to get food safety  
4 education in the schools. I'm not sure that the  
5 linkage from there to small plant outreach is going to  
6 be very obvious to some people as we go forward with  
7 this.

8 MR. DETWILER: I agree but again if you look  
9 at the numbers, not for the very small plant, but for  
10 the small plants, there's a lot of those, and I would  
11 imagine that, you know, some of these areas have  
12 everything from 4-H to Future Farmers to different,  
13 you know, high school agricultural programs that could  
14 benefit, but at the same time, you know, again,  
15 just -- I think it's convenient that if everyone had a  
16 little bit more knowledge, then it would be easier to  
17 have that reach that you don't have to start from the  
18 beginning for everyone.

19 And you have that 150-year anniversary  
20 coming up in just a little bit.

21 DR. HARRIS: FSIS is 100 this year, and USDA  
22 I guess is 150 I guess at some point here.



1 and he didn't understand. He didn't understand that  
2 he had to go through a procedure so that he could  
3 process beef.

4 And so you have a problem here, and it's  
5 growing. It's growing because you have a lot of these  
6 small operators, small plant operators are immigrants.

7 DR. HARRIS: I agree and right now, the  
8 multiple languages, I don't know what all languages it  
9 needs to be, but my guess is more than English and  
10 Spanish.

11 MR. CORBO: Oh, yes. Asian languages,  
12 Latino.

13 DR. HARRIS: There's a lot. I would  
14 completely agree with that. Another piece, questions  
15 that I get a lot, that are difficult to answer,  
16 that -- and inevitably it's small plants and start up  
17 facilities, just the basics. Okay. I want to have an  
18 inspected facility. What do I do first? Where do you  
19 go for that information? There's not a meat  
20 inspection 101 on the website that I know of.

21 UNIDENTIFIED SPEAKER: Can't you do a CD on  
22 starting a business or --

1 MR. PALESANO: Well, again I recognize you  
2 all have had --

3 UNIDENTIFIED SPEAKER: Okay. That's it  
4 there.

5 MR. PALESANO: -- little time to review the  
6 information in your packet. One of the action items  
7 that we have is a start up package. So we --

8 UNIDENTIFIED SPEAKER: That's it there.

9 MR. PALESANO: We do have people working on  
10 putting that together because it will be used  
11 consistently nationwide, not each district having  
12 their own. That's just a little bit of FYI.

13 MR. SCHAD: I guess -- I agree with what Joe  
14 said. I'm glad you're doing that because I get asked  
15 that question, too.

16 DR. HARRIS: And most of it you just sort of  
17 learn through the school of hard knocks.

18 DR. KELLY: Calling those eight offices?

19 DR. HARRIS: Right.

20 MR. FINNEGAN: And if you knew what you were  
21 facing, you would be custom.

22 DR. HARRIS: I usually send them to the

1 District Office, and the response when I tell them  
2 that is that's who told me to call you. Okay. So  
3 that means I've got to try to answer these questions.

4 Okay. The Boss is here. Everybody look  
5 busy. We're on the last question.

6 Seriously, what other suggestions do we  
7 have. I mean I do -- I think we sound like we're all  
8 in agreement. It definitely needs to be very plain  
9 language and in more than one language or more than  
10 three languages. What else?

11 MR. DETWILER: What about formats, multiple  
12 formats? You know, you've got the DVD that could be  
13 plugged in or the video tape or the, you know, the  
14 computer file or the web access file or are we worried  
15 about some of these smaller plants not having computer  
16 or Internet access. So we put it in more than just  
17 Internet access to deal with the format.

18 DR. CARPENTER: Can FSIS contract, you said,  
19 a marketing outreach organization so that it's not  
20 coming from FSIS? FSIS puts together its own  
21 information, gives it to an Agency and then whose job  
22 it is to --

1 DR. HARRIS: How's the marketing budget this  
2 year? Is there a big advertising budget?

3 UNIDENTIFIED SPEAKER: I think that's some  
4 of what we were hoping to deal with the Extension --

5 MR. FINNEGAN: I know every year we meet  
6 with the Ag Days in different areas. We'll have Ag  
7 Days for kids, I think 6th and 7th, we call the 1-800  
8 numbers and they send us the magnets, all that Fight  
9 Back stuff, you know, in line with what Darin was  
10 talking. We do that but it's just through the -- I  
11 think it's the Cattlemen's Coalition or something  
12 where they call it Ag Days and Paulson, Montana, and  
13 there are about 300 6th and 7th graders and we call  
14 it, and we get all of this free stuff, and we hand  
15 everybody a little bag of, and they especially like  
16 those stick-ons that you put on the fridge where it  
17 has the temperature of things, and that works really  
18 well, where we're educating these kids to wash your  
19 hands, and that is available and every year the USDA  
20 sends us a big box of free stuff. Now how that fits,  
21 I'm off track a little bit but that's what Darin was  
22 talking.



1 DR. HARRIS: The document that we were given  
2 today contains and, David, you brought this up earlier  
3 in our discussion, right before we started the meeting  
4 actually, there's a lot of action items that I think  
5 are all, you know -- if you look behind this tab, a  
6 little further back, if you look at the strategic  
7 implementation plan, do you guys think it would be  
8 appropriate that, you know, in terms of other  
9 suggestions would be just more encouragement to  
10 proceed with the action plan that was developed,  
11 because it's got a lot of action steps.

12 MR. FINNEGAN: It does.

13 DR. CARPENTER: About 25 action steps just  
14 for the one-stop service easy access.

15 DR. HARRIS: There's a whole lot more detail  
16 than we're ever going to be able to come up in this  
17 limited amount of time.

18 MR. FINNEGAN: Those are all good ideas,  
19 absolutely. In fact, on page 7 they talk about easily  
20 understandable language, we recommend it.

21 DR. CARPENTER: They're going to create  
22 PartnerNet. They're going to create "Ask Harry

1 HACCP." They're going to extend to all the Western  
2 Hemisphere in the Spanish language. One stop access  
3 there.

4 DR. HARRIS: A lot of these other  
5 suggestions are contained in there.

6 DR. CARPENTER: Yeah, they are. I just want  
7 a consensus of the Committee, okay, on the third and  
8 fourth question. Does the third question say how FSIS  
9 could best work? Did they want a best practice of all  
10 the thoughts we could mull over and the balance of  
11 what we said would fall to the first question? Or did  
12 you want suggestions on what probably would be the  
13 best way to pursue?

14 UNIDENTIFIED SPEAKER: I think what we were  
15 looking for third one is how we could best work with  
16 the user groups. We recognize we have existing  
17 materials that already are available, and we're trying  
18 to pull from our existing materials, briefings and the  
19 new ones to be developed. These are the ones that  
20 exist and we're trying to put them into this one stop  
21 shop. We recognize that some of them may still be  
22 valid, useful materials but before we put them out

1 there or put them in the one stop shop, we'd like to  
2 have some input on a users group that we could go to  
3 and be able to say, you know, it's really good  
4 information but we didn't know how to get to it, and  
5 for somebody to say to us, you know, it was just  
6 garbage to start with, don't just put it in the one  
7 place for me, it just wasn't useful information. So  
8 it doesn't matter that it's in one place. It just  
9 wasn't useful information to start with. So we're  
10 really looking for some ideas on a users group that  
11 would help us better understand either existing tools  
12 or even our new materials that we could pilot these  
13 materials. That's what we're really looking for.

14 MR. CORBO: Well, there's where your focus  
15 group would come in, a real focus group. You would  
16 hire a firm to pull a sample of your small and very  
17 small plants.

18 DR. HARRIS: And, in fact, the Agency is  
19 even now in the process of doing just such a focus  
20 group on food defense. It's an assembly they went  
21 through, through various groups and found small  
22 entities to come to Washington sometime soon and

1 participate in this focus group.

2 MR. DETWILER: What about that Resolve? I  
3 thought that was like a third party thing.

4 DR. HARRIS: It is. And I don't know much  
5 about it. You'll have to ask them. That's the third  
6 party to work on the --

7 MR. DETWILER: I thought maybe if we're  
8 talking about third party group, then that Resolve  
9 maybe -- I don't know much about it. I just know that  
10 it's a third party group for this kind of thing, it  
11 could be used for a feedback group.

12 UNIDENTIFIED SPEAKER: To clarify a little  
13 bit, we -- and I know you weren't here, Darin, last  
14 time, but the Committee as a whole recommended that we  
15 have a third party facilitator, get input from all of  
16 our stakeholders on issues related to risk-based  
17 inspection, and likely the issues that we will take to  
18 them will relate to all of our topics on our Risk-  
19 Based Inspection System. Like we will take our  
20 measures of risk control on establishment, the issue  
21 that the other Subcommittee is addressing at this  
22 Committee meeting. It will probably be the first

1 issue that we take to our third party facilitator to  
2 get input from all of our stakeholders, and then  
3 they'll continue to work with the Committee as a whole  
4 as we get input from all of our stakeholders.

5 This particular issue, enhancing working  
6 with our small and very small plants, would seem  
7 tangential to working forward in a small -- in the  
8 more robust Risk-Based Inspection System but is  
9 probably not one because as you see we have a well  
10 developed plan because we work with the International  
11 HACCP Alliance. It's probably not one we would take  
12 to our third party facilitator because we have a  
13 fairly well developed plan at This point but would  
14 like to take the other issue to our third party  
15 facilitator. It doesn't mean we couldn't ask them  
16 just to get their input on it, but we would like to  
17 use our resources on the other tasks.

18 DR. HARRIS: I'm just trying to take what we  
19 had already written and put it into some kind of a  
20 useful format here.

21 The last piece, are you guys in agreement  
22 that the focus group idea is --

1 UNIDENTIFIED SPEAKER: I think that would be  
2 good.

3 DR. HARRIS: How do we want to word that?  
4 We've already started with this first focus group. So  
5 expand the use of focus groups?

6 Okay. Committee people, does that capture  
7 what we said on the third question?

8 UNIDENTIFIED SPEAKER: Yeah, I think it  
9 does.

10 DR. HARRIS: Okay. Let's go down to  
11 question 4. Do you want me to just try to put that  
12 into a --

13 MR. SCHAD: Did we eliminate the website,  
14 too, with what you just got rid of?

15 DR. HARRIS: I can put that in as an  
16 example, a website and 800 number? You all want to  
17 make sure we save that in there? I want to get the  
18 right terminology here.

19 More comments? More suggestions? Typos.

20 DR. CARPENTER: The only thing I could think  
21 of, all of the material listed here in the initial  
22 strategic implementation plan, I mean there's 25 major

1 activities and probably 100 action steps, do we  
2 disseminate that to the target audience and say help  
3 us prioritize this. This is about like a 5, 6 year  
4 plan.

5 DR. HARRIS: It's comprehensive.

6 DR. CARPENTER: It rally it. I mean that  
7 would be just asking for their input. What do you  
8 need most, first, best? I mean is that possible?

9 DR. HARRIS: Well, they want feedback on  
10 everything else. I mean I don't know if -- although I  
11 will say that getting feedback on something like that  
12 is a little more difficult because that would require  
13 participants to read and digest what it says.

14 MR. SCHAD: I mean it is more difficult, but  
15 I think it is a good point. I mean going through that  
16 list, I can see, yeah, that sounds good but it's not  
17 that critical.

18 DR. CARPENTER: You didn't get a consensus  
19 on what the FSIS should be focused on to get the most  
20 important or that which received the most votes,  
21 highest on the list and pursue it.

22 DR. HARRIS: Could that be something that

1 the -- when we talked about the focus groups up there  
2 above, could that be a role that of that focus group?

3 DR. CARPENTER: Yeah, I think so.

4 MR. SCHAD: Barb, is this the finalized plan  
5 or is that subject to some more scrutiny and  
6 finalization?

7 DR. MASTERS: This is the Agency's plan.

8 MR. SCHAD: Okay.

9 DR. MASTERS: It wouldn't preclude us from,  
10 if we got input today, that's why it's here. If  
11 somebody says, this is the worst idea I ever heard,  
12 something says take it off, but this is the Agency's  
13 plan. Actions are already being taken from this plan.

14 MR. DETWILER: What about some of these  
15 small and very small establishments, I don't know if  
16 this would matter, but you know how you go get your  
17 oil changed and you get your car worked on, they  
18 always have these certificates that the workers went  
19 to some training or whatever. Could you make us some  
20 official certificates that this plant or someone from  
21 this plant has taken part in the FSIS training or  
22 outreach activity or whatever, and you make sure that



1 they are forwarded that so they can put up that  
2 certificate.

3 DR. HARRIS: I will say this. Anything that  
4 you do to recognize plant employees for an  
5 accomplishment like that is valuable. You know, many  
6 of these plant employees have never received any sort  
7 of recognition for anything. So any level of  
8 recognition is good. I mean I don't know if that's  
9 something that the Agency should offer, if that  
10 advances the Agency's mission or not but it's  
11 definitely a positive.

12 MR. DETWILER: A half sheet of paper with  
13 something that looked quasi official that says nothing  
14 more than fill in the blank has completed "X" hours or  
15 has been through this, you know, it doesn't take much  
16 to do or say.

17 DR. HARRIS: Where does that fit?

18 MR. DETWILER: Motivation, the carrier of  
19 the stick. It's a little carrot.

20 DR. HARRIS: Okay. Other comments on that?

21 UNIDENTIFIED SPEAKER: The Agency should be  
22 careful to say that we're not providing the training

1 of the 417 requirement. I don't think there's  
2 anything that would preclude us from saying that they  
3 participated in this outreach. So I don't think  
4 there's nothing that would preclude us from providing  
5 a certificate saying someone has participated in the  
6 outreach program.

7 DR. HARRIS: That would come under other  
8 suggestions I would think.

9 Let me see here. This is sort of an add-on  
10 kind of end. I'll stick it down here.

11 Now my question is I would anticipate that  
12 for small and very small plants most of the  
13 participants are going to be "upper management" and/or  
14 "ownership" type people. Is it important to those?

15 MR. SCHAD: No. That's my answer.

16 DR. HARRIS: I mean I know it is for the  
17 employees. It's very important. Has anything that  
18 we've dealt with either -- that has been put forth in  
19 this plan or that we've put forth, does any of that  
20 address those employees? I just want to be prepared  
21 so that when I present this tomorrow and somebody  
22 says, who are we going to give these things to, you

1 know, I want to have a little more.

2 MR. DETWILER: Well, it's not the employee.

3 It's the establishment.

4 DR. HARRIS: Okay.

5 DR. GRONDAHL: The only thing I can think of  
6 is asking for helping provide feedback, you know, it  
7 might be one more thing if they provide feedback,  
8 that's the final step before receiving a certificate  
9 for completion of whatever it is they're doing. Is  
10 that generic enough to accomplish what you had in  
11 mind?

12 MR. DETWILER: Do we want some kind of a  
13 rating or some kind of a Better Business Bureau this  
14 or some kind of a something, you think that this might  
15 account for something or add up to something?

16 DR. HARRIS: Okay, guys. It's getting late.  
17 We need to start wrapping up here, but let's read  
18 back through all of these and see.

19 Here's the first one. Take a look at it.  
20 See if you've got any other additions or suggestions  
21 or ideas.

22 (Pause.)

1 Are we ready to look at number 2?

2 UNIDENTIFIED SPEAKER: Yeah.

3 (Pause.)

4 DR. HARRIS: Going once, twice, questions,  
5 comments?

6 UNIDENTIFIED SPEAKER: Good enough.

7 DR. HARRIS: And Number 3 of the questions.

8 (Pause.)

9 DR. HARRIS: And finally Number 3 -- 4.

10 (Pause.)

11 DR. HARRIS: Are you comfortable?

12 DR. CARPENTER: I am.

13 DR. HARRIS: If we provided the kinds of  
14 feedback that you guys find useful. It is to provide  
15 you with useful stuff. That's what we're here for.  
16 So -- well, there was plenty of opportunity they could  
17 have thrown it out and said, well, you know, have you  
18 thought about this?

19 DR. KELLY: I was waiting to hear that  
20 from --

21 DR. HARRIS: That works, too, and I can  
22 honestly say, no, we didn't cross our mind.

1 DR. KELLY: I can give you some questions  
2 and --

3 DR. HARRIS: Oh, no, you did. Was there  
4 anything else before we call this thing final?

5 I'm going to hit the save button one more  
6 time.

7 I'll print a hard copy right now. And then  
8 I don't know about the computer. It's not going home  
9 with me. So --

10 Are we adjourned?

11 UNIDENTIFIED SPEAKER: That's what I was  
12 going to ask?

13 DR. HARRIS: The Reporter is looking like,  
14 hey, are you people done with me or what?

15 (Whereupon, at 5:30 p.m., the meeting was  
16 concluded.)

17

18

19

20

21

22

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22

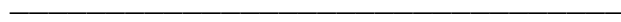
C E R T I F I C A T E

This is to certify that the attached proceedings  
in the matter of:

NATIONAL ADVISORY COMMITTEE ON  
MEAT AND POULTRY INSPECTION  
SUBCOMMITTEE NUMBER 2  
STRATEGIC IMPLEMENTATION PLAN FOR ENHANCING  
OUTREACH TO SMALL AND VERY SMALL PLANTS  
Washington, D.C.

May 23, 2006

were held as herein appears, and that this is the  
original transcription thereof for the files of the  
United States Department of Agriculture, Food Safety  
and Inspection Service.



Andrew M. Livingston, Reporter  
FREE STATE REPORTING, INC.