Strategic Plan FY 2011-2016

FOOD SAFETY AND INSPECTION SERVICE

USDA United States Department of Agriculture
Food Safety and Inspection Service

One Team, One Purpose

We are one team, with only one purpose. And that is to protect public health. FSIS employees take pride in the fact that their jobs help prevent foodborne illness.

Message from the Administrator

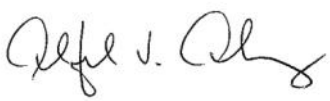
I AM PROUD to present the Food Safety and Inspection Service (FSIS) 2011–2016 Strategic Plan. FSIS is the public health regulatory agency responsible for the safety of the U.S. meat, poultry, and processed egg products supply. For over a century, the Agency and its employees have helped to ensure that America's food is safe from contamination. The vital services of FSIS have and continue to touch the lives of almost every citizen, every day in America. FSIS is accountable for protecting food for over 300 million American people and millions more around the world.

All FSIS employees are actively engaged in preventing foodborne illness and protecting public health. We are **one team, with one purpose**, working toward a common and extremely important goal. The Agency is involved in many areas of food processing and distribution; the inspection of domestic product, imports, and exports; conducting risk assessments; and educating the public, among a range of other activities. FSIS invests heavily in maintaining a highly trained workforce and equipping them with the resources and tools they need to understand and combat threats to food safety.

A main driver of this 5-year Strategic Plan is the desire for the Agency to continue to be an ever more trusted and successful public health agency—an Agency that adapts to the changing nature of food safety risks. FSIS will strive to continuously improve its ability to protect consumers from harm. It will work with other Federal, State, and local agencies; consumer and industry groups; and other stakeholders to present a comprehensive and interdependent approach to food safety.

This Strategic Plan encompasses our strategic intentions over the next 5 years, and will serve as a foundation document for both the long-range and day-to-day operations of the Agency. The strategic planning process is one of many tools that will better ensure that we are prepared for food safety challenges this decade and beyond.

Alfred Almanza



Administrator, FSIS

Alfred V. Almanza was appointed as the Administrator of the U.S. Department of Agriculture's Food Safety and Inspection Service on May 6, 2010. In this position, he leads FSIS and its employees in their mission of protecting public health through food safety and food defense.

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FOOD SAFETY AND INSPECTION SERVICE

STRATEGIC PLAN: FY 2011-2016

FSIS VISION

A trusted public health regulatory agency committed to preventing foodborne illness

STRATEGIC THEME

Prevent Foodborne Illness

Goal 1: Ensure that Food Safety Inspection Aligns with Existing and Emerging Risks

		FY 2016 Target
Outcome 1.1 **Minimize existing and emerging food safety hazards through the most effective means**	*Corporate Measure:* **Total number of *Salmonella, Listeria monocytogenes,* and *E. coli* O157:H7 illnesses from products regulated by FSIS**	363,547
Outcome 1.2 **Resources are targeted to existing and emerging risks**	**Supporting Measure:** % of domestic establishments that meet the "for cause" Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year	1.5%
	Supporting Measure: % of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year	<20%
Outcome 1.3 **Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum**	**Supporting Measure:** % of priority in-commerce facilities (e.g., warehouses, distributors and transporters) covered by surveillance activities	85%
	Supporting Measure: % of follow-up surveillances resulting in compliance	82%

Goal 2: Maximize Domestic and International Compliance with Food Safety Policies

		FY 2016 Target
Outcome 2.1 **Domestic- and foreign-produced products meet food safety performance standards**	*Corporate Measure:* **% of broiler plants passing the carcass *Salmonella* verification testing**	95%
Outcome 2.2 **Humane handling and slaughter practices are a central focus of establishment employees as evidenced by the awareness of proper procedures and the implementation of a systematic approach to humane handling**	*Corporate Measure:* **% of slaughter plants identified during District Veterinary Medical Specialist (DVMS) humane handling verification visits as having an effective systematic approach to humane handling (all four elements of a systematic approach implemented)**	50%
Outcome 2.3 **Food protection and handling systems ensure protection against intentional contamination**	*Corporate Measure:* **% of all official establishments with a functional Food Defense Plan**	90%
	Supporting Measure: % of food defense practices implemented at in-commerce facilities	91%
	Supporting Measure: Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination	90%

STRATEGIC THEME

Understand and Influence the Farm-to-Table Continuum

Goal 5: Effectively Use Science to Understand Foodborne Illness and Emerging Trends

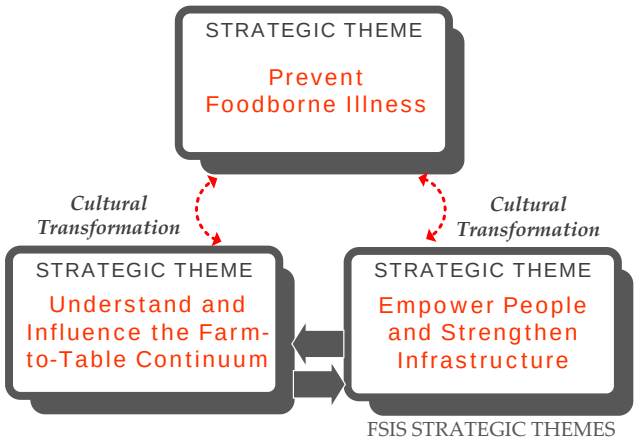
		FY 2016 Target
Outcome 5.1 **FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks**	**Supporting Measure:** % of annual science agenda completed and number of agenda items initiated	95%
	Supporting Measure: % of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used	95%
Outcome 5.2 **FSIS increases the application of cutting-edge science across the Farm-to-Table supply chain to improve public health**	**Supporting Measure:** % of identified public health and food safety gaps addressed across the Farm-to-Table Continuum	60%

Goal 6: Implement Effective Policies to Respond to Existing and Emerging Risks

		FY 2016 Target
Outcome 6.1 **Public health risks are mitigated through effective strategies based on the best available information**	**Supporting Measure:** % of food safety appeals granted (categories of appeals in which FSIS actions were misapplied or poorly supported and overturned by a higher-level supervisor)	39%
	Supporting Measure: % of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year)	78%
	Supporting Measure: Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks	Monthly

FSIS MISSION

Protect consumers by ensuring that meat, poultry, and processed egg products are safe, wholesome, and correctly labeled and packaged



FSIS STRATEGIC THEMES

Goal 3: Enhance Public Education and Outreach to Improve Food-Handling Practices

		FY 2016 Target
Outcome 3.1 **Consumers, including vulnerable and underserved populations, adopt food safety best practices**	*Corporate Measure:* **Average % of consumers who follow the four key food safety "best practices" (i.e., clean, separate, cook, and chill) and thermometer use**	79%
Outcome 3.2 **Consumers have effective tools and information to keep "in-home" food safe**	**Supporting Measure:** Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook and chill; thermometer use)	
	FSIS Electronic Media Outreach:	
	- Visits to FSIS Web site	23 million
	- YouTube Views	46,100
	- Twitter Followers	145,000
	Visitors to USDA Food Safety Discovery Zone	500,000

Goal 4: Strengthen Collaboration Among Internal and External Stakeholders to Prevent Foodborne Illness

		FY 2016 Target
Outcome 4.1 **FSIS maximizes relationships with public health and food safety partners (i.e., large, small, and very small regulated establishments; other Federal, State, and local agencies; consumer groups; academia; and other food safety stakeholders) to enhance the food safety system**	**Supporting Measure:** *Research*: % of time products from three research agencies (i.e., Agricultural Research Service, Economic Research Service, and National Institute of Food and Agriculture) used by FSIS and shared with stakeholders	25% *above baseline*
	Supporting Measure: *Key Federal partners, FDA, and CDC*: % of results from interagency collaboration on analytics used in FSIS policy	95%
	Supporting Measure: *Small and Very Small Plants*: % of identified opportunities realized to improve information sharing	75%

STRATEGIC THEME

Empower People and Strengthen Infrastructure

Goal 7: Empower Employees with the Training, Resources, and Tools to Enable Success in Protecting Public Health

		FY 2016 Target
Outcome 7.1 **Each employee understands how he/she impacts public health**	**Supporting Measure:** Average score on the Annual Employee Viewpoint Survey for questions related to workers' understanding of their impact on public health	93%
Outcome 7.2 **All employees have the knowledge, tools, and resources to accomplish the FSIS mission**	**Supporting Measure:** % of competency gaps closed for targeted groups	20% *decreased*
	Supporting Measure: % of all eligible FSIS employees with an Individual Development Plan (IDP) in place	100%
Outcome 7.3 **FSIS has a diverse, engaged, high-performing, and satisfied workforce**	**Supporting Measure:** % of workplace injury/illness cases	5.8%
	Supporting Measure: Annual rate of staff vacancies	6%
	Supporting Measure: Ranking in the Partnership for Public Service Report, Best Places to Work in the Federal Government	75/224 *Top one-third*

Goal 8: Based on the Defined Agency Business Needs, Develop, Maintain, and Use Innovative Methodologies, Processes, and Tools, including PHIS, to Protect Public Health Efficiently and Effectively and to Support Defined Public Health Needs and Goals

		FY 2016 Target
Outcome 8.1 **Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies**	**Supporting Measure:** % of innovative processes, methodologies, or technologies for which the Agency has established a baseline	25% *above baseline*
	Supporting Measure: % of innovative processes, methodologies, or technologies that, once employed, are evaluated by the Agency	80%
Outcome 8.2 **Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS**	**Supporting Measure:** % of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission	80%

Part I:

Introduction

About FSIS

THE FOOD SAFETY AND INSPECTION SERVICE (FSIS) is a public health regulatory agency operating within the United States Department of Agriculture (USDA). The Agency ensures that the commercial supply of meat, poultry, and processed egg products is safe, wholesome, and correctly labeled and packaged. FSIS is comprised of a wide range of talented employees dedicated to protecting public health by ensuring that these food products are safe to eat. FSIS also works diligently with our partners—including other Federal, State, and local governments; industry; food handlers; and consumers — to prevent foodborne illness and promote food safety.

Nearly 8,000 FSIS full-time and other inspection personnel are stationed across the United States in approximately 6,200 federally inspected meat, poultry, and processed egg products plants. FSIS employees verify that the processing of tens of billions of pounds of red meat and poultry and billions of pounds of liquid egg products comply with statutory requirements. FSIS conducts assessments (e.g., Food Safety Assessments or FSAs) and promotes the implementation of plans to defend against intentional contamination (i.e., Food Defense Plans) at food establishments across the country.

FSIS Employees

Food Inspectors, Consumer Safety Inspectors, and Import Inspectors are the first line of defense against diseased and adulterated meat and poultry. They ensure that commercial slaughtering plants operate within standards for sanitation and processing, conduct activities relating to consumer protection (e.g., misbranding), and ensure that products imported from other countries are safe.

Public Health Veterinarians are trained in public health and regulatory medicine. FSIS is the largest employer of veterinarians in the U.S. They are employed as epidemiologists, pathologists, auditors, risk analysts, and biosecurity experts. FSIS veterinarians investigate outbreaks of foodborne illness and assess State inspection programs.

Scientists protect the public by providing microbiological, pathological, chemical, and other scientific analyses of meat, poultry, and processed egg products.

Compliance and Investigation Division Investigators are trained in surveillance and enforcement methodologies. They perform surveillance activities at in-commerce businesses, enforcement activities, foodborne illness investigations, and other vital functions to protect public health.

Other Professionals provide critical support, including data analysis, public and legislative affairs, risk management, financial management, information technology services, equal employment opportunities, and technical and clerical support.

As meat, poultry, and processed egg products move through commerce to consumers, they are handled and sometimes further processed by many thousands of "in-commerce" businesses, warehouses, distributors, transporters, retailers, institutions, and restaurants. FSIS has a responsibility to ensure that while in commerce, these products are not adulterated, processed, or mishandled in a way that could render them injurious to health. To this end, about 120 field investigators perform surveillance visits each year in in-commerce facilities. During the past 2 years, these investigators performed surveillance in about 13,000 different businesses and removed thousands of pounds of products from commerce because they were adulterated, illegal, or otherwise posed a significant threat to consumers. In the case of a foodborne illness outbreak, FSIS investigators work with epidemiologists from other health partners to trace the path of foodborne illness back through the supply chain and perform emergency preparedness and response activities.

Our Authority

There are four primary laws that provide FSIS the authority to issue regulations regarding the inspection of meat, poultry, and processed egg products. These include the **Federal Meat Inspection Act (FMIA)**, **Poultry Products Inspection Act (PPIA)**, **Egg Products Inspection Act (EPIA)**, and **Humane Methods of Slaughter Act (HMSA)**. Together, these statutes authorize FSIS to inspect all meat, poultry, and processed egg products, as well as certain exotic species, and provide FSIS the authority to ensure equivalence of foreign country systems for imports and reinspect imported products. The HMSA specifically requires that the handling and slaughtering of livestock be carried out by humane methods.

The Food Safety Landscape

As illustrated in the figure below, numerous Federal, State, and local government agencies and other entities work across the Farm-to-Table Continuum—protecting food from "farm to fork"—with the goal of preventing foodborne illness and protecting public health. CONTINUED >>

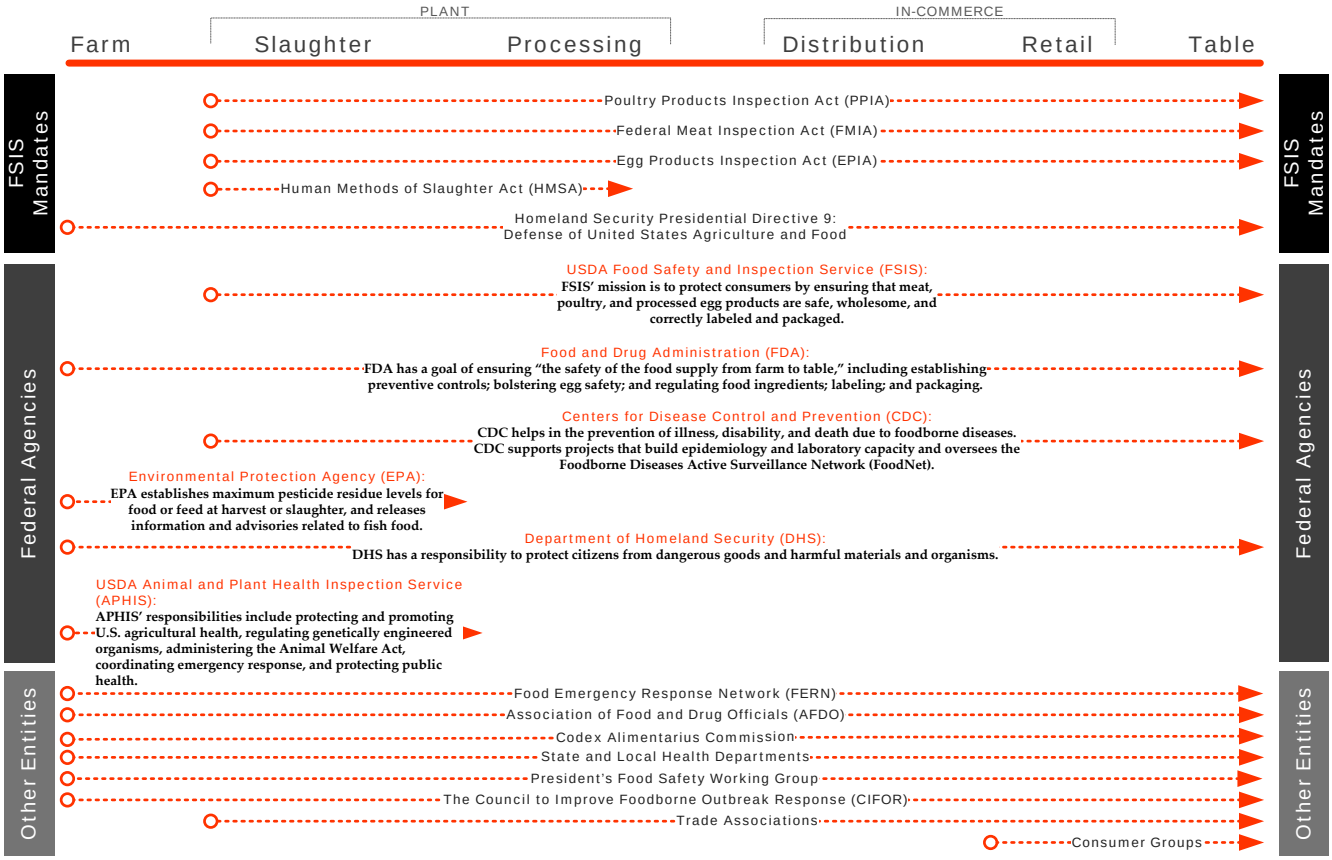


Fig. 1 THE FOOD SAFETY LANDSCAPE

In addition to FSIS, two other key Federal organizations that contribute to food safety are the Food and Drug Administration (FDA) and the Centers for Disease Control and Prevention (CDC). The FDA is committed to the goal of ensuring, *"the safety of the food supply from farm to table,"* and works with FSIS on egg safety, labeling, and packaging issues. Similarly, the CDC performs epidemiologic studies (the study of patterns of health and illness in the general population) and other activities to reduce foodborne illness.

"USDA, FDA and other agencies have an opportunity right now to make this food safety system the kind of 21st century system we want it to be. To do that, public health has to be at the heart of our legislative authorities, our regulations, and every administrative action that we take."

(Dr. Elisabeth Hagen, 2010)

The Department of Homeland Security's Presidential Directive (HSPD) 9 establishes a national policy to defend the U.S. agriculture and food system against terrorist attacks and major disasters. A portion of the Environmental Protection Agency's (EPA) mission includes protecting public health and the environment from risks posed by pesticides and promoting safer means of pest management.

A number of other national entities advocate for specific food safety related issues. An example is the President's Food Safety Working Group (FSWG)—a committee created in 2009 that advises the President on how to upgrade America's food safety system. Co-chaired by the Secretary of Agriculture and the Secretary of Health and Human Services, the FSWG has recommended and is committed to establishing a new, public health-focused approach to food safety based on three core principles: (1) prioritizing prevention; (2) strengthening surveillance and enforcement; and (3) improving response and recovery. Another notable example of collaboration among food safety partners includes the joint USDA-FDA Food Emergency Response Network (FERN) – an initiative to integrate the Nation's food testing laboratories and bolster emergency preparedness.

Part II:

FSIS Strategic Framework for FY 2011-2016

FSIS VISION

A trusted public health regulatory agency committed to preventing foodborne illness

FSIS MISSION

Protect consumers by ensuring that meat, poultry, and processed egg products are safe, wholesome, and correctly labeled and packaged

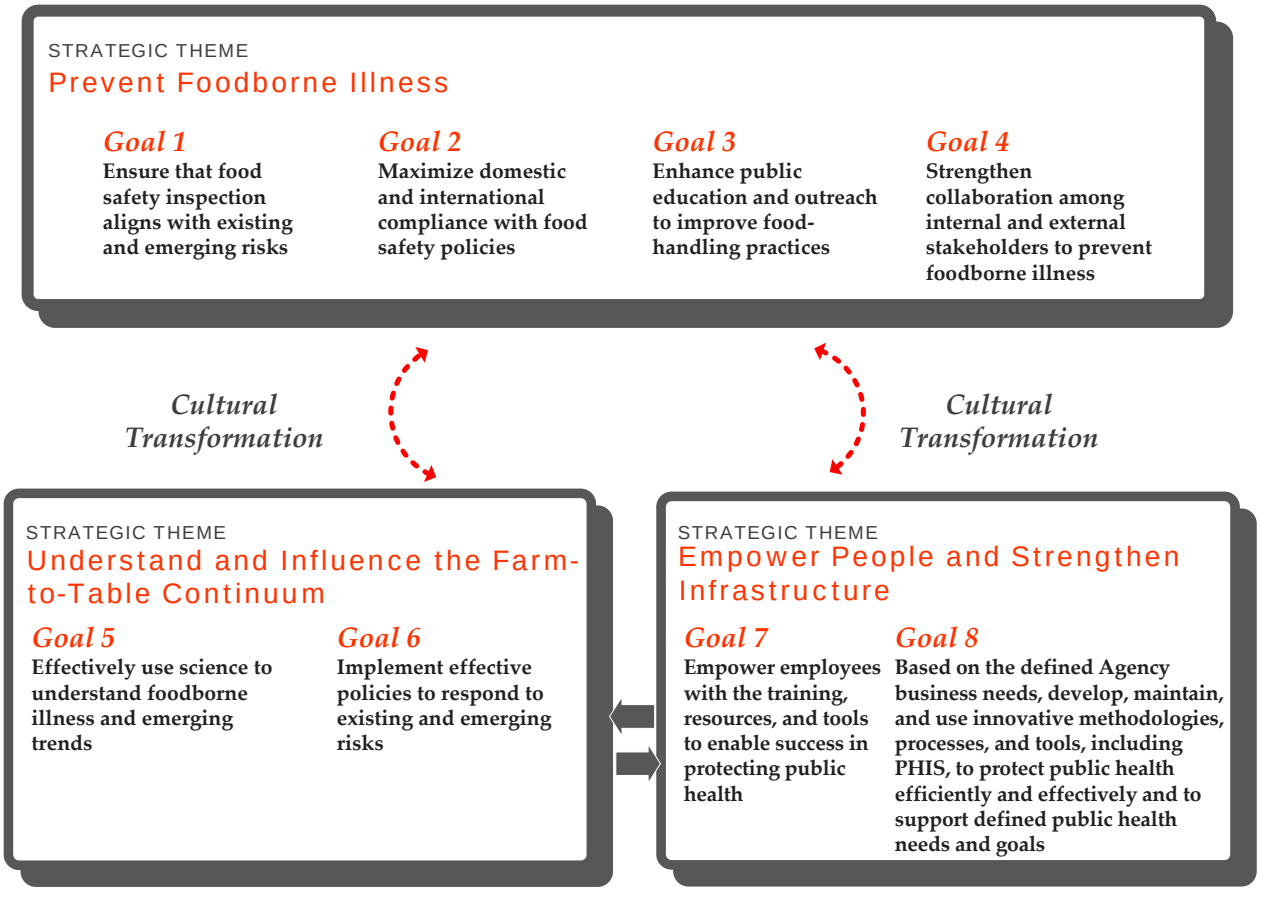


Fig. 2 FSIS STRATEGIC FRAMEWORK

Vision

A trusted public health regulatory agency committed to preventing foodborne illness

The prevention and continual reduction of foodborne illness is FSIS's highest goal. FSIS will continually earn the public's trust through proper policies and actions focused on decreasing the risk of and preventing foodborne illnesses.

Mission

Protect consumers by ensuring that meat, poultry, and processed egg products are safe, wholesome, and correctly labeled and packaged

FSIS is responsible for protecting the meat, poultry, and processed egg products consumed by the American public from intentional and unintentional contamination and ensuring these products are safe for consumption. In addition, FSIS reviews the products' labels and packaging to protect consumers from misbranded products. The Agency also provides safeguards against possible contamination.

Values

FSIS believes in and lives by the values instilled by USDA in accomplishing our day-to-day work. Our success depends on living up to these values:

Empowerment: Giving FSIS field employees the information, methods, and training they need to make informed decisions in the establishment and in commerce.

Transparency: Making FSIS management processes more open so that the public can learn how the Agency supports Americans every day.

Participation: Providing opportunities for FSIS constituents to shape and improve services provided by the Agency.

Collaboration: Working cooperatively at all governmental levels – domestically and internationally – on policy matters affecting a broad audience.

Accountability: Ensuring that the performance of all employees is measured against the success of the Agency's strategic goals.

Customer Focus: Serving FSIS constituents by delivering programs that address their diverse needs.

Professionalism: Building and maintaining a highly skilled, diverse and compassionate workforce.

Results Orientation: Measuring performance and making management decisions to direct resources where they are used most effectively.

Our Strategic Themes

Strategic Theme: Prevent Foodborne Illness

Preventing foodborne illness and protecting public health is FSIS' primary purpose. FSIS continually strives to become more adaptable to changing food safety risks, educates consumers on food handling best practices, and works closely with other public health partners to present a comprehensive approach to preventing illness.

Strategic Theme: Understand and Influence the Farm-to-Table Continuum

FSIS cannot improve its ability to prevent foodborne illness, develop new policy or regulation, or effectively collaborate with other food safety organizations without first understanding the epidemiology of foodborne illness outbreaks and factors influencing food safety issues. To gain this insight, FSIS optimizes its use of science and data to fully understand the environment in which FSIS operates.

Strategic Theme: Empower People and Strengthen Infrastructure

All FSIS employees deserve to take pride in the fact that what they do helps prevent foodborne illness. FSIS hires the appropriate people, trains them correctly, and ensures that they have the right tools and technology to perform their jobs. Each FSIS employee contributes to the success of the entire Agency.

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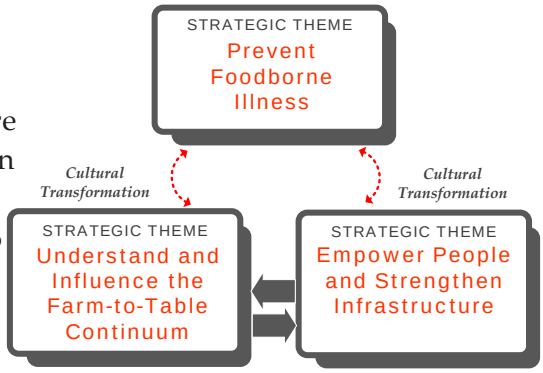

Fig. 3 FSIS STRATEGIC THEMES

Strategic themes are logical groupings of FSIS long-term goals. They serve to describe how our outcomes, performance measures, and strategies interrelate. The two themes "Understand and Influence the Farm-to-Table Continuum" and "Empower People and Strengthen Infrastructure," provide a foundation and acts as *enablers* for FSIS to "prevent foodborne illness." FSIS can best prevent foodborne illness by continuing to properly invest in its staff, equipment, and technology; and seek to understand food safety issues through science and data. In addition, an Agency-wide Cultural Transformation initiative and a culture of measurement and results permeate each of the themes and every activity performed by the Agency.

A Focus on "Measurement and Results"—*An FSIS activity that touches all themes and goals:* FSIS is committed to developing and nurturing a culture of performance measurement and a focus on results. This ranges from inspectors on the slaughter floor to scientists working in laboratories. FSIS is and will increasingly be data-driven at every level. A continued focus on "Measurement and Results" expresses our deep-seated commitment to base policy decisions on science and the best available data and information.

Cultural Transformation—*An FSIS activity that touches all themes and goals*: The practice of continually working to positively transform the Agency permeates every FSIS activity. Cultural Transformation (CT) plays an important role in helping FSIS protect public health by making the workplace better for employees and stakeholders. CT efforts in FSIS will contribute to a long-term organizational culture that promotes:

- Inclusion through "One Team, One Purpose;"
- Employee safety and health; and
- Continuous improvement through employee development, organizational development, and program/process improvement.

In order to ensure long-term and sustainable success, FSIS:

- Integrated the CT initiative and measures into the FSIS Strategic Plan and Agency priorities;
- Established an implementation framework and the CT taskforce under the Agency's governance process;
- Completed a number of employee feedback strategies, such as listening sessions and brown bag lunches, the Administrator's blog, and Agency studies;
- Established the Business Management Leaders Program in the Office of Management;
- Developed a communications and training plan for FSIS employees; and
- Developed a template for FSIS offices to submit proposals for continuous improvement projects that advance CT.

Cultural Transformation at USDA is the process of creating a workplace where all employees and customers are treated with dignity and respect and provides the opportunity for success.

USDA's Cultural Transformation action items include:

- Leadership;
- Employee Development;
- Recruitment and Retention; and
- Customer Focus and Community Outreach.

FSIS Cultural Transformation training involves staff at all levels of the Agency.

USDA Food Safety Priority Goal

The USDA Food Safety Priority Goal focuses on reducing the incidences of Salmonella.[1]

The Administration worked with FSIS senior leadership to develop this high-priority performance goal. The goal is consistent with the Administration's call to focus on the highest value areas most important to the public.

Salmonella is the leading known cause of bacterial foodborne illness and death in the United States. Each year, food contaminated with *Salmonella* causes an estimated 1.3 million illnesses, including fever and diarrhea, and between 400 and 500 deaths. *Salmonella* Enteritidis (SE), a subtype of *Salmonella*, is the second most common type of *Salmonella* in the United States and accounts for approximately 17 percent of all *Salmonella* cases in humans.

Preventing *Salmonella* infections depends on actions taken to reduce food contamination by regulatory agencies, the food industry, and consumers, as well as actions taken for detecting and responding to outbreaks when they occur. As part of their shared vision to reduce foodborne illness, FSIS and FDA have both developed priority goals to focus efforts around reducing *Salmonella* illnesses in the United States.

The FY 2011 USDA Food Safety Priority Goal seeks a 4.5 percent reduction in the rate of *Salmonella* illnesses from FSIS-regulated products between the 2007-2009 average baseline and the end of FY 2011.[2] Based on CDC FoodNet foodborne illness data, this is equivalent to a reduction of approximately 22,600 illnesses.

Reducing *Salmonella*-caused illnesses can be achieved by implementing *Salmonella* performance standards for broilers

[1] FSIS' Priority Goal utilizes foodborne illness attribution. This allows the Agency to estimate the number of foodborne illnesses resulting from FSIS-regulated products. The goal is anchored to the Department of Health and Human Services' (HHS) proposed Healthy People 2020 Initiative.

and turkeys; focusing on reducing public exposure to *Salmonella* from both Ready-to-Eat (RTE) and Non-RTE products; conducting additional baseline studies (e.g., poultry parts and hog carcasses); and developing a proposed rule on egg products for more effective standards. FSIS will also increase the number of establishments sampled and support for the verification-testing program for ground poultry products.

Corporate Performance Measures

The FSIS corporate performance measures tell the broadest and richest story of FSIS' success in protecting public health. These performance measures are limited to the critical few measures deemed most essential to assess FSIS' progress toward achieving outcomes. FSIS corporate performance measures focus on activities that are outcome focused and affect the entire organization, while supporting measures are output oriented and internally focused. The following five corporate performance measures provide both internal and external stakeholders with information necessary to both set and chart the Agency's progress over time.

■Corporate Performance Measure	Baseline FY 2007-2009	Target FY 2016
Total number of *Salmonella, Lm,* and *E. coli* O157:H7 illnesses from products regulated by FSIS.	436,401	363,547

FSIS calculates a measure that estimates a total number of foodborne illnesses for three key pathogens-*Salmonella, Listeria monocytogenes (Lm)*, and *E. coli* O157:H7-from FSIS-regulated products (i.e., meat, poultry, and processed egg products). Foodborne illness numbers are calculated for this corporate measure using a combination of data from published case rates from CDC's FoodNet and National Outbreak Reporting System (NORS) outbreak data. FSIS has also incorporated the most currently available data from Scallan et al. (2010). FSIS is working to reduce this number. Objectives for 2016 are linked to the Healthy People 2020 proposed objectives for *E. coli* O157:H7, *Lm* and *Salmonella*. Some of the new information changes how historical data are calculated, so it cannot be

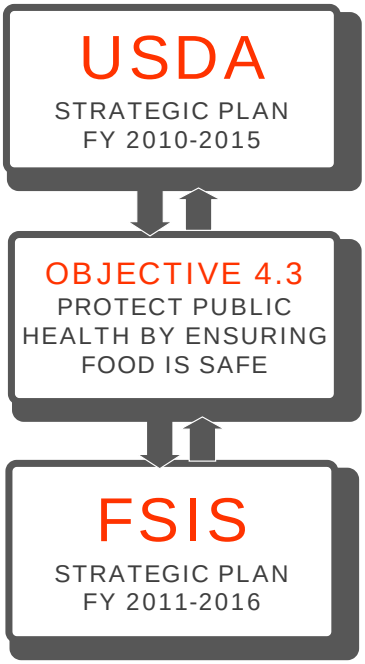

Fig. 4 FSIS ALIGNMENT TO USDA STRATEGIC PLAN

Alignment to USDA Strategy

The FSIS FY 2011–2016 Strategic Plan aligns to the broader USDA Strategic Plan for FY 2010–2015, particularly through USDA Objective 4.3—"Protect Public Health by Ensuring Food is Safe." FSIS is committed to ensuring the American people have access to safe, nutritious, and balanced meals.

USDA agencies and FSIS are working together across the Farm-to-Table Continuum to take a practical and effective approach to preventing foodborne illness and proactively protect public health.

directly compared to previously reported FSIS All-Illness measure estimates.

■Corporate Performance Measure

Percentage of broiler plants passing the carcass *Salmonella* verification testing.

Baseline CY 2010: 87%

Target FY 2016: 95%

Broiler carcasses represent the raw class of food product with the greatest potential to cause exposure of the public to *Salmonella*. In 2010, FSIS proposed a new performance standard for *Salmonella* in broiler carcasses based on a recent baseline study. Failure to meet this new standard serves as a proxy for heightened exposure potential to the public. FSIS identifies performance standards for *Salmonella* in up to eight classes of raw products. These standards are designed to cause industry to control for *Salmonella* and reduce the potential for human exposure. The best available projection is that 88 percent of establishments will have passed the new performance standard. By 2016, FSIS expects to take steps to increase the number of establishments passing the new standard to 95 percent, thereby further decreasing exposure of the public to *Salmonella* and contributing to fewer foodborne illnesses.

■Corporate Performance Measure

Percentage of slaughter plants identified during District Veterinary Medical Specialist (DVMS) humane handling verification visits as having an effective systematic approach to humane handling (all four elements of a systematic approach implemented).

Baseline CY 2008-2009: 28%

Target FY 2016: 50%

All official livestock slaughter establishments are required to handle and slaughter livestock using humane methods. Establishments need to implement and maintain a systematic approach to humane handling and slaughter to best assure compliance with the HMSA. A well-designed and implemented systematic approach to humane handling includes at least four features. These include: (1) conducting an initial assessment of locations where livestock are handled in connection with slaughter; (2) designing facilities and on-going standard

handling procedures that minimize excitement, discomfort, or accidental injury to livestock; (3) conducting periodic evaluations of the humane handling methods; and (4) identifying and implementing corrective measures when necessary. This performance measure will capture the extent to which industry is implementing a systematic approach to humane handling. The performance measure will also include an Agency assessment as to the effectiveness of these programs in ensuring that all livestock are handled and slaughtered in a humane manner for the entire time that they are at the slaughter establishment.

■**Corporate Performance Measure**

Percentage of all official establishments with a functional Food Defense Plan.

Baseline FY 2010	Target FY 2016
74%	90%

An FSIS goal is to increase the number of establishments with a functional food defense plan. To be considered "functional," these plans need to be developed, written, implemented, assessed, and properly maintained by establishments. FSIS considers these plans to be a very important measure of how well an establishment does in preventing intentional product adulteration. FSIS has developed guidance materials to help establishments develop and better understand what constitutes an effective food defense plan.

■**Corporate Performance Measure**

Average percentage of consumers who follow the four key food safety "best practices" (i.e., clean, separate, cook, and chill) and thermometer use.

Baseline CY 2006	Target FY 2016
75%	79%

FSIS will work to ensure that information to keep food safe is easily accessible to the public, especially the most vulnerable populations. By using different mediums and creative approaches, more and different segments of the population will be able to better protect themselves and their families from foodborne illness. Research shows that we cannot reach all population segments with a single approach. Realizing this target will involve new media and increased collaboration with food safety partners. While dependent upon resources, FSIS

hopes to, over the next several years, be able to work with and utilize FDA survey data on consumer behavior to better assess the effectiveness of its outreach and public education efforts.

Current and Intended Risk Mitigation Strategies

An important part of the FSIS mission is its ability to reduce the potential risk of foodborne illness. As with other aspects of the Agency's performance, FSIS recognizes that the impact of the implementation of any new risk management strategy must be measured. Consideration of competing strategies or policies should be informed by the expected impact of those strategies in reducing hazards in meat, poultry, and processed egg products, thereby preventing illnesses attributed to these products. FSIS has developed various models that can be used to estimate the potential reduction in hazards in the food and how that will reduce illnesses in the citizens we serve. FSIS is embarking on an effort to consider the various policy options and their expected effects as one means of prioritizing policy development and the best use of Agency resources. We expect that this will become a standard tool in decisions about risk mitigation strategies.

The Public Health Model

FSIS addresses potential and actual foodborne illness by preparing for the threat, developing policies to regulate establishment activities, and verifying a wide range of food production and distribution systems. This three-pronged approach presented below is referred to as the National Academy of Sciences (NAS) model for a public health regulatory agency. Three major areas of emphasis are widely recognized and accepted by both the Federal and State sectors as defining a public health regulatory institution. These areas are Assessment, Policy Development, and Assurance. The three areas of activity are interdependent and form a feedback loop.

Fig. 5 NATIONAL ACADEMY OF SCIENCES - PUBLIC HEALTH MODEL

Data-Driven Decision-Making and the Public Health Information System (PHIS)

FSIS is working to further ensure that its policy and management decisions are based upon data supported by innovative technology. This "data driven decision-making" will enable the Agency to more quickly and effectively respond to indications of risk to human health. FSIS will increasingly rely on a robust data management and proactive decision-making tool—the Public Health Information System (PHIS). PHIS automates and integrates FSIS' systems into one comprehensive easy-to-use data analytics tool and facilitates the sharing of data among inspection personnel, their managers, and headquarters on a daily basis. PHIS operates through four components—domestic inspection, import activities, export activities, and predictive analytics. PHIS is a powerful decision-making tool to further help the Agency protect public health.

The Public Health Model

1. The first area, "Assessment," is the activity by which known or potential public health problems are identified and assessed with respect to the magnitude of the problem and the potential impact on public health. Assessment is carried out using the latest surveillance and testing methods to gather data for conducting the analyses, including quantitative risk assessments, forecasting models, data-mining, and trend analysis.
2. The second area is "Policy Development." The word "policy" includes legal regulations, guidance and other rules, documents and strategies issued by FSIS. Policy development is defined as the process by which society makes decisions about problems, chooses goals and the proper means to reach them, handles conflicting views about what should be done, and allocates resources to deploy those policies. The Agency's policies serve to translate issues affecting public health into a course of action that minimizes the risk of foodborne illnesses.
3. The third area is "Assurance." Assurance is the activity that verifies FSIS performance measures and targets and validates that the Agency is effective in achieving the desired results. This is the function of providing services and implementing Agency policies and procedures to meet public health needs. One aspect of this is done through policy evaluation and the enforcement of established statutory and regulatory responsibilities which hold industry accountable for ensuring that meat, poultry, and processed egg products are safe, secure, wholesome, and accurately labeled. FSIS assurance also occurs through domestic and import inspection activities and verification testing.

The following parts of this Strategic Plan establish the foundation from which FSIS will move forward and provide a road map for the Agency over the next 5 years.

Strategic Theme

Prevent Foodborne Illness

Preventing *foodborne illness* and *protecting public health* is the primary purpose of FSIS. FSIS will continually strive to become *more adaptable* to changing food safety risks, will *educate consumers* on food handling best practices, and work *closely with other organizations* to present a comprehensive approach to preventing illness.

Goal 1:

Ensure that food safety inspection aligns with existing and emerging risks

FSIS will strategically employ resources across the Farm-to-Table Continuum in order to target existing and emerging risk.

FSIS will continue to target existing and emerging risks through the following series of actions. First, the Agency will collect and analyze data on food safety hazards across the Farm-to-Table Continuum. Second, scientific, analytical, and policy resources from inside and outside the Agency will create a hazard profiling system based upon the data analysis and risk assessment disciplines. Finally, FSIS will allocate its inspection, investigation, sampling, and information architecture resources in accordance with the hazard profiling system.

"The nature of the risks causing foodborne illness is dynamic, and, thus, FSIS must be a similarly dynamic organization that effectively changes its response along with every shift in the food safety landscape."

(FSWG Report, 2010)

Outcome 1.1

Minimize existing and emerging food safety hazards through the most effective means

FSIS will develop policies and implement methodologies that effectively and efficiently utilize resources to mitigate or counter new and existing food safety hazards.

■Corporate Performance Measure	Baseline FY 2007-2009	Target FY 2016
Total number[2] of *Salmonella, Lm,* and *E. coli* O157:H7 illnesses from products regulated by FSIS.	436,401	363,547

[2] These numbers differ from baseline and target numbers included in the USDA FY2010-2015 Strategic Plan as they reflect an updated methodology and new data.

Outcome 1.2

Resources are targeted to existing and emerging risks

We will prioritize work efforts to reduce contamination and prevent foodborne illness. Relatively greater risks to food safety will receive proportionately greater levels of FSIS resources.

■**Supporting Performance Measure**	Baseline CY 2010	Target FY 2016
Domestic: Percentage of domestic establishments that meet the "for cause" Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year.	1.8%	1.5%

■**Supporting Performance Measure**	Baseline FY 2010	Target FY 2016
Imports: Percentage of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year (*target reflects fluctuating numbers of countries eligible to ship to the U.S.).*	<20%	<20%

Coast to Coast

FSIS has a strong inspection workforce. The Agency has nearly 8,000 full-time and other inspection personnel in approximately 6,200 federally inspected establishments.

Outcome 1.3

Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum

FSIS will ensure that food safety risks are prevented or otherwise mitigated not only during slaughter and processing, but also across the whole of the Farm-to-Table Continuum.

■**Supporting Performance Measure** Percentage of priority in-commerce facilities (e.g., warehouses, distributors and transporters) covered by surveillance activities.	Baseline to be established by end of FY 2012	Target FY 2016 85%
■**Supporting Performance Measure** Percentage of follow-up surveillances resulting in compliance.	Baseline CY 2009-2010 77%	Target FY 2016 82%

Goal 1: Ensure that food safety inspection aligns with existing and emerging risks

Strategy 1

Collect data on FSIS activities across the Farm-to-Table Continuum and develop annual sampling plan

FSIS will collect, analyze, and report surveillance, investigation, enforcement, and other data on activities and food safety risks from across the Farm-to-Table Continuum. The Agency will identify and fill gaps in data collection along the Continuum. Using the results of the data collection activities, FSIS will develop and maintain an annual sampling plan, informed by public health partners, that measures existing and emerging food safety hazards. The annual sampling plan will measure food safety hazard levels, such as levels of *E. coli* O157:H7 in ground beef, at critical points along the Continuum.

Strategy 2

Create a hazard profiling system

Using the results of the annual sampling plan, FSIS will create a hazard profiling system to indicate the relative risks associated with different food safety hazards (e.g., *Salmonella*). In addition, it will evaluate the relative financial costs involved in mitigating the various existing and emerging hazards within the Agency's purview. FSIS will use a profiling system to rank food safety hazards relative to one another. In this way, the Agency can make informed decisions on how best to allocate resources according to differing levels of hazard.

Strategy 3

Allocate resources in accordance with the hazard profiling system

FSIS will align internal resources and implement changes based on a hazard ranking system. For example, if previously unknown risks are discovered within the processing phase of food production, this could justify the use of altered inspection methods at that point. Similarly, FSIS could also scale back activities that solely pertain to the inspection of products based on taste and/or product quality (e.g., product defects, factors deemed unfit for consumption, etc.). While these factors are relevant to issues of product desirability at the business level, they do not necessarily have an impact on food safety.

Goal 2:

Maximize domestic and international compliance with food safety policies

FSIS will enhance compliance of domestic- and foreign-produced products with safety regulations and guidance. It will do this by providing clearly written guidance to the domestic industry and to foreign countries. FSIS will also ensure adherence to humane handling, as well as "other consumer protection" requirements and food labeling regulations and policies.

Criteria for measuring equivalence of a foreign food safety system will be more closely aligned with existing and emerging domestic food safety regulations and policies. FSIS will improve the methods used by industry to prevent the contamination of the food supply and seek to continuously increase the number of facilities that have adopted Food Defense Plans (FDPs). It will engage countries through outreach activities to encourage implementation of a process to protect product from intentional contamination.

One of its main responsibilities is to regulate the domestic meat, poultry, and processed egg products industry by developing policies to minimize consumer exposure foodborne illnesses. As a result of domestic policy, criteria are developed and applied to foreign country food safety systems so that the consumer feels confident about the safety of the food derived from imported products.

Of plants regulated by FSIS, 97 percent of large plants have a functional Food Defense Plan in place, compared with 82 percent of small and 64 percent of very small establishments.

(FSIS, 2010)

Outcome 2.1

Domestic- and foreign-produced products meet food safety performance standards

FSIS will continuously evaluate and develop new methods of gaining compliance with relevant food safety standards.

Corporate Performance Measure

Percentage of broiler plants passing the carcass *Salmonella* verification testing.

Baseline CY 2010	Target FY 2016
87%	95%

Outcome 2.2

Humane handling and slaughter practices are a central focus of establishment employees as evidenced by the awareness of proper procedures and the implementation of a systematic approach to humane handling

This performance measure will capture the extent to which industry is implementing a systematic approach to humane handling.

■Corporate Performance Measure	Baseline CY 2008-2009	Target FY 2016
Percentage of slaughter plants identified during District Veterinary Medical Specialist (DVMS) humane handling verification visits as having an effective systematic approach to humane handling (all four elements of a systematic approach implemented).	28%	50%

Outcome 2.3

Food protection and handling systems ensure protection against intentional contamination

FSIS will ensure that facilities implement safeguards and systems to protect food from contamination by people who might try to intentionally and maliciously harm consumers.

■**Corporate Performance Measure** **Percentage of all official establishments with a functional Food Defense Plan.**	Baseline FY 2010 74%	Target FY 2016 90%
■**Supporting Performance Measure** Percentage of food defense practices implemented at in-commerce facilities.	Baseline CY 2010 91%	Target FY 2016 91%
■**Supporting Performance Measure** Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination.	Baseline to be established by end of FY 2012	Target FY 2016 90%

Goal 2: Maximize domestic and international compliance with food safety policies

Strategy 1

Establish performance baselines

FSIS will identify and establish relevant performance baselines for regulated products throughout the Farm-to-Table Continuum. The Agency will ensure that the best available science and information are used to inform the determination of each baseline. FSIS will consult with relevant stakeholders when developing performance baselines and provide venues for public comment and feedback. It will ensure that domestic- and foreign-produced products meet food safety standards.

Strategy 2

Oversee compliance with food safety, humane handling and other consumer protection standards

FSIS will expand successful initiatives and develop new initiatives that direct food establishments to comply with safety regulations. FSIS will continuously evaluate existing initiatives, promote the *Salmonella* Initiative Program and small plant outreach initiatives. New initiatives will generally commence as pilot programs, and successful pilots will be rolled out on a broader scale. The Agency will also encourage businesses to develop other consumer protection process control plans, including humane handling and accurate labeling, and perform their own quality control activities backed by FSIS verification.

The Humane Methods of Slaughter Act states that the handling and slaughtering of livestock are to be carried out only through humane means.

Strategy 3

Protect the food supply against intentional harm

FSIS will encourage the adoption of Food Defense Plans (FDPs) across all parts of the Farm-to-Table Continuum. The Agency will reach out to small and very small establishments that may require assistance in implementing FDPs. In addition, FSIS will better target food defense efforts toward those facilities that have not yet adopted a FDP and increase the effectiveness of State efforts to encourage the adoption of FDPs. It will investigate new methods, safeguards, and systems for protecting product against intentional harm and encourage their implementation at relevant facilities as appropriate.

Goal 3:

Enhance public education and outreach to improve food-handling practices

FSIS will strive to continuously increase consumer awareness of food safety best practices with the intent to improve "in-home" food-handling behavior. Public education and outreach initiatives will place an emphasis on connecting with vulnerable and underserved populations.

FSIS will work to ensure that all populations along the Farm-to-Table Continuum receive valuable food safety information. Our work will involve educating consumers about the importance of safe food handling and how to reduce the risk of foodborne illnesses. This means information to keep food safe is easily accessible to the public, especially the most vulnerable populations. By using different mediums and creative approaches, more and different segments of the population will be better able to protect themselves and their families from foodborne illness.

Outcome 3.1

Consumers, including vulnerable and underserved populations, adopt food safety best practices

The Agency will investigate prevalent consumer behaviors that have an adverse impact on food safety and identify ways in which consumers can improve "in-home" food preparation and handling practices. The performance measure target is influenced by information in the Healthy People 2020 Initiative, the ability of FDA and FSIS to undertake survey research, and funding.

■**Corporate Performance Measure**

Average percentage of consumers who follow the four key food safety "best practices" (i.e., clean, separate, cook and chill) and thermometer use.

Baseline CY 2006	Target FY 2016
75%	79%

Outcome 3.2

Consumers have effective tools and information to keep "in-home" food safe

FSIS will provide consumers with effective tools and important information on food safety in formats that are easily understood and readily accessible.

■Supporting Performance Measure

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook and chill; thermometer use):

FSIS Electronic Media Outreach:		
• *Visits to FSIS Web site*	Baseline CY 2010 17,671,000	Target FY 2016 23,000,000
• *YouTube Views*	Baseline CY 2010 35,487	Target FY 2016 46,100
• *Twitter Followers*	Baseline CY 2011 112,000	Target FY 2016 145,000
Visitors to USDA Food Safety Discovery Zone	Baseline CY 2010 434,480	Target FY 2016 500,000

USDA Food Safety Discovery Zone

Also known as the Food Safety Mobile, it travels to State fairs, public events, supermarkets, and schools around the country. Its goal is to provide visitors of all ages with interactive and fun experiences that teach them how to Fight BAC!® bacteria that cause foodborne illnesses.

Goal 3: Enhance public education and outreach to improve food-handling practices

Strategy 1

Perform consumer research and evaluate best practices

Being "food safe" means preventing illness through four easy steps: clean, separate, cook, and chill. FSIS will provide food safety education around "clean, separate, cook, and chill" in order to influence and improve consumer food safety behavior. While resource dependent, it will perform consumer research and evaluate food handling and preparation best practices based upon the best available information. Following Federal information collection procedures, FSIS will collect annual data on consumer food-handling and preparation techniques, and expand FDA and the International Food Information Council (IFIC) surveys to incorporate more questions associated with "in-home" food safety practices. Working with the media, including celebrity chefs, FSIS will model optimal consumer handling and preparation practices. Agency analysts will describe how various populations – including vulnerable and underserved groups – understand food safety best practices. In this manner, it can better target populations most in need of food safety guidance with relevant and custom-tailored communications.

1 *in* 6

Every year, roughly one in six American consumers become sick from eating contaminated food.

(CDC, 2010)

Strategy 2

Deliver food safety messages that are easily understood and readily accessible

FSIS will produce and deliver simple, easy-to-understand communications to targeted populations using relevant forms of communication (e.g., social media). FSIS will locate information on food handling and preparation best practices, foodborne illnesses, and food safety risks in physical (e.g., school libraries) and virtual (e.g., the FSIS Web site) locations that are easily accessible. The Agency will maximize partnerships to reach target populations, improve information transparency, and increase exposure to food safety messages and best practices. In addition, FSIS subject matter experts will regularly communicate important food safety message via lectures and other opportunities for public education.

CLEAN

SEPARATE

COOK

CHILL

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Goal 4:

Strengthen collaboration among internal and external stakeholders to prevent foodborne illness

FSIS will work with stakeholders to prevent and respond to intentional and unintentional food safety hazards.

Preventing foodborne illness is a goal FSIS shares with many other agencies and organizations. FSIS stakeholders can contribute needed expertise and resources to this common effort. In working together with FSIS through a variety of means, they become valuable partners in achieving this important national goal.

Outcome 4.1

FSIS maximizes relationships with public health and food safety partners (i.e., large, small, and very small regulated establishments; other Federal, State, and local agencies; consumer groups; academia; and other food safety stakeholders) to enhance the food safety system

FSIS will improve collaboration with key Federal partners such as the FDA and CDC, in its ongoing efforts to prevent foodborne illness. One important way will be by working with FDA, where feasible, in its implementation of the Food Safety Modernization Act in identifying opportunities to strengthen process control throughout the Farm-to-Table Continuum.

The Agency will also seek to influence research and leverage food safety research completed by other public health and food safety partners to improve its ability to protect public health.

FSIS will continue its outreach program to small and very small establishments, resulting in greater compliance by these establishments with FSIS regulations and improved food safety.

■**Supporting Performance Measure** *Research:* Percentage of time products from three research agencies (i.e., Agricultural Research Service, Economic Research Service, and National Institute of Food and Agriculture) used by FSIS and shared with stakeholders.	Baseline to be established by end of FY 2012	Target FY 2016 25% *over baseline*
■**Supporting Performance Measure** *Key Federal partners FDA and CDC:* Percentage of results from interagency collaboration on analytics used in FSIS policy.	Baseline to be established by end of FY 2012	Target FY 2016 95%
■**Supporting Performance Measure** *Small and Very Small Plants:* Percentage of identified opportunities realized to improve information sharing.	Baseline to be established by end of FY 2012	Target FY 2016 75%

Goal 4: Strengthen collaboration among internal and external stakeholders to prevent foodborne illness

Strategy 1

Foster information sharing

FSIS will encourage all stakeholders to share relevant and timely information with other food safety partners across the Farm-to-Table Continuum. This information, including scientific advancements and improved food safety practices, will be used to better understand pathogens, impediments to food safety practices, and improve inspection and enforcement activities. The Agency will also identify Federal, State, and local agencies, as well as industry practices, that it may adopt or adapt to improve Agency performance or conserve resources.

Strategy 2

Develop new approaches for seeking stakeholder input and feedback

FSIS will work to identify best practices and proven techniques from other government agencies and the private sector that could be used by FSIS to improve its ability to gather stakeholder feedback. The Agency will also work to use that feedback to improve its efforts to prevent foodborne illness. FSIS will liaise with industry and consumer groups to further encourage stakeholder input. The Agency will use this feedback to continuously improve its performance.

Strategy 3

Seek new means for effectively interacting with small and very small establishments

FSIS will look to other Federal agencies that regulate small businesses, or private companies that interact with small businesses, to identify additional opportunities and methods for sharing guidance and informational materials with small and very small establishments.

Strategic Theme

Understand and Influence the Farm-to-Table Continuum

FSIS will seek to fully understand the *epidemiology of illness* and those factors influencing food safety issues. To gain this insight, *FSIS will optimize its use of science and data* to fully understand the environment in which FSIS operates.

Goal 5:

Effectively use science to understand foodborne illness and emerging trends

FSIS will continuously improve its analytic, forecasting, and traceback capabilities and methods based on supportable science and current data. It will identify ways in which emerging trends (e.g., consumption patterns, methods of distribution, the increasing virulence of certain pathogens, and the evolving global supply chain) influence food safety and defense.

FSIS has scientists who track known and emerging hazards in the foods it regulates. In turn, its scientists are connected to the broader community of scientists (in universities and industry) whose work is devoted to developing ways to reduce hazards in meat, poultry, and processed egg products.

There are many potential hazards in food. Science must form the basis for policies that the FSIS creates and the steps that the food-producing industry takes as a result of FSIS policies. FSIS is a leader in using traditional risk-assessment techniques to predict both the public health risk associated with foodborne hazards and the effect that intervention strategies can have in improving food safety.

Finally, the Agency is preparing for new or previously unrecognized hazards by developing new techniques, tools, and risk profiles to determine the potential impacts of these hazards on public health and ways to ensure that these impacts do not materialize.

FSIS strives

to ensure that food safety policies and regulations are informed by Agency scientific analyses.

Outcome 5.1

FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks

FSIS will continuously analyze and synthesize data and external sources of information on food safety and defense hazards and risks. Through this pursuit, FSIS will develop a comprehensive understanding of the hazards. Its scientific agenda will be closely aligned with guiding policies to reduce food safety risks from known and emerging hazards. Its targets reflect a very high alignment between the development and use of scientific information to guide policies.

■Supporting Performance Measure Percentage of annual science agenda completed and number of agenda items initiated.	Baseline to be established by end of FY 2012	Target FY 2016 95%
■Supporting Performance Measure Percentage of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.	Baseline to be established by end of FY 2012	Target FY 2016 95%

Outcome 5.2

FSIS increases the application of cutting-edge science across the Farm-to-Table supply chain to improve public health

FSIS will draw on all available data sources and information to continually improve how food supply chain systems, demographic trends, people's behaviors, and other emerging macro trends influence food safety and defense. The Agency will work to address scientific data gaps through research and coordination with a wide range of food safety partners.

FSIS will continue to ensure that food safety policies and practices are based on a scientific understanding of foodborne hazards and public health risks. This will involve both training its workforce and more widely communicating scientific information pertaining to food safety.

1 in 5

"By 2015, it is estimated that one in five Americans will be over the age of 60 and therefore more susceptible to certain types of infections."

(FSWG Report, 2010)

■Supporting Performance Measure

Percentage of identified public health and food safety gaps addressed across the Farm-to-Table Continuum.

Baseline to be established by end of FY 2013

Target FY 2016
60%

Goal 5: Effectively use science to understand foodborne illness and emerging trends

"Over the last decade, a perfect storm has gathered to challenge our food safety system. The storm includes new disease agents; an increasingly globalized food supply chain; changes in the U.S. population; and new dietary patterns."

(FSWG, 2010)

Strategy 1
Identify data collection techniques

FSIS will conduct a gap analysis to identify key data collection techniques and system improvements needed to better understand and analyze data. It will look to integrate data from new internal and external sources into its PHIS system to develop a more complete understanding of the Farm-to-Table Continuum and, therefore, improve its role in ensuring the production of safe food. Once primary data collection techniques are identified, the Agency will develop and maintain a plan for conducting food safety and vulnerability assessments of biological, chemical, and physical hazards across Federal, State, and international systems. As part of this assessment, FSIS will determine where and how food safety hazards enter the food supply chain.

Strategy 2

Improve the understanding behind drug-resistant pathogens

FSIS will improve its understanding of the effect anti-microbials have on the virulence and drug resistance of different pathogens. In addition, FSIS scientists and analysts will help to advance the science behind drug-resistant pathogens and the understanding of the means to prevent and reduce contamination of the food supply. FSIS will also work with its food safety partners, including FDA, CDC, and the USDA Agricultural Research Service, on this topic.

Strategy 3

Understand existing and emerging trends

FSIS will assess the health-related risks of changing consumption patterns, methods of distribution, pathogen adaptation, and the evolving global supply chain. In particular, FSIS analysts will investigate the various ways in which America's aging population and tendency to eat outside the home could affect food safety policy and public health concerns in the future.

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Goal 6:

Implement effective policies to respond to existing and emerging risks

FSIS will ensure food safety hazards are effectively and comprehensively mitigated using supportable science. The Agency will develop and use effective policies and strategies through a variety of approaches.

A critically important part of what FSIS does is developing and implementing policies and solutions to address food safety issues. FSIS will continue to utilize a risk-based approach to develop and implement effective policies to address existing and emerging issues in collaboration with stakeholders. The Agency will keep abreast of current research and other developmental activities and continuously assess whether regulatory standards and guidance materials need revision. It will do this using a risk analysis framework that includes developing, implementing, and measuring the effectiveness of policies.

Protecting Public Health

"And so our mission, our goal in USDA's Office of Food Safety, is protecting the health of more than 300 million Americans. We are committed to that single purpose."

(Dr. Elisabeth Hagen, 2010)

Outcome 6.1

Public health risks are mitigated through effective strategies based on the best available information

FSIS will develop policies, regulations, and strategies to mitigate, prevent, and respond to existing and emerging risks based on a comprehensive understanding of relevant food safety and public health issues and risks. Supported by analysis of PHIS data, FSIS will be able to shorten the time to ascertain whether a policy is effectively implemented to a monthly rather than quarterly basis, for those issuances that are predesignated to have a significant impact on public health.

	Baseline CY 2010	Target FY 2016
■**Supporting Performance Measure** Percentage of food safety appeals granted (categories of appeals in which FSIS actions were misapplied or poorly supported and overturned by a higher-level supervisor).	41%	39%
■**Supporting Performance Measure** Percentage of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year).	74%	78%
■**Supporting Performance Measure** Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.	Baseline FY 2011 Quarterly	Target FY 2016 Monthly

Goal 6: Implement effective policies to respond to existing and emerging risks

Strategy 1

Develop clear processes and procedures for policy development

FSIS will fully utilize the data available in PHIS and other internal data sources to guide policy and strategy development. It will integrate data gleaned from all relevant sources (e.g., the Agency, industry, State and local governments, international entities, consumer groups, etc.) within the policy and strategy development process. Lastly, the Agency will define and stringently follow clear plans and timelines on how to develop, review, and solicit feedback on proposed policies and strategies.

Strategy 2

Create a clear framework for the evaluation of policies and strategies

FSIS will develop a framework detailing the criteria for the ongoing evaluation of policies and strategies. In part, the Agency will implement policies and strategies based upon the potential impact on public health and feasibility. It will also define other relevant criteria for the ongoing analysis and evaluation of the merits of policies and strategies. After implementation, FSIS will continuously evaluate each policy and strategy's effect on mitigating relevant food safety hazards.

Strategy 3

Develop a multi-scenario emergency response plan

FSIS will develop a comprehensive and effective emergency response plan and seek to continuously improve it. The plan will detail a series of process steps and procedures governing the Agency’s response to various types of foodborne illness outbreaks and instances involving food supply contamination due to a disaster. As part of the plan, FSIS will define how it can best and most appropriately communicate with other stakeholders.

Strategic Theme

Empower People and Strengthen Infrastructure

All *FSIS employees deserve to take pride in the fact that their jobs help to prevent foodborne illness.* FSIS will *hire* the appropriate people, *train* them correctly, and *ensure* that they have *the right tools and technology* to perform their jobs. Each FSIS employee *contributes to the success* of the entire Agency.

Goal 7:

Empower employees with the training, resources, and tools to enable success in protecting public health

FSIS will create an engaged workforce focused on protecting public health and foster a safe and healthy environment for its employees. The Agency represents a single, unified team and will use feedback from all employees across the organization to inform management decisions. FSIS will continuously improve training opportunities and recruitment processes, as well as promote diversity across the organization.

It is not just financial and technological capital that provide and enable success. People, or human capital, are equally if not more important. Without attracting and retaining the right people, in the right jobs, with the right skills and training, an organization cannot succeed. Having highly skilled employees is recognized as an organization's most important asset. As the Federal government and FSIS face limited resources in the future to meet their mission, the workforce will be asked to do more with less. It will need to be trained to do multiple jobs in order to meet human resource requirements for completing the mission. The importance of the FSIS human resource capability cannot be underestimated in meeting the goals of its Strategic Plan.

FSIS will take proactive steps to ensure the agency maintains a Model Equal Employment Opportunity Program for all employees and applicants for employment. The Agency will build an infrastructure to promote and sustain diversity and inclusion initiatives that integrate EEO into the Agency's strategic mission and leverage the diversity of the FSIS workforce. The Agency will place the Civil Rights Director under the direct supervision of the Administrator and include the Director in Agency strategic planning efforts. The Agency will regularly evaluate its employment practices to identify barriers to equality of opportunity for all individuals. By the end of FY 2013, FSIS will complete a thorough Agency-wide barrier analysis and implement an action plan to eliminate those barriers to equal access and opportunity.

One of the largest food safety inspection forces in the Federal government, FSIS employs professional, scientific, technical and other personnel.

Outcome 7.1

Each employee understands how he/she impacts public health

All FSIS employees see themselves as contributing to the prevention of foodborne illness through his or her respective role. FSIS is increasingly seen and known as having "one team, one purpose" pursuing the protection of public health.

■**Supporting Performance Measure** Average score on the Annual Employee Viewpoint Survey for questions related to workers' understanding of their impact on public health.	Baseline FY 2010 89%	Target FY 2016 93%

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission

FSIS will provide its employees with the appropriate training, information, technology, and other tools needed to excel in their positions and, thereby, serve the FSIS mission.

■**Supporting Performance Measure** Percentage of competency gaps closed for targeted groups.	Baseline to be established by end of FY 2012	Target FY 2016 20% *Decrease in competency gap between 2010 and 2016*
■**Supporting Performance Measure** Percentage of all eligible FSIS employees with an Individual Development Plan (IDP) in place.	By *the end of* FY 2011 80%	Target FY 2016 100%
■**Supporting Performance Measure** Percentage of all managers/supervisors that complete three (3) hours of EEO training--annually.	By *the end of* FY 2013 60%	Target FY 2016 95%
■**Supporting Performance Measure** Percentage of all non-managers/non-supervisors that complete two (2) hours of EEO training—annually.	By *the end of* FY 2013 40%	Target FY 2016 90%

Outcome 7.3

FSIS has a diverse, engaged, high-performing, and satisfied workforce

FSIS will hire and retain a diverse and talented workforce, dedicated to preventing foodborne illness and protecting public health. Leadership and management will foster a safe and inviting work environment and continually seek to improve worker satisfaction. FSIS will demonstrate a commitment to equal employment opportunity (EEO) and eliminate potential EEO barriers, in accordance with EEO Commission Management (MD) Directive-715, that it identifies in its operation.

■**Supporting Performance Measure** Percentage of workplace injury/illness cases.	Baseline CY 2010 6.4%	Target FY 2016 5.8%
■**Supporting Performance Measure** Annual rate of staff vacancies.	Baseline FY 2011 7%	Target FY 2016 6%
■**Supporting Performance Measure** Ranking in the Partnership for Public Service's Annual Report, *Best Places to Work in the Federal Government*.	Baseline FY 2010 91st *of* 224	Target FY 2016 75th *of* 224 *(Top one-third)*
■**Supporting Performance Measure** Increase the hiring rate of Persons with Targeted Disabilities.	By *the end of* FY 2013 2%	Target FY 2016 TBD (By the Department)

"Every one of us is looking out for someone's child, someone's parent, someone's pastor, loved one, or friend. We're all responsible for the safety of food on American tables."

(Dr. Elisabeth Hagen, 2010)

Goal 7: Empower employees with the training, resources, and tools to enable success in protecting public health

Strategy 1

Seek employee feedback and build a talented, engaged, and diverse workforce

FSIS management and leadership will obtain employee feedback – from all levels of FSIS – on how they view their respective roles in protecting public health. It will also define training, outreach, and other human resource policies to bridge any gaps identified from the feedback.

The Agency will provide training to improve workers' problem-solving skills. Training will link particular problems and situations to available internal and external resources and promote increased worker self-sufficiency. FSIS leadership and management will communicate findings concerning food safety hazards to relevant FSIS workers and deliver the "one team, one purpose" message across all FSIS. To further facilitate the prevention of foodborne illness and the protection of public health, FSIS will develop and maintain an optimal recruitment system that drives higher employee satisfaction. This system will better ensure that workers are operating within a safe and healthy environment.

FSIS will work to create effective recruitment and outreach strategies to attract a diverse pool of high performing candidates and employees, including executives, with the skill sets essential for performance of the agency's mission.

Cultural Transformation

is the process of creating an employee-friendly workplace where employees experience equity of opportunity for success.

Strategy 2

Continually improve employee satisfaction and effectiveness

FSIS will update its defined worker core competencies and align employees throughout the Agency with this new set of competencies. These core competencies will create an environment in which job satisfaction is the norm, and all employees work in a place where they feel confident of being treated with dignity and respect.

FSIS will strengthen employee knowledge through training and skills development in EEO, Civil Rights and diversity, emphasizing the prevention of harassment and employee EEO rights. Additionally, the Agency will provide employees with information regarding the use of the Alternative Dispute Resolution (ADR) process to resolve EEO and non-EEO disputes, which will create a win-win situation for all parties involved.

FSIS will assess the level of achievement of defined core competencies across the organization to better determine strategic training needs. The Agency will also close gaps in core competencies through training, recruitment, and recognition of quality work. FSIS will seek to understand and adapt best practices from high-performing organizations that have proven successful in motivating employees and improving job satisfaction.

Goal 8:

Based on the defined Agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals

FSIS will evaluate, adopt, and apply innovative methods, processes, or technologies, including the Public Health Information System (PHIS), to minimize food safety hazards and serve the Agency's mission.

FSIS uses a variety of methods and technologies to support its mission. PHIS is the latest system that FSIS is bringing to bear to improve its data management capabilities. Accomplishing the mission requires FSIS to use its resources as effectively and prudently as possible. In doing so, FSIS must make continuous improvement a basic principle of how it operates. By continuously evaluating and improving the technologies and methodologies FSIS employs, the Agency will better leverage its resources. The Agency will become more effective and efficient in verifying that establishment operations are well controlled, that only safe product enters commerce, and that, should adulterated product enter commerce, it is removed before it can have adverse effects.

Outcome 8.1

Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies

FSIS will implement valuable and cost-effective business technologies and methodologies that help to carry out daily operations or otherwise improve food safety.

■**Supporting Performance Measure** Percentage of innovative processes, methodologies, or technologies for which the Agency has established a baseline.	Baseline to be established by end of FY 2013	Target FY 2016 25% *above baseline*
■**Supporting Performance Measure** Percentage of innovative processes, methodologies, or technologies that, once employed, are evaluated by the Agency.	Baseline to be established by end of FY 2013	Target FY 2016 80%

Outcome 8.2

Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS.

The Agency will research, evaluate, and remain up to date on the latest technologies, methodologies, and innovations that could be of use in mitigating or preventing food safety hazards. FSIS will evaluate the potential for new technologies, innovations, and methodologies to meet internal needs.

■Supporting Performance Measure

Percentage of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission.

Baseline to be established by end of FY 2013

Target FY 2016
80%

Goal 8: Based on the defined Agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals

FSIS will work to ensure the application of a "life-cycle" concept (i.e., business processes and technologies support continuous innovation) between outcomes so that they are in alignment and their interdependencies are clear. Once new or innovative mission-supporting processes, methodologies, and technologies are put in place, they will be regularly evaluated. The Agency will develop new and leverage existing data streams and baselines to support analysis. This analysis will be used to transparently demonstrate how innovative technologies are enabling FSIS to better protect public health in an efficient and effective way.

Strategy 1
Promote the adoption of technological skills and understanding across the Agency

FSIS will research and evaluate new technologies and methodologies designed to reduce or prevent food safety hazards. It will conduct on-going, internal gap analyses and perform external scans to determine areas where new technologies and methodologies could potentially improve FSIS' effectiveness in protecting public health. FSIS will create policies and strategies (e.g., outreach and training) that explain why and how new technologies and methodologies improve public health. In this manner, employees will be able to better understand their role in preventing foodborne illness and gain a more thorough understanding of the uses of available tools and resources. In a similar regard, management will regularly verify that workers understand the methods, uses, and applications of relevant technologies.

FSIS will also work to develop stakeholder profiles (also called personas and customer or audience profiles) to help systems

To ensure investments have appropriate business cases for senior leadership approval, as well as appropriate metrics to ensure mandatory federal-level monitoring by the Office of Management and Budget, the Agency will review existing processes and:

1. Develop and establish a process for evaluating business cases;
2. Ensure all new proposed investments have business cases that have been evaluated;
3. Develop a baseline forecast (opportunity matrix) of technology mapped against high-level business needs;
4. Ensure all approved business cases have data streams that can be used to evaluate return on investment;
5. Develop return on investment performance metrics for monitoring and analysis; and
6. Develop criteria for approving business cases.

designers better create technology based on mission needs and expectations. As hypothetical "stand-ins" for actual visitors, stakeholder profiles help envision real customers, their goals, and their expectations. FSIS can then synthesize and segment key information into clear portraits of typical users to create or select new technology.

Strategy 2

Fully implement PHIS and continually perform cost-benefit analyses on existing and new technologies and innovations

FSIS will fully implement PHIS and develop a process that details how to seek out relevant new technologies/innovations and compare the costs and benefits associated with new technology/innovation implementation to the maintenance of existing technologies/innovations. Technology and information specialists and financial (i.e., capital budgeting) professionals will work together to determine the added value entailed in pursuing various technological/innovation options that could improve food safety and public health.

To improve effectiveness and limit the adverse financial impact associated with large-scale technology implementations, FSIS will run pilot studies on a select number of new technologies and methodologies each year to decide upon larger technological and innovation program rollouts.

To ensure consistency, performance and continuous improvement, FSIS will:

1. Develop and establish a process for evaluating technical projects in production with approved business cases including: criteria for continued resourcing or funding projects with approved business cases; baseline return on investment metrics for PHIS; and ROI criteria and metrics for approving resources and funding for future PHIS enhancements. The Agency will leverage the new, OMB-mandated “TechStat” process;
2. Ensure all technical projects with approved business cases have a chartered user group; and
3. Compile and review customer satisfaction scores quarterly.

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Part III:

Putting the Plan into Action

EACH AND EVERY ACTION FSIS takes is directed toward preventing foodborne illness and remains firmly committed to this ultimate goal. The Agency will accomplish its mission by ensuring that meat, poultry, and processed egg products are safe, wholesome, and correctly labeled. FSIS seeks to reduce the contamination of these food products and, thereby, prevent foodborne illness and earn the public's trust. The Agency's Cultural Transformation initiative and focus on performance, measurement, and results will also serve to create a more satisfied, engaged, and empowered workforce uniquely dedicated to protecting public health. Moreover, FSIS' unwavering commitment to performance improvement and measurement will demonstrate to the public that it is making continuous improvement toward achieving its vision, mission, and strategic goals.

The primary purpose of this Strategic Plan is to define the Agency's strategy for ensuring that meat, poultry, and processed egg products are safe for consumption and establish a means by which to measure progress over time. To ensure the relevance and successful deployment of this plan, effective strategies for communication, implementation, and assessment are required.

Communication

Accomplishing the strategic goals and executing the strategies set forth in this plan requires a coordinated effort by all FSIS employees. To educate employees regarding appropriate roles

in the implementation process, FSIS will develop a range of communication products and feedback loops to ensure that key goals, targets, and messages included in this plan are conveyed and understood by its employees. FSIS will also post a copy of the Strategic Plan on the Intranet for all employees and on its Web site for key stakeholders and the public to review. Both employees and stakeholders are highly encouraged to read and discuss their thoughts on the FSIS Strategic Plan. The Agency will also engage in public conversations with its food safety partners concerning the plan.

Implementation

Implementation of the FSIS Strategic Plan will be accomplished primarily through the strategies outlined under each of the eight strategic goals.

The development of clear goals, outcomes, performance measures, and strategies to achieve targets over time provides FSIS with a clear road map to accomplish its core mission for the American public. The Agency will work to ensure that steps are taken to achieve set targets in accordance with existing FSIS requirements, internal performance measures, and reporting activities.

Assessment

FSIS will be proactive in ensuring the continued applicability of its 5-year Strategic Plan. Specifically, the Agency recognizes that updating its Strategic Plan is in accordance with changes in Federal mandates and departmental compliance requirements.

Concluding Thoughts

FSIS remains committed to preventing foodborne illness and achieving its mission, to "***Protect consumers by ensuring that meat, poultry, and processed egg products are safe, wholesome, and correctly labeled.***" FSIS holds a long-term commitment to continuously reevaluate and seek to change any policies, legislation, resource constraints, or ineffective strategies that prevent it from achieving its vision and mission to the maximum extent possible. The process, consumer, management and human capital-related strategies outlined in this plan will create enduring pathways for success.

Part IV:

Appendices

Appendix A:
Trends and Factors Impacting FSIS

FSIS OPERATES IN A CONTINUOUSLY CHANGING LANDSCAPE of food safety and in a world increasingly dominated by the global marketplace. In the words of the President's Food Safety Working Group (FSWG), "Over the last decade, a perfect storm has gathered to challenge our food safety system." Among other trends, new pathogens are contaminating food products; trade and consumption patterns and hazards are constantly changing; and the American population is in the midst of a demographic shift.

Based on research and internal and external stakeholder interviews, FSIS has identified the following trends and factors that can directly influence the Agency's priorities and goals. The Agency will work to continuously assess its policies and practices to improve operational performance.

Trends and Historical Facts

#1 Certain systems for food safety collaboration are already in place, serving as the beginning of a unified and comprehensive approach to food safety.

A joint effort between USDA, FDA, and CDC, the Foodborne Diseases Active Surveillance Network (FoodNet) provides active surveillance of foodborne diseases and related epidemiologic studies. Information sharing between stakeholders and the coordination of a unified response to foodborne outbreaks are pivotal toward the successful prevention of foodborne illness.

#2 ***The increasingly globalized food supply chain exhibits new and changing risks.***

Food safety efforts are complicated by the diverse agricultural and production methods used in other countries.

#3 ***The continuous adaptation and evolution of pathogens.***

Pathogens continue to evolve and adapt to changing conditions, sometimes increasing their virulence in the process. Certain microorganisms have been unexpectedly found in particular foods, and new pathogens are being discovered that pose a risk for human consumption. In particular, some pathogens are developing resistances to antibiotics. FSIS and other food safety advocates have recognized these trends, and new means of pathogen detection and policy guidance are in development.

#4 ***Changing consumption patterns create dynamic risks.***

More and more people are choosing to eat outside of the home. Workers in food retail tend to have high rates of turnover, and differing systems for training and certifying workers pose further food safety challenges. Changing consumption patterns influence the size and composition of populations vulnerable to foodborne illness.

#5 ***As baby boomers age, the proportion of American people vulnerable to foodborne illness continues to increase.***

The percentage of the American population over the age of 50 continues to increase, in turn increasing the number of Americans vulnerable to foodborne illness.

Internal Factors for Consideration

#1 ***Barriers exist to the reallocation of resources from areas of low food safety risk to areas of high risk.***

FSIS' legal mandate to perform an inspection on *each* animal carcass creates challenges to the Agency's ability to respond to ever-changing food safety risks through a reallocation of resources.

#2 ***FSIS' influence to effect change runs across the entire Farm-to-Table Continuum.***

FSIS holds the regulatory authority to issue regulations and policies that compel and/or encourage changes in food safety practices. In particular, this right does not end with the slaughter and processing phases of food production, but extends through distribution and retail. This provides FSIS with the opportunity to deploy resources and prevent contamination and mitigate harm across the Farm-to-Table Continuum.

#3 ***Challenges associated with determining an optimal methodology for attributing FSIS' actions to reductions in foodborne illness.***

FSIS statisticians and researchers are continuously seeking to improve the statistical methodology with which the organization measures its affect on foodborne illness reduction. This presents a means for the Agency to measure the impact of its activities on the food products subject to FSIS inspection. In developing this understanding, FSIS can begin to evaluate mechanisms to improve collaboration and the relative strengths and weaknesses of its own activities.

#4 ***Challenges involved in conveying messages to a broad based group of employees.***

In some cases, it takes time for messages pertaining to FSIS policies or activities to cascade out to all field employees. FSIS is working to spread a culture of openness and transparency (through a variety of processes) to better ensure that the Agency effectively communicates up and down.

Appendix B:
Management Initiatives

USDA is dedicated to transforming itself into a model organization by strengthening management operations and engaging employees through the implementation of eight management initiatives. As the Department's lead agency for ensuring that the nation's commercial supply of meat, poultry, and processed egg products is safe, wholesome, and correctly labeled and packaged, FSIS is committed to this transformation. The table below illustrates how FSIS' eight strategic goals align with the Department's eight management initiatives.

	FSIS GOALS							
USDA Management Initiatives	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**
Engage USDA Employees to Transform USDA into a Model Agency	●						●	
Provide Civil Rights Services to Agriculture Employees and Customers							●	
Coordinate Outreach and Improve Consultation and Collaboration Efforts to Increase Access to USDA Programs and Services			●	●				
Leverage USDA Departmental Management to Increase Performance, Efficiency, and Alignment		●					●	●
Optimize Information Technology (IT) Policy and Applications	●	●	●	●	●	●	●	●
Enhance USDA Homeland Security and Emergency Preparedness to Protect USDA Employees and the Public	●	●	●	●				
Enhance Collaboration and Coordination on Critical Issues Through Cross-cutting Department-wide Initiatives		●		●				
Optimize USDA "Green" or Sustainable Operations	*FSIS will adhere to USDA's strategy for optimizing "Green" and more sustainable ways to perform its daily operations.*							

Appendix C:
Program Evaluations

Improving FSIS programs and policies is critical in the effort to increase the safety and security of meat, poultry, and processed egg products.

Evaluation is a formal, structured process of gathering and analyzing objective information needed to assess a program or policy. Evaluations provide practical information to assist decision-makers who implement programs and policies, document program success or show how to improve efforts, and supply information to enhance the credibility of programs.

FSIS has a dedicated evaluation staff whose work is an important component of the FSIS management assurance program. FSIS annually performs numerous evaluations, analytical reports, and other types of data analyses at the request of the FSIS Management Council or specific Agency offices. These evaluations focus on three areas:

- Ensuring that programs are effective at improving public health by ensuring a safe and secure food supply;
- Ensuring that Agency resources are used consistently with and efficiently towards accomplishing the Agency's public health mission; and
- Improving accountability through the collection, maintenance, and use of timely information.

FSIS reviewed numerous evaluations in developing this Strategic Plan. The following table highlights a number of these evaluation and studies as they relate to FSIS programs and activities.

Evaluation Title	Description	Result	Date
FSIS Evaluation of Circuit Maintenance Guidelines	FSIS evaluated whether new Circuit Maintenance Guidelines lessened the administrative burden on Frontline Supervisors.	With the evaluation, FSIS was able to determine where administrative burden had been lessened, where it had stayed the same, and work on further improvements.	*November 2010*
The Office of Inspector General (OIG) Audit of FSIS National Residue Program for Cattle	OIG evaluated the efficacy of the FSIS program for monitoring residues in cattle.	FSIS is making improvements to its verification programs for residues, particularly in regard to its cooperative efforts with FDA and EPA.	*April 4, 2010*
The General Accountability Office (GAO) Audit of HMSA Enforcement	GAO examined FSIS enforcement of the HMSA.	FSIS clarified and improved its policies for verification and enforcement of humane handling requirements.	*March 4, 2010*
FSIS Evaluation of Processing Team Inspection	FSIS evaluated the impact of processing team inspection on the quantity and quality of inspection.	FSIS determined that processing team inspection improved inspection and was correlated with establishment performance improvements.	*October 2009*
OIG Audit of FSIS Oversight of the Recall by Hallmark/Westland Meat Packaging Company	OIG evaluated FSIS checks on the recall of beef products from Hallmark/Westland.	FSIS made changes to how it samples firms for recall effectiveness checks.	*October 20, 2009*
GAO Audit of Federal School Meal Programs	GAO assessed recalls of food produced for the school lunch program.	FSIS further clarified its policy for recall effectiveness checks in regard to recalled meat and poultry products produced for the school lunch program.	*August 20, 2009*
OIG Audit of USDA's Controls to Ensure Compliance with Beef Export Requirements	OIG audited FSIS export certification programs and USDA-AMS activities concerning exports.	FSIS is improving its management of the export certification process.	*August 4, 2009*
GAO Audit of the Federal Veterinary Workforce	GAO examined the shortage of Federal veterinarians.	FSIS clarified and improved its policies for veterinarian recruitment and retention.	*February 26, 2009*

FSIS will undertake many new evaluations over the next 5 years. The following table highlights some of the longer-term studies as they relate to FSIS.

Proposed Title/Area of Inquiry	Description	Methodology	Proposed Date
Ongoing and Planned OIG and GAO Audits	OIG and GAO have 12 ongoing and two planned audits of FSIS programs (including the humane handling audit mentioned below).	OIG and GAO audit methods	*Ongoing and CY 11*
OIG audit of industry appeals of humane handling noncompliance records and related enforcement actions	This audit was requested by the Undersecretary for Food Safety to "help determine whether FSIS has adequately handled humane handling violations identified by inspection personnel and challenged by an establishment."	OIG audit methods	*CY 11*
PHIS Training	FSIS is conducting a comprehensive evaluation to determine the efficacy of PHIS training.	Surveys, interviews, data analysis, and direct observation	*Ongoing; to be completed by the end of CY 11 with interim reporting*
Outbreak Investigations	FSIS is conducting an evaluation of outbreak investigations for the President's Food Safety Working Group.	Surveys, interviews and data analysis	*Ongoing with an interim report; to be completed in May 2011*

Appendix D:
Strategic Consultations

It is important to note the various internal and external stakeholders that have provided significant input and feedback for this Strategic Plan. This Strategic Plan was developed in accordance with guidance from the Government Performance and Results Act (GPRA), Office of Management and Budget (OMB), and USDA.

The FSIS strategic planning staff has spoken with representatives from the USDA Office of the Secretary, various FSIS programs and USDA agencies, members of the Food and Drug Administration (FDA), and representatives for the National Joint Council of Food Inspection Local Unions, and national consumer and industry groups. Of note, FSIS has consulted with staff from the Center for Science in the Public Interest (CSPI), the Consumer Federation of America (CFA), the National Meat Association (NMA), and the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO). In developing the plan, FSIS strategic planning staff also interviewed a range of internal employees, as well as external stakeholders. In addition, the team conducted numerous workshops to develop and finalize the strategic goals, outcome statements, and strategies. Also several other consultative sessions were conducted to develop performance measures and targets.

FSIS would like to thank all of the stakeholders for their efforts and support throughout the development of the FSIS FY 2011–2016 Strategic Plan. Without their input and guidance, the plan would not be nearly as well-developed, logical, or strategically important as it is in its current form.

Appendix E:
Key Terms and Acronyms

Agricultural Research Service (ARS)
The USDA agency employing Federal scientists to conduct basic, applied, and developmental research in the following fields: livestock; plants; soil, water, and air quality; energy; food safety and quality; nutrition; food processing, storage, and distribution efficiency; non-food agricultural products; and international development.

Antimicrobial Resistance
Bacteria and other disease-causing organisms have a remarkable ability to mutate and acquire resistance genes from other organisms and, thereby, develop resistance to antimicrobial drugs. When an antimicrobial drug is used, the selective pressure exerted by the drug favors the growth of organisms that are resistant to the drug's action.

Biosecurity
Biosecurity refers to policies and measures taken to protect this Nation's food supply and agricultural resources from both accidental contamination and deliberate attacks of bioterrorism. Now viewed as an emerging threat, bioterrorism might include such acts as introducing pests intended to kill U.S. food crops; spreading a virulent disease among animal production facilities; and poisoning air, water, food, and blood supplies. The Federal government is now increasing its efforts to improve biosecurity to lessen the vulnerabilities to bioterrorism threats.

Carcass
All parts of any slaughtered livestock.

Centers for Disease Control and Prevention (CDC)
An Agency within the U.S. Department of Health and Human Services that monitors and investigates foodborne disease outbreaks and compiles baseline data against which to measure the success of changes in food safety programs.

Codex Alimentarius Commission
A joint commission of the Food and Agriculture Organization (FAO) and the World Health Organization, comprised of some 146 member countries, created in 1962 to ensure consumer food safety, establish fair practices in food trade, and promote the development of international food standards. The Commission drafts nonbinding standards for food additives, veterinary drugs, pesticide residues, and other substances that affect consumer food safety. It publishes these standards in a listing called the "Codex Alimentarius."

Country-of-Origin Labeling
Under Section 304 of the Tariff Act of 1930, as amended, most products entering the United States must be clearly marked so that the "ultimate purchaser" can identify the country of origin. Imported meat products are subject to this requirement: imported carcasses and parts of carcasses must be labeled, and individual retail (consumer-ready) packages also must be labeled. Imported carcasses or parts generally go to U.S. plants for further processing. The labeling policy considers these plants as the "ultimate purchasers." Therefore, any products these plants make from the imported meat (for example, ground beef patties made in the United States from beef that originated in Canada or elsewhere) do not have to bear country-of-origin labels. A number of other agricultural articles are exempt from the basic country-of-origin labeling requirements: eggs; livestock and other animals, live or dead; and other "natural products" such as fruits, vegetables, nuts, and berries. (However, the outermost containers used to bring these articles into the United States must indicate the country of origin.) On May 13, 2002, President George W. Bush signed into law the Farm Security and Rural Investment Act of 2002, which requires beef, lamb, pork, farm-raised fish, wild fish, perishable agricultural commodities, and peanuts to bear Country-of-Origin labeling at the point of retail sale.

Critical Control Point
An operation (practice, procedure, process, or location) at or by which preventive or control measures can be exercised that will eliminate, prevent, or minimize one or more hazards. Critical control points are fundamental to Hazard Analysis and Critical Control Point (HACCP) systems.

E. coli O157:H7 (Escherichia coli O157:H7)
A bacterium that lives harmlessly in the intestines of animals such as cattle, reptiles, and birds. However, in humans the bacterium, which can be transmitted by foods, animal contact, and drinking water, can cause bloody diarrhea and also lead to hemolytic uremic syndrome (HUS), a life-threatening disease. Although other generic strains of *E. coli* are thought to be harmless to humans, the O157:H7 strain is particularly virulent and dangerous. USDA began an *E. coli* O157:H7 testing plan in 1994. As part of the Hazard Analysis and Critical Control Point (HACCP) rule, all meat and poultry slaughter plants are required to test carcasses regularly for generic *E. coli* in order to verify that their sanitary systems are effectively controlling fecal contamination.

Egg Products
Eggs that are removed from their shells for processing. The processing of egg products includes breaking eggs, filtering, mixing, stabilizing, blending, pasteurizing, cooling, freezing or drying, and packaging. Egg products include whole eggs, whites, yolks, and various blends with or without non-egg ingredients that are processed and pasteurized, and may be available in liquid, frozen, and dried forms. FSIS is responsible for inspecting egg products and enforcing the Egg Products Inspection Act (EPIA).

Egg Products Inspection Act (EPIA)
The Egg Products Inspection Act, passed by Congress in 1970, provides for the mandatory continuous inspection of the processing of liquid, frozen, and dried egg products.

Environmental Protection Agency (EPA)
The Federal Agency whose mission is to protect human health and to safeguard the natural environment; air, water, and land; upon which life depends. EPA provides leadership in the Nation's environmental science, research, education and assessment efforts. EPA works closely with other Federal agencies, State and local governments, and Indian tribes to develop and enforce regulations under existing environmental laws. EPA is responsible for researching and setting national standards for a variety of environmental programs and delegates to States and Tribes responsible for issuing permits and monitoring and enforcing compliance.

Epidemiology
Study of the distribution of disease, or other health-related conditions and events in human or animal populations, in order to identify health problems and possible causes.

Equivalence
A term applied by the Uruguay Round Agreement on the Application of Sanitary and Phytosanitary (SPS) Measures. WTO member countries shall accord acceptance to the SPS measures of other countries (even if those measures differ from their own or from those used by other member countries trading in the same product) if the exporting country demonstrates to the importing country that its measures achieve the importer's appropriate level of sanitary and phytosanitary protection.

Establishment or Official Establishment
Any slaughtering, cutting, boning, meat canning, curing, smoking, salting, packing, rendering, or similar facility at which inspection is maintained under regulations of the Federal Meat Inspection Act, Poultry Products Inspection Act, Egg Products Inspection Act, and the Humane Methods of Slaughter Act.

Farm-to-Table Continuum
A multi-step journey that food travels before it is consumed.

Federal Meat Inspection Act of 1906 (FMIA)
Enacted June 30, 1906, as chapter 3913, 34 Stat. 674, and substantially amended by the Wholesome Meat Act 1967 (P.L. 90-201), the FMIA requires USDA to inspect all cattle, sheep, swine, goats, and horses when slaughtered and processed into products for human consumption. The primary goals of the law are to prevent adulterated or misbranded livestock and products from being sold as food, and to ensure that meat and meat products are slaughtered and processed under sanitary conditions. These requirements apply to animals and their products produced and sold within States, as well as to imports, which must be inspected under equivalent foreign standards. The Food and Drug Administration is responsible for all meats considered "exotic" at this time, including venison and buffalo.

Food Emergency Response Network (FERN)
The Food Emergency Response Network integrates the Nation's food-testing laboratories at the local, State, and Federal levels into a network that is able to respond to emergencies involving biological, chemical, or radiological contamination of food. The FERN structure is organized to ensure Federal and State inter-agency participation and cooperation in the formation, development, and operation of the network.

Fight BAC!® Campaign
A national public education project by the Partnership for Food Safety Education, which brings together industry, government, and consumer groups to educate Americans about the importance of using safe food-handling practices. The campaign focuses on the "4 Cs" of food safety-the four simple steps people can take to fight foodborne bacteria and reduce the risk of foodborne illness. The four simple steps are: Clean, Cook, Separate, and Chill.

Food Safety and Inspection Service (FSIS)
The Food Safety and Inspection Service is the public health agency in the U.S. Department of Agriculture responsible for ensuring that the Nation's commercial supply of meat, poultry, and processed egg products is safe, wholesome, and

correctly labeled and packaged, as required by the Federal Meat Inspection Act, the Poultry Products Inspection Act, and the Egg Products Inspection Act.

Food Biosecurity Action Team (F-BAT)

The USDA Under Secretary for Food Safety formed the Food Biosecurity Action Team to coordinate and facilitate all activities pertaining to biosecurity, countering terrorism, and emergency preparedness with FSIS. F-BAT also serves as FSIS' voice with other governmental agencies and internal and external constituents on biosecurity issues.

Food and Drug Administration (FDA)

An Agency within the Public Health Service of the Department of Health and Human Services. FDA is a public health agency charged with protecting consumers by enforcing the Federal Food, Drug, and Cosmetic Act and several related public health laws. Importantly for agriculture, a major FDA mission is to protect the safety and wholesomeness of food. In this regard, its scientists test samples to see if any substances, such as pesticide residues, are present in unacceptable amounts; it sets food labeling standards; and it sees that medicated feeds and other drugs given to animals raised for food are not threatening to the consumer health.

Food Thermometer

A special device that measures the internal temperature of cooked foods, such as meat, poultry, and any combination dishes, to ensure that a safe internal food temperature is reached.

Foodborne Illnesses

Illnesses caused by pathogens that enter the human body through foods.

Foodborne Outbreak

The occurrence of two or more people experiencing the same illness after eating the same food.

Foodborne Pathogens

Disease-causing microorganisms found in food, usually bacteria, fungi, parasites, protozoans, and viruses. The top 10 pathogens are: *Salmonella, Staphylococcus Aureus, Campylobacter jejuni, Yersinia enterocolitica, Listeria monocytogenes, Vibro cholerae* non-01, *Vibrio Parahemolyticus, Bacillus cereus, Escherichia coli – enteropathogenic,* and *Shigella*. Many of these pathogens may be found in contaminated meat, poultry, shell eggs, dairy products, and seafood.

FoodNet

The Foodborne Diseases Active Surveillance Network (FoodNet) is the principal foodborne disease component of CDC's Emerging Infections Program (EIP). FoodNet is a collaborative project of the CDC, nine EIP sites (California, Colorado, Connecticut, Georgia, Maryland, Minnesota, New York, Oregon, and Tennessee), the USDA, and the FDA. The project consists of active surveillance for foodborne diseases and related epidemiologic studies designed to help public health officials better understand the epidemiology of foodborne diseases in the United States. FoodNet provides a network for responding to new and emerging foodborne diseases of national importance, monitoring the burden of foodborne diseases, and identifying the sources of specific foodborne diseases.

Food Safety Assessments (FSAs)

FSAs provide assurance, in the light of the best available scientific knowledge, that the food does not cause harm when prepared, used, and/or eaten according to its intended use. The outcome of the safety assessment process is to define the product under consideration in such a way as to enable risk managers to determine whether any measures are needed and, if so, to make well-informed and appropriate decisions.

Food Safety Working Group (FSWG)

On March 14, 2009, President Barack Obama announced the creation of a new Food Safety Working Group to advise him on how to upgrade the U.S. food safety system. The Working Group is recommending a new, public health-focused approach to food safety based on three core principles: (1) prioritizing prevention; (2) strengthening surveillance and enforcement; and (3) improving response and recovery.

Hazard Analysis And Critical Control Point (HACCP)

A production quality control system now being adopted throughout much of the food industry as a method for minimizing the entry of foodborne pathogens into the food supply in order to protect human health. Under a HACCP (pronounced Ha-sip) system, potential hazards are identified and risks are analyzed in each phase of production; critical control points for preventing such hazards are identified and constantly monitored; and corrective actions are taken when necessary. Record keeping and verification procedures are used to ensure that the system is working. HACCP is one of the major elements of regulations, issued by USDA in July 1996, to control pathogens in meat and poultry products. Under the rules, all meat and poultry slaughter and processing plants with 500 or more employees had to develop and implement, by January 1998, a USDA-approved HACCP plan for each of their processes and products. Plants with 10 to 500 employees implemented HACCP by January 1999, and plants with less than 10 employees implemented the system by January 2000. Under separate rules issued by the Food and Drug Administration on December 5, 1995, seafood processors and importers also were required to implement HACCP plans and be in full compliance by December 1997.

HACCP-Based Inspection Models Project (HIMP)

HIMP is an effort to determine how FSIS can improve the use of its online slaughter inspectors and continue to ensure the reduction and/or elimination of defects that pass through traditional inspection. Under this project, FSIS has established performance standards for food-safety and non-food-safety defects (also known as "other consumer protections" or OCP) found in young chickens, hogs, and turkeys. The food safety performance standards are set at zero to protect consumers from conditions that may be harmful. The OCP performance standards are more stringent than current standards and, thus, require improved plant performance. Participating plants must revise their HACCP systems to meet these food safety performance standards and establish process control systems to address the OCP concerns. Under this project, FSIS conducts continuous inspection with verification to ensure that performance standards are met.

Humane Methods of Slaughter Act (HMSA)

This Act amended the FMIA by requiring that all meat inspected at Federal establishments by FSIS, for use as human food, be produced from livestock slaughtered by humane methods in accordance with the Humane Slaughter Act of 1958. The 1958 Act required all livestock in the United States be slaughtered humanely, except for Kosher, Halal, and other religious slaughter.

"Inspected and Passed" or "U.S. Inspected and Passed" or "U.S. Inspected and Passed by Department of Agriculture" (or any authorized abbreviation thereof)

This term means that the product so identified has been inspected and passed under the regulations in Code of Federal Regulations (CFR) , and at the time it was inspected, passed, and identified, it was found to be not adulterated.

Listeria monocytogenes (Lm)

Listeria monocytogenes, a pathogenic bacterium that can be carried in a variety of foods such as dairy products, red meat, poultry, seafood, and vegetables.

Meat

The flesh of animals used as food, including the dressed flesh of cattle, swine, sheep, goats and other edible animals, except fish, poultry, and wild game animals.

Memorandum of Understanding (MOU)

An agreement between Federal Agencies, or divisions/units within an Agency or department, or between Federal and State agencies, which delineate tasks, jurisdiction, standard operating procedures, or other matters which the agencies or units are duly authorized and directed to conduct.

National Academy of Sciences (NAS)

An institution created by Congress in 1863 to provide science-based advice to the government. The sister organizations associated with the Academy are the National Academy of Engineers, Institute of Medicine, and the National Research Council. The Academies and the Institute are honorary societies that elect new members to their ranks each year. The bulk of the institutions' science-policy and technical work is conducted by the National Research Council (NRC), created expressly for that purpose. The NRC's Board on Agriculture addresses issues confronting agriculture, food, and related environmental topics.

National Outbreak Reporting System (NORS)

The National Outbreak Reporting System is a Web-based platform designed to support reporting of waterborne, foodborne, enteric person-to-person, and animal contact-associated disease outbreaks to CDC by State and territorial public health agencies.

Pathogen

A microorganism (bacteria, parasites, viruses, or fungi) that is infectious and causes disease.

Postmortem Inspection

As used in the meat and poultry inspection program, the phrase refers to the inspection that Food Safety and Inspection Service inspectors are required to conduct of all animal carcasses immediately after they are killed.

Poultry Products Inspection Act of 1957 (PPIA)

P.L. 85-172 (August 28, 1957), as amended by the Wholesome Poultry Products Act of 1968 (P.L. 90-492, August 18, 1968), requires USDA to inspect all "domesticated birds" when slaughtered and processed into products for human consumption. The USDA has defined, by regulation, domesticated birds as chickens, turkeys, ducks, geese, and guineas. The primary goals of the law are to prevent adulterated or misbranded poultry and products from being sold as food, and to ensure that poultry, poultry products, ratites, and squabs are slaughtered and processed under sanitary conditions. These requirements also apply to products produced and sold within States as well as to imports, which must be inspected under equivalent foreign standards.

Poultry Product Classes

Standards for kinds and classes and for cuts of raw poultry are discussed in 9 CFR 381.170.

Product

Any carcass, meat, meat by-product, or meat food product capable for use as human food

Public Health
The science and the art of 1) preventing disease; 2) prolonging life; and organized community efforts for a) the sanitation of the environment; b) the control of communicable infections; c) the education of the individual in personal hygiene; d) the organization of medical and nursing devices for the early diagnosis and preventive treatment of disease; and e) the development of the social machinery to ensure everyone a standard of living adequate for the maintenance of health, so organizing these benefits as to enable every citizen to realize his/her birthright of health and longevity.

Public Health Information System (PHIS)
PHIS is a robust data management and proactive decision-making tool. PHIS automates and integrates FSIS' systems into one comprehensive easy-to-use data analytics tool and facilitates the sharing of data among inspection personnel, their managers, and headquarters on a daily basis. PHIS operate through four components—domestic inspection, import activities, export activities, and predictive analytics.

Qualitative Analysis
The process of testing for a substance to determine what it is and what its components are. The results are reported in terms of the presence or absence of particular components based on the size of the sample used in the analysis; the number of samples analyzed; and the testing method. An example of qualitative analysis would be testing for the presence of the bacterial pathogen *Listeria monocytogenes* in a specific food.

Qualitative Risk Assessment
A risk assessment that is based on qualitative data or giving a qualitative result. The results are often stated in an estimated range, such as "there is a moderate to high risk of a certain outcome occurring."

Quantitative Analysis
The process of testing for a substance to determine how much of it there is and the numerical value of each of its components. An example would be testing for the amount or concentration of a certain chemical or microorganism, such as *E. coli*, in a food.

Quantitative Risk Assessment
A risk assessment that uses modeling to determine the probability(s) of what can go wrong, how likely it is to happen, and how severe the health impact will be. The results are stated in numerical terms, such as "there is a 42 percent probability that one illness may occur from eating a serving of X food with a certain health outcome."

Ready-to-Eat
Food that is in a form that is edible without washing, cooking, or additional preparation by the food establishment or consumer and that is reasonably expected to be consumed in that form.

Recall
Recalls are voluntary actions carried out by a food manufacturer or distributor in cooperation with Federal and State agencies. Products are recalled when found to be contaminated, adulterated, or misbranded. Even when the food has been previously inspected and passed by FSIS, a recall is necessary when new information becomes available indicating a possible public health issue. A recall does not include a market withdrawal or stock recovery.

Recall Classifications
FSIS assesses the public health concern or hazard presented by a product being recalled, or considered for recall, whether firm-initiated or requested by FSIS, and classifies the concern as one of the following:

Class I. This is a health hazard situation where there is a reasonable probability that the use of the product will cause serious, adverse health consequences or death. For example, the presence of pathogens in ready-to-eat product or the presence of *E. coli* O157:H7 in ground beef.

Class II. This is a health hazard situation where there is a remote probability of adverse health consequences from the use of the product. For example, the presence of undeclared allergens such as milk or soy products.

Class III. This is a situation where the use of the product will not cause adverse health consequences. For example, the presence of undeclared generally recognized as safe non-allergen substances, such as excess water.

Risk Analysis
The assessment and management of hazards that cause harm (risk) to human health and the communication of how those hazards can be controlled, reduced, or eliminated.

Risk Assessment
The process of estimating the severity and likelihood of harm to human health or the environment occurring from exposure to a substance or activity that, under plausible circumstances, can cause harm to human health or the environment.

Risk Management
The process of evaluating policy alternatives in view of the results of risk assessment and selecting and implementing appropriate options to protect public health. Risk management determines what action to take to reduce, eliminate, or control risks. This includes establishing risk assessment policies, regulations, procedures, and a framework for decision-making based on risk.

Salmonella
A pathogenic, diarrhea-producing bacterium that is the

leading cause of human foodborne illness among intestinal pathogens. It is commonly found in raw meats, poultry, milk, and eggs, however, other foods can carry it. Under 1996 rules published by USDA to control pathogens in meat and poultry, all plants that slaughter food animals and produce raw ground meat products must meet established pathogen reduction performance standards for *Salmonella* contamination. The standards, which took effect in January 1998, vary by product. Plants where USDA testing indicates contamination rates are above the national standard will be required to take remedial actions.

Sample

A specimen that is taken from food and tested for the purpose of identifying a foodborne pathogen or various kinds of chemical contaminants in food.

State Inspection Program

Often refers to the State-run meat and poultry inspection programs to which USDA contributes 50 percent of the cost. State programs (about half the States use them) must be certified by USDA to be at least equal to Federal inspection requirements. However, products from State-inspected plants (most are relatively smaller operations) cannot be sold outside of the State. Small plants and many State officials have endorsed bills in Congress that would permit State-inspected products to be sold into interstate and foreign commerce, but large meat and poultry companies (most already under Federal inspection) generally oppose such a change.

Surveillance

A system of monitoring the health of the population, which is used to prevent foodborne illness outbreaks from increasing.

Survey

A tool used by epidemiologists to understand the state of health of the population or to identify the source of a foodborne outbreak.

Verification

The use of methods, procedures, or tests by supervisors, designated personnel, or regulators to determine if the food safety system based on the HACCP principles is working to control identified hazards or if modifications need to be made.

Voluntary Inspection

Under the authority of the Agricultural Marketing Act of 1946, as amended (7 U.S.C. 1621 et seq.), FSIS provides voluntary inspection of exotic animal products. Voluntary inspection is conducted by USDA inspectors who must have knowledge about each particular species they inspect. Under the FSIS voluntary inspection program, establishments are required to pay a fee for inspection services.

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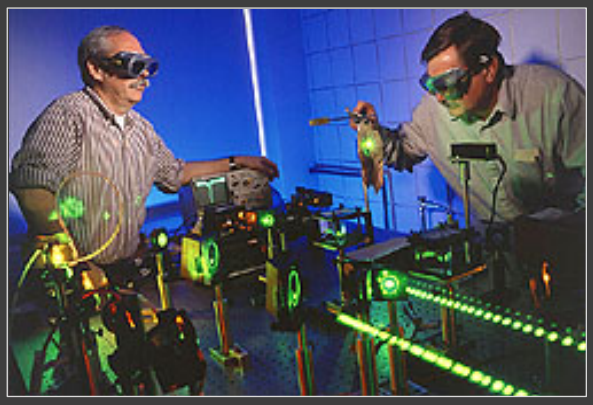
One Team, One Purpose

We are one team, with only one purpose. And that is to protect public health. FSIS employees take pride in the fact that their jobs help prevent foodborne illness.



UNITED STATES DEPARTMENT OF AGRICULTURE (USDA)

FOOD SAFETY AND INSPECTION SERVICE

STRATEGIC PLAN FY 2011-2016

Additional copies of this Strategic Plan can be downloaded from FSIS's Web site at www.fsis.usda.gov