

Goal 1: Prevent or deter intentional and unintentional contamination of food supply through risk-based, cost-effective allocation of resources

Objective	Milestone	Status	Responsible Official
Salmonella			
Determine and reduce the extent to which various pathogens contribute to foodborne illness.	Implement the Salmonella Initiative Program (SIP) to drive down the prevalence of Salmonella in young broilers.	Published FR Notice in January 2008 announcing FSIS' intent to post establishment testing results on the FSIS web site. Began posting results of lower performing establishments in Categories 2 and 3 on March 28, 2008. Since announcing this initiative, the number of plants moving into the best performing Category 1 increased from 35% to 74%. FSIS has driven the rate of young broiler carcasses testing positive for Salmonella down from 16 to 8 percent.	Dan Engeljohn
	Develop an incentive program for meat and poultry establishments to control for Salmonella in their operations	Announced as part of the Salmonella Initiative Program (SIP) in the January 2008 FR Notice. A Federal Register Notice is expected to be issued by the end of FY08 responding to comments received on the January 2008 FR Notice.	Dan Engeljohn
E. Coli			
	Hold public meetings on Public Health Impact of non-O157 STEC and E. coli O157:H7	Mtgs held on October 15, 2007 and April 9 & 10, 2008 meeting.	David Goldman
	Test for E. coli O157:H7 using a more sensitive enrichment.	FSIS testing began in January 2008.	David Goldman
	Assess practices in beef processing establishments by administering and analysing the results of the E. coli O157:H7 check list. Data from the checklists will help the Agency more quickly identify potentially significant changes in production controls, programs or policies as needed	Data collection completed in November 2007; initial analysis provided at April 9 and 10 public meeting; Analysis completed in August 2008.	Carol Maczka
	Develop test program on non-O157:H7 STEC.	FSIS is working with ARS on a screening and confirmatory method for non-O157 STEC that could be employed in FSIS labs.	David Goldman

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	Determine regulatory approach for controlling E. coli O157:H7 contamination of primal cuts.	<p>FSIS issued a Notice of a Public Meeting for comment on April 3, 2008, outlining increasing concerns with E. coli O157:H7 and the use of primal cuts in the manufacture of ground beef and mechanically tenderized beef.</p> <p>Reviewed and developed a draft report on the practices of beef processing establishments (as captured in the checklist) to determine the extent to which primal cuts are used in the manufacture of ground beef and mechanically tenderized beef. The report was posted on August 8, 2008. Both the results of this report and comments received on the Federal Register Notice will be used to inform policy development.</p>	Dan Engeljohn
	Develop plans for implementing risk based sampling for E. coli O157:H7 in ground beef and trim in order to better estimate population exposures. Under this new verification testing program, FSIS will test larger volume operations more frequently than in the past	Initiated risk based sampling in January 2008. Begin targeted trim sampling by December 2008.	Dan Engeljohn
	Target outreach and training sessions throughout the country for small and very small raw beef processors, other stakeholders and FSIS personnel on new E. coli O157:H7 policies as well as lessons learned from recalls associated with E. coli O157:H7.	<p>As of August 5, 2008, FSIS has conducted 22 Regulatory Education Sessions in 18 states, reaching over 350 participants.</p> <p>In addition, the Agency has conducted the following activities to educate small and very small plants to help them improve their food safety systems: conducted proactive visits to plants; conducted educational net seminars on food safety topics; issued compliance guidance; provided the monthly newsletter, "Small Plant News", provided resource materials including printed materials as well as videos; and created an extensive web page with resources for small and very small plants.</p>	Karlease Kelly

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Listeria			
	Publish final rule establishing performance standards for ready to eat meat and poultry products	FSIS working on a final rule for RTE meat and poultry products.	Phil Derfler
	Publish final rule on control of Listeria	FSIS is working on a final rule for Listeria. However, the public is protected by the interim final rule.	Phil Derfler
Egg Products			
	Publish proposed rule to require HACCP for processed egg products	FSIS working on proposed rule.	Dan Engeljohn
Other Improvements			
Improve data infrastructure to increase the validity and responsiveness of Agency decisions and actions.	Assess infrastructure and data collection and analysis capabilities.	Completed internal FSIS audit of infrastructure and data collection and analysis capabilities. Developed responses to all 35 recommendations in the December 2007 OIG audit of FSIS' data infrastructure. Obtained OIG agreement to all 35 FSIS responses. Used results of OIG and internal FSIS audits to inform data infrastructure improvements.	William Smith
	Develop both a Statement of Work and Request for Proposal for contractor support to implement changes to FSIS' data infrastructure and help develop a new public health information system (PHIS).	Contract awarded in September 27, 2007.	William Smith
	Work with contractors to develop requirements for the 4 components/modules of PHIS, i.e. domestic inspection module, export module, import module, and predictive analytics module.	Business Requirements were delivered on March 15, 2008 and approved by FSIS on March 31, 2008.	William Smith

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	Increased data analysis capability with analytical tools and automation to look for trends and patterns in data sooner	Completed District Analyst Survey to determine tools needed to enhance the analytical capabilities of the District Analysts and improve consistency in analyses across districts. Collected requirements to automate tools in the Predictive Analytics module of PHIS. FSIS has also completed gathering business requirements for the Predictive Analytics module of PHIS to increase the analytical capability of FSIS program areas and to increase the use of automated analyses across the agency.	Carol Maczka
Improve FSIS inspection system to one based more on public health and risk.	Seek input of National Advisory Committee on Meat & Poultry Inspection on best use of data for public health inspection.	Input was gathered at NACMPI meetings held in August 2007 and February 2008.	Robert Tynan
	Develop public health risk-based inspection system and food safety assessment prioritization plan.	Completed technical report dated April 2008 outlining the scientific basis for more public health risk-based inspection system and posted the report on FSIS website. The technical report was subjected to public comment, NACMPI review and external peer review. Based on this system, FSIS will develop a Food Safety Assessment (FSA) prioritization plan which will be completed in August 2008.	Carol Maczka
	Publish proposed rule on public health based inspection at slaughter	FSIS working on proposed rule	Dan Engeljohn
	Public meeting on proposed rule on public health based inspection at slaughter	FSIS will hold public meeting after proposed rule is published.	Robert Tynan
Identify and control ineligible and high risk products from entering the United States	Obtain access to Customs and Border Protection's (CBP) automated commercial environment (ACE) system. System identifies ineligible or high-risk products prior to the point of entry into the United States. Develop protocols for responding to and controlling entry with CBP.	Develop MOU with CBP to obtain access to the Automated Targeting System-Inbound (ATS-N) and to obtain supporting data from the Automated Commercial System (ACS). Access for one year was obtained in Oct. 24, 2007 through a Letter of Authorization. As of August 5, 2008, 3.5 million pounds of product originating from 40 countries has been identified, destroyed, or redirected to FSIS for reinspection	William James

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	<p>Notify countries exporting beef to the United States of new policies and programs. Conduct audits of countries exporting raw beef products to the US to ensure same or equivalent measures are in place to protect the public from <i>E. Coli</i> O157:H7</p>	<p>Notification sent to the chief meat and poultry inspection official in each country exporting beef to the United States. Seven of nine countries exporting raw beef products to the U.S. have been audited in FY08. The remaining two will be audited by the end of the fourth quarter.</p>	<p>William James</p>
	<p>Automate process for applying for and receiving export certificates. This will greatly reduce the potential for certificate errors and will permit FSIS to electronically transmit and receive export certificates for imports, providing much more security over certificates than the present system.</p>	<p>In FY08 FSIS will begin receiving electronic certificate data for product imported from New Zealand. FSIS will expand this capability to all countries with electronic certification systems and is actively pursuing appropriate technical exchanges with Australia.</p>	<p>William James</p>
<p>Identify points in food production process that are at high risk to terrorist attack. Based on the findings, develop countermeasures to prevent or deter intentional contamination.</p>	<p>Conduct a vulnerability assessment with DHS, CBP, and FDA on the potential to intentionally contaminate imported products for economic gain. Develop mitigation strategies based on the assessment.</p>	<p>The organizational meeting and import data collection phases of the vulnerability assessment have been completed. Data will be reviewed on Sept. 2008.</p>	<p>Carol Maczka</p>
	<p>Conduct vulnerability assessments on two heat resistant toxins and develop mitigation strategies based on the assessment.</p>	<p>Completed 2 studies in September 2008: 1) on the "Feasibility of using ricin to cause mass casualties through contamination of the food supply" and 2) on the survivability of Clostridium botulinum toxin in liquid egg products, ham products and ground beef.</p>	<p>Carol Maczka</p>
	<p>Conduct vulnerability assessment with EPA on intentionally contaminated water entering processing facilities and the impact on processed food and public health.</p>	<p>Completed: Feb. 2008</p>	<p>Carol Maczka</p>

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Enhance outreach to Agency Stakeholders by use of technology and innovative methods	Create materials to engage and educate Hispanic community and inspire changes in home food handling, preparation and storage practices, and alert them to recalls of meat and poultry products	<p>Developed a brochure and poster, Todo Cuenta, “Everything Counts”, telling Hispanic consumers and conduits why they should care about food safety and protecting their families from potential dangers</p> <p>Currently enhancing “Ask Karen” and Hotline services for Spanish-speaking audiences.</p> <p>Work with a range of organizations that cater to the Hispanic community to distribute brochures, VNR and PSA (such as the Spanish Listeria VNR, Power out VNR, and Todo Cuenta PSA.)</p> <p>Designing a new food safety publication, targeting bilingual (English/Spanish) pre-teens.</p> <p>Currently translating into Spanish all Recall Releases and Public Health Alerts issued by FSIS, and recording them in English and Spanish for the USDA Meat and Poultry Hotline phone message system. Spanish translations of latest FSIS recalls and alerts are available on FSIS Web site within 24 hours of announcement</p>	Terri Nintemann
	Increase the use of new technologies in distributing food safety information to match stakeholder needs to help inform, educate, and engage stakeholders in reducing and preventing foodborne illness	<p>Launched in May 2008 an audio podcasting series for both consumers and small/very small plants.</p> <p>Will begin expanding the podcasting series to include a Spanish speaking version, and segments of the series for kids and teens, as well as college students</p> <p>Launched a SignFSIS video series targeted to consumers who are deaf using American Sign Language rather than only closed-captioning</p>	Terri Nintemann

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	Develop and distribute food safety educational materials for the underserved community to include African Americans, Asian Americans, American Indians, blind and low-vision, and other underserved populations	<p>Translated food safety publications into 9 languages. (Arabic, Chinese, Hmong, Japanese, Korean, Tagalog [Filipino], Thai, Vietnamese, and Haitian Creole)</p> <p>Transcribed food safety publications into Braille and added Braille ready files (BRF) to FSIS Web site.</p> <p>Worked in collaboration with other organizations to include WRC/NBC 4 Television, Tribal Colleges, national and local organizations, and the faith based community to reach underserved populations.</p> <p>Presently coordinating a low literate, easy-to-read version of the “Kitchen Companion: Your Safe Food Handbook.</p>	Terri Nintemann
Improve the allocation and management of inspection resources to prevent or deter contamination of the food supply.	Establish FSIS demonstration project on pay for performance in response to OPM guidance.	OPM published proposed rule on May 9th, 2008 establishing FSIS demonstration project. Public meeting held on June 26, 2008 to solicit comments on proposed rule.	Laurie Lindsay
	Expand processing inspection teams based on plant locations and logistics. Evaluate and assess the effectiveness of inspection teams.	In Q1 FY08, FSIS added 39 teams to the original 24 bringing the total to 63 teams. Completed evaluation of process inspection teams in Q4 FY08. By October 2008, expand to 100 the number of inspection teams for processing facilities.	Ken Petersen
	Expand Public Health Veterinarian teams beyond the current one per District based on plant locations and logistics	Completed Q4 FY08.	Ken Petersen

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<p>Conduct baseline studies to inform performance standards to measure establishments' performance for pathogen control and allocate sample collection and laboratory resources based on their performance.</p>	<p>Continue with chicken baseline studies.</p>	<p>Data Collection Complete. Year long Young Chicken Baseline Study completed in July 2008. Next stage is data analysis.</p> <p>FSIS will also continue some portion of the study while CDC collects retail chicken samples at some Foodnet Sites. FSIS and CDC believe it will be good to compare serotypes and PFGE patterns identified at slaughter with those appearing in retail products at FoodNet Sites during the same time period. In addition, FSIS will modify the ongoing study to gather data on chicken parts. Final plans still being arranged, but to improve FSIS's attribution capability, it is important to establish the relationship between the microbial contamination of chicken carcasses, the contamination of packages of parts at the time of production, and the contamination levels in retail packages at the time of purchase. carcass findings, retail packages of parts at the time of production. and to those in retail consumer packages at plants. Having better data at different points along the production-to-consumption timeframe will also enhance the accuracy of risk assessments. All chicken baseline studies include laboratory analyses for generic Escherichia coli, Campylobacter, Salmonella, Enterobacteriaceae, coliforms and aerobic plate counts.</p>	<p>Loren Lange</p>
<p>Same objective as chicken baseline studies.</p>	<p>Begin turkey baseline study</p>	<p>Turkey baseline shakedown completed in December 2007. Year long baseline study began in July 2008 and will run until July 2009. Like the chicken baseline studies, the turkey baseline will include laboratory analyses for generic Escherichia coli, Campylobacter, Salmonella, Enterobacteriaceae, coliforms and aerobic plate counts.</p>	<p>Loren Lange</p>

Goal 2: Early Detection of contamination of the food supply

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<p>Assess the relationship of the Salmonella subtypes from FSIS product testing with the subtypes from human isolates to establish how product contamination relates to human illness patterns.</p>	<p>Develop an MOU between FSIS and ARS on sharing Salmonella subtype data</p>	<p>The MOU with ARS was signed September 2007. FSIS continues to work with both CDC and ARS to fully integrate the pathogen subtype data (Serotype, PFGE patterns, antibiotic resistance patters) that is available from FSIS product testing with similar data from human illness cases that is available from CDC. FSIS is also working toward being able to expedite the sharing of this data with the establishments where the original product samples were collected. The product data is being used in the development of predictive analytic models that will recognize when conditions associated with contamination are present in Federally-inspected establishments.</p>	<p>Loren Lange</p>
<p>Enhance the capabilities of the Consumer Complaint Monitoring System (CCMS) using new technology to receive and analyze analyze consumer complaints and identify significant public health concerns.</p>	<p>Harness available technology to enhance the Consumer Complaint Monitoring System to analyze consumer complaints for public health concerns and prevention of further illnesses.</p>	<p>CCMS 2.0 was launched March 29, 2008. Enhancements in the revised system include: standardized files to improve data quality and increase data collection; automated assignments of tasks to field personnel; ability to perform refined data queries; enhanced reporting tools, including a GIS application; Performance Based Inspection System (PBIS) linkage to ensure system stays current on establishment information; and addition of a comprehensive analytical algorithym -- Emerging Patterns in Food Complaints (EPFC) software.</p>	<p>Carol Maczka</p>
<p>Enhance surveillance testing for E. coli 0157:H7 in ground beef and components</p>	<p>Develop and implement new and increased testing protocols for E. coli 0157:H7 in domestic and imported ground beef components.</p>	<p>Notice issued October 26, 2007. Refinement and improvement is ongoing.</p>	<p>Dan Engeljohn</p>

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<p>Testing earlier in the production chain allows FSIS to identify contamination before the raw materials are used to produce raw ground beef and , thereby preventing this source from contaminating ground beef available to consumers. Having additional data will help identify the appropriate actions to reduce levels of contamination.</p>	<p>Implementation of trim testing for E. coli 0157:H7</p>	<p>On March 19, 2007, inspection program personnel began routine verification sampling of beef manufacturing trimmings intended for use in raw ground beef or beef patty products at the slaughter establishments that produced those trimmings. FSIS began collecting samples of other raw ground beef components, such as heat meat.</p>	<p>Loren Lange</p>
<p>Conduct real time surveillance of high risk shipments of meat, poultry, and egg products coming into the United States.</p>	<p>Assign an FSIS employee at the National Targeting Center to maintain active surveillance of incoming shipments using established "rule sets".</p>	<p>Completed. OFDER staff detailed part-time to the NTC to monitor incoming shipments. Dedicated full-time personnel has been recruited and has been scheduled to conduct the NTC surveillance.</p>	<p>Carol Maczka</p>

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Establish an automated system to document and report FSIS compliance and enforcement activities	Develop and implement an automated system for recording surveillance and investigative findings and final outcomes with analysis of the data driving the conduct of future surveillance and investigations	Completed. In Commerce System (ICS) has been developed and launched to document and report compliance and enforcement activities. Implementing Notice 38-08 was issued May 15, 2008.	William Smith

Goal 3: Protect Human Health and Mitigate Impact of Food Supply Contamination by Responding Rapidly in the event of Food Supply Contamination Through Risk-Based, Cost-effective Allocation of Resources

Objective	Milestone	Status	Responsible Official
Ensure adequate laboratory support to Agency's response to food supply contamination	Enhance Food Emergency Response Network (FERN) to provide additional analytical and surge capabilities to FSIS laboratories when responding to food contamination incidents.	Eight (8) new laboratories have been added through the FSIS FERN Microbiology Cooperative Agreement Program (CAP) the past 2 years. The addition ensures that every state either has a FSIS FERN Microbiology CAP Lab within its borders or borders on a state which has one.	David Goldman
Validate established procedures for handling illegal imports and high risk shipments to mitigate adverse public health impact	Develop and conduct a table top exercise with CBP and federal partners on handling of Illegal import and high risk shipments.	Completed Mar. 27, 2008	Carol Maczka
	Implement an automated import alert system to track findings of illegally imported or smuggled products into the United States, provide notification of all program areas, and convene the Hazard Evaluation Committee if necessary.	Completed. Import Alert Tracking System (IATS) has been launched using the Non-Routine Incident Monitoring System (NRIMS) platform. Implementing directive (9600.1) was issued 3/27/08.	Carol Maczka
Test and validate response procedures to food contamination with domestic and international partners	Conduct a food defense exercise with G8 countries in collaboration with FDA, DOS and DHS.	Completed: May 27-29, 2008.	Carol Maczka
	Conduct food defense exercise – Madison, WI District Office	Completed August 8-9, 2007	Carol Maczka
	Conduct food defense exercise – Beltsville, MD District Office	Completed Oct. 3-4, 2007.	Carol Maczka
	Conduct food defense exercise – Philadelphia, PA District Office	Completed (Jan. 16-17, 2008)	Carol Maczka
	Conduct food defense exercise –Atlanta, GA District Office	Completed - June 4-6, 2008.	Carol Maczka
	Conduct human pandemic table top exercise	Internal table top completed. Phase two (with all stakeholders) scheduled for October 2008.	Carol Maczka

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	Conduct food defense exercise – Des Moines, IA District Office	Rescheduled 10/29~30/2008 due to Midwest floods.	Carol Maczka
	Conduct food defense exercise –Denver, CO District Office	Scheduled for 9/24 ~ 9/25	Carol Maczka
Ensure the effective removal of product that poses a risk to public health from the market distribution channels	Assess the need to grant FDA and USDA expanded Recall Authority .	The current USDA recall process serves the public health well and USDA is not requesting mandatory recall authority. No company has refused a voluntary recall request. USDA has the authority to seize and detain product.	Food Safety Working Group
	Publish final rule on making public list of retailers that have received recalled meat and poultry products. This would let consumers know the specific names of the stores which have sold recalled product, so everyone can more easily identify what they should discard or return.	Final rule published in the Federal Register on July 17, 2008, effective August 18, 2008.	Phil Derfler
Enhance connectivity of field personnel with data communications infrastructure to expedite data collection and transmission.	Provide high speed connections for all inspection assignments so that most inspection personnel are linked to a near real-time data communications infrastructure. This improved access is vital for agency personnel who are collecting data in the field, because it will allow them to spend more of their time on inspection activities.	Completed. High speed connections provided to approx. 3,400 field locations.	William Smith
Provide policy direction on follow up actions to a positive E.coli 0157:H7 or Listeria monocytogenes sample result	Conduct Food Safety Assessments upon notification of any federal or state positive test result of E. coli O157:H7 in raw ground beef or ready-to-eat meat and poultry products. The same action will be taken for positive sample results of Listeria monocytogenes or Salmonella in ready-to-eat meat and poultry products.	Issued Notice 64-07 on October 12, 2007. Notice prescribes that FSA be conducted within 30 days of being notified of the positive results of testing for E.coli 0157:H7 and Lm by FSIS laboratories and those done by other federal/state entities.	Ken Petersen

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	Collection of follow up samples in plants that have had a positive E. coli O157:H7 sample. In addition, suppliers to positive sample results will also be subject to the increased follow up testing.	Notice 66-07 issued October 12, 2007. FSIS implemented this policy because analysis of E. coli O157:H7 sample data from 2000 through 2005 showed that plants are more likely to have a second positive sample if they have had a positive sample within the proceeding 120 days.	Dan Engeljohn
Establish a we-based common operating platform for managing Agency's response actions to large scale food contamination	Develop and launch an automated process of coordinating response actions between program areas to large scale non-routine events.	Non Routine Incident Monitoring System (NRIMS) and web-based system was launched July 4, 2007. It provides a common operating platform for managing non-routine incidents to all FSIS program areas. Implementing directive (5500.2) revised to include tracking of foodborne illness investigations using NRIMS.	Carol Maczka