2014 Explanatory Notes
Food Safety and Inspection Service

Table of Contents

FOOD SAFETY AND INSPECTION SERVICE

Purpose Statement

The Secretary of Agriculture established the Food Safety and Inspection Service (FSIS) on June 17, 1981, pursuant to legislative authority contained in *5 U.S.C. 301* that permits the Secretary to issue regulations governing the United States Department of Agriculture (USDA). The mission of FSIS is to ensure that the Nation's commercial supply of meat, poultry, and processed egg products is safe, wholesome, and correctly labeled and packaged through inspection and regulation of these products. FSIS is composed of two major inspection programs: (1) Meat and Poultry Inspection and (2) Egg Products Inspection.

1. The Meat and Poultry Inspection Program is authorized by the Federal Meat Inspection Act (FMIA) as amended and the Poultry Products Inspection Act (PPIA). The purpose of the program is to ensure that meat and poultry products are safe, wholesome, and correctly labeled through inspection and regulation of these products so that they are suitable for commercial distribution for human consumption. FSIS also enforces the Humane Methods of Slaughter Act through the program, which requires that all livestock at Federally-inspected establishments be handled and slaughtered in a humane way.

   FSIS conducts inspection activities at Federally-inspected meat and poultry establishments; and for State programs, the agency ensures that State meat and poultry inspection programs have standards that are at least equivalent to Federal standards. FSIS also ensures that meat and poultry products imported to the United States are produced under standards equivalent to U.S. inspection standards, and facilitates the certification of regulated products.

   FSIS' science-based inspection system, known as the Hazard Analysis and Critical Control Point (HACCP) system, places emphasis on the identification, prevention, and control of foodborne hazards. HACCP requirements include meeting sanitation, facility, and operational standards, and other prerequisite programs to control pathogen contamination and produce safe and unadulterated food.

2. The Egg Products Inspection Program is authorized by the Egg Product Inspection Act (EPIA). The program's purpose is to ensure that liquid, frozen and dried egg products are safe, wholesome and correctly labeled through continuous mandatory inspection of egg processing plants that manufacture these products. FSIS also ensures processed egg products imported to the United States are produced under standards equivalent to U.S. inspection standards, and facilitates the certification of exported regulated products.

During 2012, the agency maintained headquarters offices in the Washington D.C. metropolitan area; 15 district offices; the Policy Development Division in Omaha, Nebraska; laboratories at Athens, Georgia, St. Louis, Missouri, and Alameda, California; the Financial Processing Center in Des Moines, Iowa; the Human Resources Field Office in Minneapolis, Minnesota; and a nationwide network of inspection personnel in 6,263 Federally regulated establishments in 50 States, Puerto Rico, Guam, and the Virgin Islands. Included are 343 establishments operating under Talmadge-Aiken Cooperative Agreements. A Talmadge-Aiken plant is a Federal plant with State inspection program personnel operating under Federal supervisors. Much of the agency's work is conducted in cooperation with Federal, State and municipal agencies, as well as private industry.

As of September 30, 2012, the agency employment totaled 9,235 permanent full-time employees, including 651 in the Washington, DC area and 8,584 in the field.

FSIS funding is broken out into the following categories:

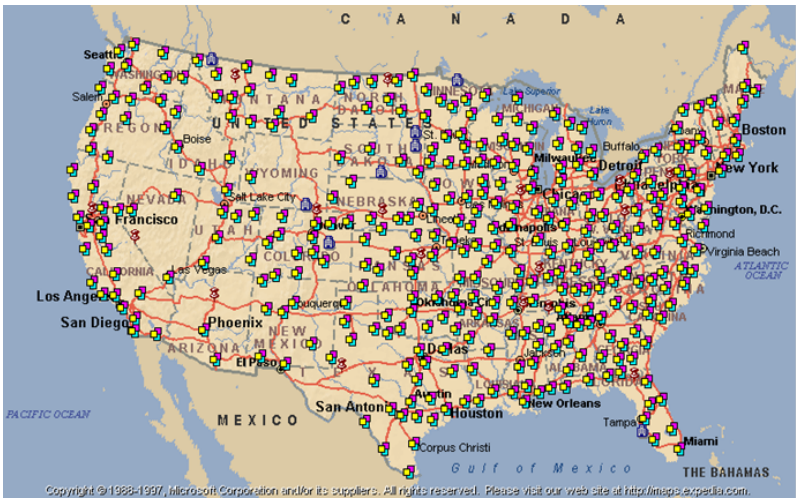
1. Federal Food Safety & Inspection: Expenses associated with operations at all federally inspected meat, poultry and egg product establishments.
2. Public Health Data Communications Infrastructure System (PHDCIS): Expenses associated with providing public health communications and information systems infrastructure and connectivity.

3. International Food Safety & Inspection: Expenses associated with import and export operations and certifications.
4. State Food Safety & Inspection: Expenses associated with state inspected establishments and state run programs.
5. Codex Alimentarius: Funds US Codex portion of the intergovernmental Codex Alimentarius with the purpose of protecting health of consumers, coordination of food standards, and ensuring fair practices in the food trade.

FSIS provides in-plant inspection of all domestic processing and slaughter establishments that prepare meat, poultry, and processed egg products for sale or distribution into commerce, as well as surveillance and investigation of all meat, poultry and egg product facilities. FSIS inspection program personnel are present for all domestic slaughter operations, inspect each livestock and poultry carcass, and inspect each processing establishment at least once per shift. In addition to in-plant personnel in federally inspected establishments, FSIS employs a number of other field personnel, such as laboratory technicians and investigators. Program investigators conduct surveillance, investigations, and other activities at food warehouses, distribution centers, retail stores, and other businesses operating in commerce that store, handle, distribute, transport, and sell meat, poultry, and processed egg products to the consuming public. FSIS ensures the safety of imported products through a three-part equivalence process which includes: 1) analysis of an applicant country's legal and regulatory structure, 2) on-site equivalence auditing of the country's food regulatory systems, and 3) continual point-of-entry re-inspection of products received from the exporting country. FSIS also regulates intrastate commerce through cooperative agreements with 27 States that operate meat and poultry inspection programs. FSIS conducts reviews of these State programs to ensure that they are "at least equal to" the Federal program. FSIS also houses the office that represents the United States on the intergovernmental Codex Alimentarius commission; whose mission is to protect consumer health, coordinate food standards, and ensure fair practices in the food trade.

To carry out these Congressional mandates, FSIS:

- Employs 9,460 Full Time Equivalents (FTEs). This includes other-than-permanent employees in addition to permanent full-time ones.
- Regulates over 250,000 different meat, poultry, and egg products
- Regulates operations at approximately 6,263 federally regulated establishments.
- Ensures public health requirements are met in establishments that each year slaughter or process
    - 147 million head of livestock
    - 8.9 billion poultry carcasses
- Conducts 6.6 million food safety & food defense procedures
- Condemns each year
    - Over 425 million pounds of poultry
    - More than 257,000 head of livestock during ante-mortem (pre-slaughter) & post-mortem (post-slaughter) inspection
- Performed 171,953 Humane Handling (HH) verification procedures



FSIS operate/regulates in approximately 6,263 establishments nationwide

FSIS spends approximately 80% of its funds on personnel salary and benefits. This is predominately for inspection personnel in establishments, and other frontline employees such as investigators and laboratory technicians. In addition to this, FSIS spends about 15% of its budget on travel for inspectors and investigators, intrastate inspection programs, system infrastructure, and other fixed costs like employee workers compensation payments. The remaining 5% funds operations including: supplies for the workforce (such as aprons, goggles, hardhats, and knives), laboratory supplies, management, policy, shipment of meat/poultry samples for testing, recruitment, financial management to include billing industry, labor relations, and purchase of replacement/new equipment. Additionally, FSIS has to adjust to new or anticipated changes in the workforce, industry, law, technology, and the public, plus the introduction or spread of new diseases/pathogens.

Office of Inspector General (OIG) Reports

Report No. 24601-8-AT, October 18, 2011, Food Safety and Inspection Service In-Commerce Surveillance Program. OIG's final report contained 2 recommendations directed at FSIS, and 1 is currently open.

Assignment 24601-0-31, April 13, 2012. Review of Appeals of Humane Handling Non-Compliance Records. Audit Report contained no recommendations for FSIS.

Report No. 24601-11-Hy, May 11, 2012, Assessment of FSIS' Inspection Personnel Shortages in Processing Establishments. OIG's final report contained 5 recommendations directed at FSIS, and 1 is currently open.

Report No. 24601-1-31, May 17, 2012, Application of Sampling Protocol for Testing Beef Trim for *E. coli* O157:H7. OIG's final report contained 7 recommendations directed at FSIS, and 5 are currently open.

Assignment 24701-01-Te, November 13, 2012. FSIS Food Defense Verification Procedures. Audit completed with no audit report issued by OIG.

Assignment 50601-01-23. December 14, 2012. USDA Controls Over Shell Egg Inspections. The report contained 5 recommendations directed at FSIS, and 5 are currently open.

Government Accountability Office (GAO) Reports

GAO 12-157, March 9, 2012, Food Safety: Pre-Slaughter Interventions Could Reduce *E.coli* in Cattle. GAO's final report contained 1 recommendation directed at FSIS and 1 is currently open.

GAO-12-411, May 10, 2012, Responsibility for Inspecting Catfish Should Not Be Assigned to USDA. GAO's final report contained no recommendations directed at FSIS.

GAO 12-629, July 11, 2012, Information Technology Cost Estimation: Agencies Need to Address Significant Weaknesses in Policies and Practices. GAO's final report contained 2 recommendations directed at FSIS and 2 are currently open.

Ongoing OIG Audits

Assignment 50601-0001-31, Verifying Credentials of Veterinarians Employed or Accredited by USDA. OIG is continuing with its audit work and a final report is expected January 2013.

Assignment 24601-1-41, FSIS Inspection and Enforcement Activity at Swine Slaughterhouses. OIG is continuing with its audit work.

Assignment 24601-0003-31, FSIS E. coli Testing of Boxed Beef. OIG issued the discussion draft report on December 7, 2012. OIG is continuing with its audit work and a final report is expected February 2013.

Assignment 24601-01-23, Implementation of PHIS for Domestic Inspection. OIG expects to complete the audit in Spring 2013.

Assignment 50601-0002-31, FSIS and AMS' Field-Level Workforce Challenges. OIG is continuing their audit work.

Ongoing GAO Audits

Assignment 361302 – Pesticides and Food Safety. GAO is continuing with its audit work.

Assignment 450692 – Regulations and Global Competitiveness. GAO is continuing with its audit work.

Assignment 361355 – Federal Efforts to Rapidly Detect Highly Contagious Animal Diseases. GAO is continuing its audit work.

Assignment 361419 – USDA's Implementation of State Inspections for Interstate Shipment of Meat and Poultry. GAO is nearing completion of its audit work.

Assignment 361439 – USDA's Pilot Inspection System (HIMP). GAO is continuing its audit work.

Assignment 361446 – Pesticide Reside on Food. GAO is continuing its audit work.

Assignment 361444 – Human Capital Management. GAO is continuing its audit work.

FOOD SAFETY AND INSPECTION SERVICE

Available Funds and Staff Years (SY)
(Dollars in thousands)

Item	2011 Actual		2012 Actual		2013 Estimate		2014 Estimate	
	Amount	SY	Amount	SY	Amount	SY	Amount	SY
Salaries and Expenses:								
Discretionary Appropriations	$1,008,520	9,465	$1,004,427	9,351	$1,010,574	9,360	$1,008,473	9,122
Rescission	-2,017	-	-	-	-	-	-	-
Transfers In	271	-	230	-	-	-	-	-
Transfers Out	-400	-	-500	-	-	-	-	-
Adjusted Appropriation	1,006,374	9,465	1,004,157	9,351	1,010,574	9,360	1,008,473	9,122
Balance Available, SOY	1,853	-	394	-	732	-	-	-
Other Adjustments (Net)	-	-	1,326	-	-	-	-	-
Total Available	1,008,227	9,465	1,005,877	9,351	1,011,306	9,360	1,008,473	9,122
Lapsing Balances	-737	-	-678	-	-	-	-	-
Balance Available, EOY	-394	-	-732	-	-	-	-	-
Subtotal Obligations, FSIS	1,007,096	9,465	1,004,467	9,351	1,011,306	9,360	1,008,473	9,122
Obligations under other USDA appropriations:								
APHIS, Bovine Tuberculosis (TB) Eradication awards program	-	-	200	-	200	-	200	-
APHIS Blood Sample	415	-	247	-	307	-	307	-
Office of Communication, Procure USDA Website Software for Ask the Expert	-	-	103	-	-	-	-	-
OCFO, Salary and benefits for detail	-	-	173	-	-	-	-	-
OCIO, Governance and IT Portfolio Management	-	-	345	-	-	-	-	-
FAS, Agriculture Advisors in Afghanistan	81	-	-	-	-	-	-	-
Other USDA	244	-	221	-	133	-	133	-
Total, Other USDA	740	-	1,289	-	640	-	640	-
Total, Agriculture Appropriations	1,007,836	9,465	1,005,756	9,351	1,011,946	9,360	1,009,113	9,122
Other Federal Funds:								
DHS, Salary and benefits for detail	104	-	137	-	124	-	124	-
FDA, FERN website support	91		101		-	-	-	-
FDA, Antimicrobial susceptability testing	-	-	150	-	-	-	-	-
FDA, Support of cooperative agreement program	250	-	-	-	-	-	-	-
Miscellaneous Reimbursements	88		16		20	-	20	-
Total, Other Federal	533	-	404	-	144	-	144	-
Non-Federal Funds								
Meat, Poultry and Egg Products Inspection	166,253	27	154,173	29	151,807	27	151,807	27
Accredited Labs	94	-	278	-	285	-	285	-
Trust Funds	12,303	81	10,213	80	10,124	81	10,124	81
Total, Non-Federal	178,650	108	164,664	109	162,216	108	162,216	108
Total, FSIS	1,187,019	9,573	1,170,824	9,460	1,174,306	9,468	1,171,473	9,230

FOOD SAFETY AND INSPECTION SERVICE

Permanent Positions by Grade and Staff Year Summary

Item	2011 Actual			2012 Actual			2013 Estimate			2014 Estimate		
	Wash. D.C.	Field	Total	Wash. D.C.	Field	Total	Wash. D.C.	Field	Total	Wash. D.C.	Field	Total
SES	18	-	18	18	-	18	18	-	18	18	-	18
SL	3	2	5	3	2	5	3	2	5	3	2	5
GS-10	-	350	350	-	350	350	-	350	350	-	350	350
GS-9	-	1,964	1,964	-	2,016	2,016	-	2,016	2,016	-	2,016	2,016
GS-8	-	946	946	-	998	998	-	998	998	-	2,140	2,140
GS-7	-	2,987	2,987	-	3,040	3,040	-	3,040	3,040	-	1,645	1,645
GS-5	-	243	243	-	243	243	-	243	243	-	243	243
GS-4	-	26	26	-	26	26	-	26	26	-	26	26
AP-6	70	31	101	70	31	101	70	31	101	70	31	101
AP-5	195	291	486	195	294	489	195	294	489	195	294	489
AP-4	301	1,544	1,845	301	1,560	1,861	301	1,560	1,861	301	1,575	1,876
AP-3	73	200	273	73	202	275	73	202	275	73	202	275
AP-2	41	172	213	41	174	215	41	174	215	41	174	215
AP-1	3	8	11	3	8	11	3	8	11	3	8	11
Total Perm. Positions	704	8,764	9,468	704	8,944	9,648	704	8,944	9,648	704	8,706	9,410
Unfilled, EOY	24	149	173	53	360	413	53	360	-	53	360	-
Total, Perm. Full-Time Employment, EOY	680	8,615	9,295	651	8,584	9,235	704	8,944	9,648	704	8,706	9,410
Staff Year Est	713	8,860	9,573	690	8,770	9,460	704	8,764	9,468	704	8,526	9,230

FOOD SAFETY AND INSPECTION SERVICE

SIZE, COMPOSITION AND COST OF MOTOR VEHICLE FLEET

FSIS inspects in 6,263 meat, poultry and egg products plants and import establishments located throughout the United States. A large number of FSIS inspection personnel have responsibilities in multiple plants and work "patrol/relief assignments" traveling from plant to plant on a daily basis. Depending on the inspector's proximity to given assignments and remote locations, inspectors may be required to travel over larger geographical areas.

All FSIS vehicles are leased from the General Service Administration's (GSA) fleet except for a vehicle that the agency purchased to use as a mobile Food Safety exhibit. The Food Safety Mobile travels throughout the United States visiting, schools, State fairs, and similar local events. FSIS uses the Mobile to educate consumers about the risks associated with mishandling food and steps they can take to reduce their risk of foodborne illness. FSIS does not have any discrepancies between the information reported in this exhibit and the information in FAST.

The size, composition and cost of agency motor vehicle fleet as of September 30, 2012 are as follows:

Size Composition and Annual Cost
(in thousands of dollars)

	Number of Vehicle by Type*								
Fiscal Year	Sedans and Station Wagons	Light Trucks, SUVs and Vans		Medium Duty Vehicles	Ambulances	Buses	Heavy Duty Vehicles	Total Number of Vehicles	Annual Operating Costs ($ in 000) ** a/
		4X2	4X4						
FY 2011	1,914	43	13	1			1	1,972	$11,188
Change	+140	+20	+2	-	-	-	-	+162	+545
FY 2012	2,054	63	15	1	-	-	1	2,134	11,733
Change	+100	-	-	-	-	-	-	+100	+687
FY 2013	2,154	63	15	1	-	-	1	+2,234	12,420
Change	+75	-	-	-	-	-	-	+75	+1,117
FY 2014	2,229	63	15	1	-	-	1	+2,309	13,537

* Numbers include vehicles owned by the agency and leased from commercial sources or GSA.

** Excludes acquisiton costs and gains from sale of vehicles as shown in FAST.

a/ In addition to overall fleet cost increases, FSIS has increased the number of vehicles for high mileage drivers who were operating personally owned vehicles (POV) and now requests to operate a government vehicle due to the reduction in the mileage rate for POV use. The assignment of a government vehicle to a high mileage driver is a cost savings to the agency compared to paying the employee to use their POV at the reimbursable rate.

FOOD SAFETY AND INSPECTION SERVICE

The estimates include appropriation language for this item as follows:

Salaries and Expenses:

For necessary expenses to carry out services authorized by the Federal Meat Inspection Act, the Poultry Products Inspection Act, and the Egg Products Inspection Act, including not to exceed $50,000 for representation allowances and for expenses pursuant to section 8 of the Act approved August 3, 1956 (7 U.S.C. 1766), $1,008,473,000; and in addition, $1,000,000 may be credited to this account from fees collected for the cost of laboratory accreditation as authorized by section 1327 of the Food, Agriculture, Conservation and Trade Act of 1990 (7 U.S.C. 138f): Provided, That funds provided for the Public Health Data Communication Infrastructure system shall remain available until expended: Provided further, That no fewer than 148 full-time equivalent positions shall be employed during fiscal year 2014 for purposes dedicated solely to inspections and enforcement related to the Humane Methods of Slaughter Act: Provided further, That this appropriation shall be available pursuant to law (7 U.S.C. 2250) for the alteration and repair of buildings and improvements, but the cost of altering any one building during the fiscal year shall not exceed 10 percent of the current replacement value of the building.

FOOD SAFETY AND INSPECTION SERVICE

Lead-Off Tabular Statement

2013 Estimate……..	$1,010,574,000
Budget Estimate, 2014 ……..	1,008,473,000
Change in Appropriation ……..	-2,101,000

FOOD SAFETY AND INSPECTION SERVICE

Summary of Increases and Decreases - Current Law
(Dollars in thousands)

	2011 Actual	2012 Change	2013 Change	2014 Change	2014 Estimate
Discretionary Appropriations:					
Federal Food Safety & Inspection.....	$898,031	-$10,511	+$6,105	-$4,696	$888,929
Public Health Data Communication Infrastructure System (PHDCIS)……..	26,158	+8,422	-	-	34,580
International Food Safety & Inspection……...	16,830	-989	+42	+148	16,031
State Food Safety & Inspection.....	61,701	+1,033	-	+2,434	65,168
Codex Alimentarius.....	3,783	-31	-	+13	3,765
Total, Appropriation or Change.....	1,006,503	-2,076	+6,147	-2,101	1,008,473

FOOD SAFETY AND INSPECTION SERVICE

Project Statement
Appropriation Detail and Staff Years (SY)
(Dollars in thousands)

Program	2011 Actual		2012 Actual		2013 Estimate		Inc. or Dec.		2014 Estimate	
	Amount	SY	Amount	SY	Amount	SY	Amount	SY	Amount	SY
Discretionary Appropriations:										
Federal Food Safety & Inspection.....	$897,902	9,281	$886,281	9,170	$893,625	9,180	-$4,696	-253	$888,929	8,927
Public Health Data Communication Infrastructure System (PHDCIS).....	26,158	-	34,580	-	34,580	-	-	-	34,580	-
International Food Safety & Inspection……..	16,830	150	17,740	144	15,883	144	+148	-	16,031	144
State Food Safety & Inspection.....	61,701	27	61,837	30	62,734	29	+2,434	+15	65,168	44
Codex Alimentarius.....	3,783	7	3,719	7	3,752	7	+13	-	3,765	7
Total Adjusted Approp.....	1,006,374	9,465	1,004,157	9,351	1,010,574	9,360	-2,101	-238	1,008,473	9,122
Rescissions and Transfers (Net).....	2,146	-	270	-	-	-	-	-	-	-
Total Appropriation.....	1,008,520	9,465	1,004,427	9,351	1,010,574	9,360	-2,101	-238	1,008,473	9,122
Transfers In:										
Cong. Relations.....	271	-	230	-	-	-	-	-	-	-
Subtotal.....	271	-	230	-	-	-	-	-	-	-
Transfers Out:										
Working Capital Fund.....	-400	-	-500	-	-	-	-	-	-	-
Subtotal.....	-400	-	-500	-	-	-	-	-	-	-
Rescission.....	-2,017	-		-	-	-	-	-	-	-
Bal. Available, SOY.....	1,853	-	394	-	732	-	-732	-	-	-
Recoveries, Other (Net)			1,326							
Total Available.....	1,008,227	9,465	1,005,877	9,351	1,011,306	9,360	-2,833	-238	1,008,473	9,122
Lapsing Balances.....	-737	-	-678	-	-	-	-	-	-	-
Bal. Available, EOY.....	-394	-	-732	-	-	-	-	-	-	-
Total Obligations.....	1,007,096	9,465	1,004,467	9,351	1,011,306	9,360	-2,833	-238	1,008,473	9,122

FOOD SAFETY AND INSPECTION SERVICE

Project Statement

Obligations Detail and Staff Years (SY)

(Dollars in thousands)

Program	2011 Actual		2012 Actual		2013 Estimate		Inc. or Dec.		2014 Estimate	
	Amount	SY	Amount	SY	Amount	SY	Amount	SY	Amount	SY
Discretionary Appropriations:										
Federal Food Safety & Inspection.....	$897,165	9,281	$885,603	9,170	$893,625	9,180	-$4,696	-253	$888,929	8,927
Public Health Data Communication Infrastructure System (PHDCIS)……	27,617	-	35,568	-	35,312	-	-732	-	34,580	-
International Food Safety & Inspection……..	16,830	150	17,740	144	15,883	144	+148	-	16,031	144
State Food Safety & Inspection.....	61,701	27	61,837	30	62,734	29	+2,434	+15	65,168	44
Codex Alimentarius.....	3,783	7	3,719	7	3,752	7	+13	-	3,765	7
Total Obligations.....	1,007,096	9,465	1,004,467	9,351	1,011,306	9,360	-2,833	-238	1,008,473	9,122
Lapsing Balances.....	737	-	678	-	-	-	-	-	-	-
Bal. Available, EOY.....	394		732							
Total Available.....	1,008,227	9,465	1,005,877	9,351	1,011,306	9,360	-2,833	-238	1,008,473	9,122
Transfers In:										
Cong. Relations.....	-271	-	-230	-	-	-	-	-	-	-
Subtotal.....	-271	-	-230	-	-	-	-	-	-	-
Transfers Out:										
Working Capital Fund.....	400	-	500	-	-	-	-	-	-	-
Subtotal.....	400	-	500	-	-	-	-	-	-	-
Rescission.....	2,017	-		-	-	-	-	-	-	-
Bal. Available, SOY.....	-1,853	-	-394	-	-732	-	732	-	-	-
Other Adjustments (Net)	-		-1,326							
Total Appropriation.....	1,008,520	9,465	1,004,427	9,351	1,010,574	9,360	-2,101	-238	1,008,473	9,122

Justification of Increases and Decreases

(1) An increase of $7,279,000 for pay costs, consisting of:

$ 7,037,000 for Federal Food Safety and Inspection;
81,000 for State Food Safety and Inspection;
148,000 for International Food Safety and Inspection Service; and
13,000 for Codex Alimentarius.

FSIS is requesting an increase of $1,011,000 to fund annualization of the 0.5 percent 2013 pay increase and $6,268,000 to fund a 1.0 percent 2014 pay increase.

FSIS has a statutory mandate for continuous slaughter inspection and a once-per-shift per day presence for processing inspection. The permanent statutes for the inspection of meat, poultry, and processed egg products result in labor-intensive inspection activities, thereby making salary costs relatively inflexible.

FSIS will have to realign $7,279,000 from Federal, State, and International Food Safety and Codex Alimentarius programs to fund pay cost increases if additional funding is not provided. Salaries and benefits amount to approximately 80 percent of the overall budget of FSIS. It is difficult for the agency to absorb mandated pay increases and remain effective when 80 percent of its budget is required for staff costs. FSIS maintains hiring restrictions for all non-frontline positions to ensure that critical resources are deployed to the field. Additionally, FSIS maximizes its use of hiring flexibilities to attract and retain employees in hard-to-fill positions.

(2) A decrease of 253 staff years and $11,733,000 due to implementation of new methods in poultry inspection.

FSIS has proposed a new rule to change the inspection system for poultry slaughter establishments. If the new rule is approved, FSIS expects to begin implementing the new system in 2013 and hopes to complete it by the end of FY 2014. Once FSIS starts implementing the new system, poultry plants will have to choose whether or not to operate under it. The most important benefit of the new system will be improved food safety through reduction in pathogens that cause foodborne illnesses in the long term. FSIS and the poultry industry will also save money by using the new system.

Since publishing the proposed rule in January 2012, FSIS has been reviewing comments and incorporating them into the draft of the final rule and budget estimate. The agency extended the comment period in April 2012 in order to maximize input from stakeholders. Based on comments on the proposed rule from both internal and external stakeholders, the Agency has revised its time line for potential adoption and implementation of a final rule. In implementing a final rule, FSIS will likely have to overcome legal challenges, negotiate with its union, and work with industry to arrange the conversion of poultry slaughter plants to the new system. Implementations of the new regime will also likely need to occur over a longer time period than the Agency originally anticipated. FSIS now estimates implementation will likely continue until the end of FY 2014. The longer implementation schedule has pushed some of the anticipated savings further out.

Key elements of the new inspection system include: (1) requiring establishment personnel to conduct carcass sorting activities before FSIS conducts online carcass inspection so that only carcasses that the establishment deems likely to pass inspection are presented to the carcass inspector; (2) reducing the number of online FSIS carcass inspectors to one per line; (3) permitting faster line speeds than are permitted under the current inspection systems it replaces; and (4) removing the existing Finished Product Standards (FPS) and replacing them with a requirement that establishments operating under the new inspection system maintain records to demonstrate that the products resulting from their slaughter operations meet the regulatory definition of “ready-to-cook poultry.”

By using the new poultry slaughter inspection system, FSIS will redirect inspection program personnel from certain activities at fixed points in the operation and allow these personnel to better focus off-line resources at

critical process points. At a point in the production process where the establishment sorting activities have been completed, an online inspector will still conduct a carcass-by-carcass inspection to ensure that diseased carcasses are condemned by establishment personnel according to FSIS regulatory requirements. In addition, an off-line inspector will monitor and evaluate establishment process controls in removing diseased animals and will conduct Hazard Analysis and Critical Control Point (HACCP), Sanitation Standard Operating Procedures (SSOP), and other prerequisite program verification procedures. The off-line inspector will also perform verification checks to ensure that plants are meeting sanitary dressing requirements, ante mortem inspection, and sample collection for pathogen testing.

(3) An increase of $2,353,000 and 15 staff years for the Cooperative Interstate Shipment program ($2,300,000 available in FY 2013)

FSIS is requesting an increase of $2.35 million and 15 staff years to fund preparation, operating, and transition expenses in excess of its base funding of $2.3 million for the Cooperative Interstate Shipment (CIS) program.

The Federal Meat Inspection Act (FMIA) and Poultry Products Inspection Act (PPIA) were amended in Section 11015 of the 2008 Farm Bill to require FSIS to establish the CIS program under which participating small and very small State-inspected establishments will be eligible to ship meat and poultry products to different States. Under the CIS program, the State is responsible to provide inspection services to participating establishments in a manner that is the "same as" the Federal inspection program. The Office of the Secretary urged FSIS to take all steps necessary to facilitate State programs meeting "same as" requirements. FSIS published the final rule for the program in May 2011 and began implementing it in late FY 2012. Thus far, 67 establishments in four states have formally applied to participate in the program. FSIS expects the program could expand to as many as 100 - 170 establishments in 20 States in FY 2014 and should be fully implemented in FY 2015. The estimated overall cost of the program in FY 2014 will be $4.65 million and the agency will require 15 coordinator positions to manage the program.

FSIS will use the funding to provide States with adequate funding to meet 60 percent of their overall inspection costs so that they can fulfill the "same as" criterion required for participating in the program. These expenses include salaries and benefits, training, travel and other operating expenses.

FSIS will use the CIS program to provide participating small and very small establishments improved economic opportunities by allowing them to ship their products to other States. FSIS will also use it to maximize 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.

Summary of Proposed Legislation

Salaries and Expenses:

Summary of Increases and Decreases - Proposed Legislation
(Dollars in thousands)

Item of Change	2014 Current	2014 Program Changes	2014 President's Request
Federal Food Safety & Inspection	$888,929	($3,929)	$888,929
International Food Safety & Inspection	16,031	(71)	16,031
Total Available	904,960	(4,000)	904,960

Program: Performance Based User Fee

Proposal: In FY 2014, FSIS proposes the collection of a user fee for performance. The performance fee, for a total of $4 million, would recover the increased costs of providing additional inspections and related services due to the performance of an establishment and plant. These fees will be collected in 2014 and used to reduce appropriation needs in 2015.

Rationale: A performance based user fee would recover the costs incurred for additional inspections and related activities made necessary due to the performance of the covered establishment and plant. Examples of the increased costs for which a performance based user fee could be charged include food safety assessments, follow-up sampling, and additional investigations due to the outbreak of disease. The measure would allow the Secretary to adjust the terms, conditions, and rates of the fees in order to minimize economic impacts on small or very small establishments and plants.

Goal: To recover costs for providing inspections and related activities due to the performance of an establishment and plant.

Offsets: There will be no offset in Fiscal Year 2014.

Budget Impact: ($ in thousands)

	2012	2013	2014	2015	2016
Discretionary Budget Authority	0	0	$4,000	$4,000	$4,000
Discretionary Outlays	0	0	0	4,000	4,000

FOOD SAFETY AND INSPECTION SERVICE

Geographic Breakdown of Obligations and Staff Years

(Dollars in thousands)

State/Territory	2011 Actual		2012 Actual		2013 Estimate		2014 Estimate	
	Amount	SY	Amount	SY	Amount	SY	Amount	SY
Alabama	$31,731	420	$30,986	397	$31,197	397	$31,109	387
Alaska	597	5	732	7	737	7	735	7
Arizona	2,467	25	2,602	27	2,620	27	2,612	26
Arkansas	38,385	495	37,810	473	38,067	473	37,960	461
California	52,474	580	54,519	585	54,890	586	54,736	571
Colorado	16,012	177	16,815	176	16,929	176	16,882	172
Connecticut	1,231	14	1,249	14	1,258	14	1,254	14
Delaware	9,860	137	9,740	135	9,806	135	9,778	132
Florida	10,633	129	10,148	122	10,217	122	10,189	119
Georgia	71,494	749	77,407	754	77,934	755	77,716	736
Hawaii	1,816	19	1,845	19	1,858	19	1,852	19
Idaho	2,701	33	2,077	23	2,091	23	2,085	22
Illinois	26,860	220	26,893	210	27,077	210	27,001	205
Indiana	11,747	132	11,918	132	11,999	132	11,965	129
Iowa	29,898	355	30,300	354	30,506	354	30,420	345
Kansas	20,388	242	20,660	243	20,800	243	20,742	237
Kentucky	12,871	180	13,295	184	13,385	184	13,348	179
Louisiana	8,852	95	9,260	97	9,323	97	9,297	95
Maine	1,088	12	1,061	11	1,068	11	1,065	11
Maryland	27,965	219	29,161	207	29,360	207	29,277	202
Massachusetts	2,175	26	2,156	25	2,171	25	2,164	24
Michigan	7,629	95	8,036	99	8,091	99	8,068	97
Minnesota	28,584	313	29,241	315	29,440	315	29,357	307
Mississippi	27,609	335	27,856	331	28,046	331	27,967	323
Missouri	29,571	354	30,931	355	31,142	355	31,054	346
Montana	2,269	17	2,207	17	2,222	17	2,215	17
Nebraska	27,040	341	27,515	344	27,702	344	27,625	336
Nevada	478	6	479	6	483	6	481	6
New Hampshire	490	6	662	7	667	7	665	7
New Jersey	7,175	89	6,909	83	6,956	83	6,936	81
New Mexico	1,606	18	1,420	16	1,430	16	1,426	16
New York	18,831	199	18,826	193	18,955	193	18,901	188
North Carolina	37,513	438	39,214	462	39,481	462	39,371	451
North Dakota	1,915	16	1,897	16	1,909	16	1,904	16
Ohio	13,490	115	13,506	110	13,597	110	13,559	107
Oklahoma	9,629	103	9,519	99	9,583	99	9,557	97
Oregon	3,488	41	3,601	41	3,626	41	3,616	40
Pennsylvania	33,737	381	35,203	388	35,442	388	35,343	378
Rhode Island	746	9	744	9	749	9	747	9
South Carolina	11,678	134	11,702	135	11,781	135	11,748	132
South Dakota	4,568	47	4,765	49	4,797	49	4,784	48
Tennessee	13,855	188	14,326	194	14,423	194	14,383	189
Texas	53,400	611	53,914	610	54,281	616	54,129	593
Utah	5,017	45	4,905	44	4,939	44	4,925	43
Vermont	1,638	10	1,428	9	1,438	9	1,434	9
Virginia	14,022	175	14,062	170	14,158	170	14,118	166
Washington	8,619	108	8,555	106	8,613	106	8,589	103
West Virginia	3,364	32	3,375	32	3,398	32	3,388	31
Wisconsin	19,986	188	19,909	188	20,045	188	19,988	183
Wyoming	437	-	389	-	392	-	391	-
American Samoa	-	-	-	-	-	-	-	-
District of Columbia	233,620	742	214,789	683	216,252	684	215,646	666
Guam	204	2	212	2	213	2	213	2
Midway Islands	-	-	-	-	-	-	-	-
N. Mariana Islands	53	-	-	-	-	-	-	-
Puerto Rico	3,472	42	3,610	42	3,635	42	3,624	41
Virgin Islands	118	1	129	1	130	1	130	1
Other Countries	-	-	-	-	-	-	-	-
Undistributed	-	-	-	-	-	-	-	-
Obligations	1,007,096	9,465	1,004,467	9,351	1,011,306	9,360	1,008,473	9,122
Lapsing Balances	737	-	678	-	-	-	-	-
Bal. Available, EOY	394	-	732	-	-	-	-	-
Total, Available	1,008,227	9,465	1,005,877	9,351	1,011,306	9,360	1,008,473	9,122

FOOD SAFETY AND INSPECTION SERVICE

Classification by Objects
(Dollars in thousands)

		2011 Actual	2012 Actual	2013 Estimate	2014 Estimate
Personnel Compensation:					
Washington D.C.		$80,908	$79,039	$79,829	$79,829
Field		520,911	508,877	512,770	499,878
11	Total personnel compensation	601,819	587,917	592,599	579,707
12	Personal benefits	207,920	211,230	212,912	207,950
13.0	Benefits for former personnel	1,176	1,186	1,186	8,868
	Total, personnel comp. and benefits	810,915	800,333	806,697	796,525
Other Objects:					
21.0	Travel and transportation of persons	43,033	37,628	40,433	45,862
22.0	Transportation of things	1,996	3,526	3,526	4,355
23.1	Rental payments to GSA	1,158	940	940	940
23.2	Rental payments to others	214	6	6	6
23.3	Communications, utilities, and misc. charges	13,823	12,374	12,821	12,602
24.0	Printing and reproduction	826	768	769	787
25.1	Advisory and assistance services	2,510	2,811	2,811	2,816
25.2	Other services from non-Federal sources	43,321	50,474	45,697	45,855
25.3	Other purchases of goods and services from Federal sources	19,075	21,115	21,115	21,205
25.4	Operation and maintenance of facilities	318	826	518	518
25.7	Operation and maintenance of equipment	1,181	1,300	2,095	2,096
26.0	Supplies and materials	12,121	12,108	12,108	12,136
31.0	Equipment	4,256	9,419	10,604	10,604
32.0	Land and structures	25	748	25	25
41.0	Grants	52,014	48,454	50,825	51,825
42.0	Insurance claims and indemnities	316	1,632	316	316
43.0	Interest and dividends	2	9	-	-
44.0	Refunds	-8	-4	-	-
	Total, Other Objects	196,181	204,134	204,609	211,948
99.9	Total, new obligations	1,007,096	1,004,467	1,011,306	1,008,473
Position Data:					
Average Salary (dollars), ES Position		$166,801	$165,386	$166,560	$168,742
Average Salary (dollars), GS Position		50,029	50,255	50,302	53,503
Average Salary (dollars), AP positions		84,770	86,635	86,833	87,543
Average Grade, GS Position		7.8	7.8	7.8	8.2
Average Grade, AP Position		4.0	4.0	4.0	4.0

FOOD SAFETY AND INSPECTION SERVICE

STATUS OF PROGRAM

Current Activities:

The Food Safety and Inspection Service (FSIS) is the public health regulatory agency within USDA responsible for ensuring that domestic and imported meat, poultry, and processed egg products are safe, secure, wholesome, accurately labeled, as required by the Federal Meat Inspection Act (FMIA), the Poultry Products Inspection Act (PPIA), and the Egg Products Inspection Act (EPIA). Additionally, with the passage of the Food, Conservation, and Energy Act of 2008 (Public Law 110-246, the 2008 Farm Bill), FSIS is developing a catfish inspection capability. FSIS also enforces the Humane Methods of Slaughter Act (HMSA), which requires that all livestock at federally inspected establishments be handled and slaughtered humanely. To carry out these Congressional mandates, FSIS employs 9,460 Full Time Equivalents (FTEs) (9,750 employees). This includes a frontline workforce of 8,098 permanent FTEs (8,225 employees) and 266 other-than-permanent FTEs (453 employees) that work in approximately 6,263 federally regulated establishments, three FSIS laboratories, 120 ports of entry, and 150,000 in-commerce facilities nationwide; and 1,096 FTEs (1,072 employees) who support them.

FSIS provides in-plant inspection of all domestic processing and slaughter establishments preparing meat, poultry, and processed egg products for sale or distribution into interstate or international commerce, as well as surveillance and investigation of all meat, poultry and egg product facilities. FSIS inspection program personnel are present for all domestic slaughter operations, inspect each livestock and poultry carcass, and inspect each processing establishment at least once per shift. In addition to in-plant personnel in federally inspected establishments, FSIS employs a number of other field personnel, such as laboratory technicians and investigators. Program investigators conduct surveillance, investigations, and other activities at food warehouses, distribution centers, retail stores, and other businesses operating in commerce that store, handle, distribute, transport, and sell meat, poultry, and processed egg products to the consuming public. FSIS ensures the safety of imported products through a three-part equivalence process which includes (1) analysis of an applicant country's legal and regulatory structure, (2) initial and periodic on site equivalence auditing of the country's food regulatory systems, and (3) continual point-of-entry re-inspection of products received from the exporting country. FSIS also regulates intrastate commerce through cooperative agreements with 27 States that operate meat and poultry inspection programs. FSIS conducts reviews of these State programs to ensure that they are "at least equal to" the Federal program.

In 2011, FSIS developed a new five-year Strategic Plan providing both the agency and stakeholders with a roadmap on how the agency intends to affect change over time. The Plan outlines three strategic themes: 1) preventing foodborne illness, 2) understanding and influencing the farm to table continuum, and 3) empowering people and strengthening FSIS infrastructure. The Plan includes eight discrete goals and related strategies under these three themes:

Goal 1: Ensure that Food Safety Inspection Aligns with Existing and Emerging Risks.
Goal 2: Maximize Domestic and International Compliance with Food Safety Policies.
Goal 3: Enhance Public Education and Outreach to Improve Food-Handling Practices.
Goal 4: Strengthen Collaboration Among Internal and External Stakeholders to Prevent Foodborne Illness.
Goal 5: Effectively Use Science to Understand Foodborne Illness and Emerging Trends.
Goal 6: Implement Effective Policies to Respond to Existing and Emerging Risks.
Goal 7: Empower Employees with the Training, Resources, and Tools to Enable Success in Protecting Public Health.
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.

In preparation for the 2014 FSIS budget request, the agency utilized the goals included in its strategic plan to evaluate current and future activities, streamline areas for savings, and innovate new methods to achieve targeted outcomes. In the report following, each of the agency's high-priority activities is referenced to the strategic goal(s) that it supports.

Selected Examples of Recent Progress:

- Overview of Accomplishments

Fiscal Year (FY) 2012 saw 11 fewer food recalls—87 recalls comprised of 2,084,077 pounds of meat and poultry products (a 94% reduction in pounds recalled from FY 2011). To accomplish its mission, FSIS continued to partner with several food safety agencies, including: the Food and Drug Administration (FDA), the Centers for Disease Control and Prevention (CDC), and its public health partners in State Departments of Public Health and Agriculture around the country.

Non-O157:H7 STEC: FSIS implemented a testing program for non-O157:H7 STEC in beef trim. In line with the strategic plan, the agency has added an additional program that improves public health. As part of its enforcement efforts in FY 2010, FSIS determined that there was a link between ground beef and three *E. coli* O26 illnesses in Maine and New York, leading to a recall. Like the more commonly known *E. coli* O157:H7, *E. coli* O26 is also damaging to humans and is most prominent amongst vulnerable groups such as the very young, seniors and people with weak immune systems.

Implementation of Public Health Inspection System (PHIS): FSIS completed implementation of a dynamic, comprehensive data analytics system called the Public Health Inspection System (PHIS) in domestic meat and poultry establishments and import establishments. The new system strengthens FSIS' data infrastructure and empowers FSIS inspectors and managers with the tools needed on the ground to carry out FSIS' food safety mission more effectively.

On December 5, 2011, FSIS published a proposed rule on Generic Label Approval that, if finalized, will allow establishments to label a broader range of products without first submitting the label to FSIS for approval. Under the proposal, FSIS will continue to verify that labels are accurate, not misleading, and in compliance with all labeling features. This rule will get new products into the marketplace sooner while still ensuring that they are properly labeled.

In January 2012, FSIS published its internal FY 2012 Annual Performance Plan, which includes specific outcomes (linked to FY 2011-2016 Strategic Plan goals) that each FSIS Program Area aims to achieve by the end of this fiscal year. The plan bridges the FSIS Strategic Plan with Senior Executive Service individual performance standards, and presents three 'key results' to be achieved by each Program Area. In March 2012, FSIS rolled out the FSIS Strategic Plan Dashboard, an internal online tool that reports agency-wide progress toward the eight goals and 30 performance measures included in the FY 2011-2016 Strategic Plan. The Dashboard provides FSIS leadership and senior managers with clear, tangible performance results, and ensures that the FSIS Strategic Plan is a living document.

District Office Consolidation: As part of USDA's Blueprint for Stronger Service, FSIS streamlined resources by reducing the number of district offices from 15 to 10. We anticipate that the district consolidation will help to improve efficiency, consistency, and integration by more evenly distributing the circuits, establishments, and FSIS employees that each district office oversees.

This consolidation required FSIS to update applications, relocate equipment, and ensure telecommunications remained uninterrupted, allowing the agency to carry out daily operations. A total 66 inspection circuits were impacted assuring the integrity of approximately 2,700 employee's data. (Goal 8)

On January 20, 2012, USDA announced the FSIS proposed rule — Modernization of Poultry Slaughter Inspection — that would facilitate the reduction of pathogen levels in poultry and streamline slaughter inspection in young poultry slaughter establishments. The proposed rule was published on January 27, 2012, and comment period ended on May 29, 2012. The final rule is pending.

In FY 2012, FSIS implemented several steps to improve consumer safety nationwide from illegal drug residue. Later in the summer of 2012, the Department launched a new approach to its testing to protect the public from exposure to harmful levels of chemical residues in meat, poultry, and egg products. To strengthen the residue

program, FSIS issued the Compliance Guide for Residue Prevention-2012 to provide livestock slaughter establishments guidance to prevent chemical residues in their products. The New Analytic Methods and Sampling Procedures for the United States National Residue Program for Meat, Poultry, and Egg Products announced the new analytic methods and the date that FSIS would start using these methods. The new analytic methods allow FSIS to analyze products for more chemicals on fewer samples, thus enhancing residue detection capabilities.

Three FSIS Notices related to residues were updated and modified for PHIS, FSIS Notice 32-12, Inspection Responsibilities When a Chemical Residue Does Not Have an Established Tolerance; FSIS Notice 41-12, How To Proceed In Establishments That Have Multiple FSIS Laboratory Confirmed Residue Violations From The Same Source Supplier; and FSIS Notice 65-12, Instructions For Carcass Selection For The National Residue Program Scheduled Samples. One new FSIS Notice related to residues was issued, FSIS Notice 47-12, Instructions For Modified Sample Size For The National Residue Program Scheduled Muscle Samples. The Kidney Inhibition Swab™ (KIS™) test Phase IV was announced in FSIS Notice 44-12, expanding the KIS™ test to all livestock. 20 AskFSIS residue related and previously posted Q&As were reviewed and updated for PHIS and 2 new askFSIS residue related Q&As were posted. (Goals 1& 6)

FSIS clarified the updated Hazard Analysis and Critical Control Point (HACCP) Systems Validation compliance guidance located at 9 CFR 417.4. The guidance addresses validation by an FSIS-inspected establishment of its HACCP system, including validation of both the critical control points in the HACCP plan and any interventions or processes used to support decisions in the analysis. The comment period for the revised guidance document and the clarification document closed July 9, 2012. The final rule is pending.

On April 25, 2012, FSIS published a Compliance Guide for Residue Prevention and agencies Testing Policy for Residues to help livestock slaughter establishments prevent violative residues. FSIS accepted public comments until June 25, 2012. The final rule is pending.

On May 8, 2012, FSIS published the final rule to implement the Farm Bill provision to improve food safety by requiring FSIS-inspected establishments to: (1) notify FSIS of adulterated or misbranded product, prepare and maintain written recall procedures, and (2) document certain hazard analysis and critical control points system plan reassessments.

On July 31, 2012, FSIS and the Environmental Protection Agency (EPA) unveiled a new tool that will help scientists improve the quality of data collected and used to protect consumers from pathogen-related risks in food and water. The tool, a Microbial Risk Assessment (MRA) Guideline, was jointly developed with EPA as a public health collaborative project.

On August 8, 2012, USDA signed the first cooperative interstate shipment (CIS) agreement with the state of Ohio, marking the implementation of the interstate shipment program created by the 2008 Farm Bill. The program provides an opportunity for certain state-inspected meat and poultry processors to ship their products across state lines.

In support of *E. coli* measures, FSIS published a report in May 2012 on the Use of FSIS Regulatory Verification Sampling to Generate Prevalence Estimates, which demonstrated that the existing *E. coli* O157:H7 pathogen verification testing for raw ground beef is the only possible way to estimate national prevalence. Additionally, on May 7, 2012, FSIS announced proposed new traceback and recall procedures that it intends to implement when FSIS or other Federal or State agencies find raw ground beef presumptive positive for *E. coli* O157:H7. The agency also announced that it would routinely ask for a recall under certain conditions, including if an establishment was the sole supplier of beef trim source materials for ground product that tested positive for *E. coli* O157:H7, if a portion of product from the originating source lot was sent to establishments other than the grinding establishment with the positive-testing product, and if the contamination likely did not occur at the grinder. In the same notice, FSIS also explained that it intended to conduct a study to help it identify the source product of *E. coli* O157:H7-positive ground beef when the material from multiple suppliers was used to produce positive product. Finally, the notice announced the availability of compliance guidelines addressing

establishment sampling and testing for Shiga toxin-producing *E. coli* or genetic markers for virulent strains of the pathogen and compliance guidelines for *E. coli* O157:H7 sampled-and-tested labeling claims. (Goals 1 & 6)

Federal Humane Handling Laws: The Office of Food Safety requested that the USDA Office of Inspector General (OIG) perform an audit of industry appeals of FSIS humane handling noncompliance records and enforcement actions to ensure that FSIS was appropriately enforcing federal humane handling laws. OIG reported that FSIS appropriately enforces these laws. On December 27, 2011, FSIS issued instructions to inspection personnel clarifying that all non-ambulatory mature cattle must be condemned and promptly euthanized to ensure that the cattle are humanely handled and that the policy is consistently applied nationwide. Also, FSIS delivered enhanced, situation-based humane handling training to the FSIS personnel who perform humane handling verification duties at livestock slaughter establishments to ensure familiarity with the realistic scenarios that they may encounter. USDA created and filled a position in the Office of Food Safety for an Ombudsman, a neutral party to whom reports about humane handling concerns can be made when the standard reporting mechanisms do not adequately address outstanding issues.

On September 27, 2012, FSIS announced a new online Electronic Consumer Complaint Form where consumers can report problems with meat, poultry, and egg products. Consumers can use the form to report illnesses, allergic reactions, injuries, improper labeling and issues with foreign objects to the Consumer Complaint Monitoring System.

- Federal Food Safety & Inspection Program

Frontline Inspection: During 2012, FSIS inspection program personnel ensured public health requirements were met in establishments that slaughter or process 147 million head of livestock and 8.9 billion poultry carcasses. Inspection program personnel also conducted 6.6 million food safety and food defense procedures to verify that the systems at all federally inspected facilities maintained food safety and wholesomeness requirements. During 2012, inspection program personnel condemned more than 425 million pounds of poultry and more than 257,000 head of livestock during ante-mortem (pre-slaughter) and post-mortem (post-slaughter) inspection. (Goals 2 & 7)

Training: Training for the FSIS workforce is a cornerstone of public health protection. The workforce training strategy used by FSIS includes providing entry-level training on mission-critical inspection skills to new employees, followed by additional training as policy is updated, reinforcing knowledge about performing complex public health protection duties. (Goals 2 & 7)

In FY 2012, FSIS developed a web-based plain writing training class that educated 176 personnel on plain writing. Additionally, FSIS delivered two web-based In-Commerce System (ICS) trainings in lieu of extending classroom training. These web-based trainings resulted in a savings of about $200,000 in potential travel and per diem costs. (Goals 2 & 7)

One hundred and fifty eight compliance investigators, misconduct investigators, auditors, program analysts and other frontline employees received training in Surveillance, Investigations, and Enforcement Methods (SIEM), Investigative Methodology for Conducting Misconduct Investigations, OIG Hotline, and Other Investigations. (Goals 2 & 7)

Enforcement of the Humane Slaughter Act: The Humane Methods of Slaughter Act of 1978 states that the slaughtering and handling of livestock are to be carried out only by humane methods. FSIS is continually considering new ways to better ensure the humane treatment and slaughter of livestock presented for processing at FSIS-inspected facilities. FSIS recently announced a final compliance guide for voluntary in-plant video monitoring. These guidelines will assist meat and poultry establishments that want to improve operations by using in-plant video monitoring. (Goals 1, 2 & 7)

FSIS also delivered enhanced humane handling training to give inspection personnel more practical, situation-based training. The situation-based training modules present inspection program personnel with realistic

scenarios that they may encounter when verifying humane handling activities. This situation-based training will help the agency enforce HMSA regulations more effectively and consistently. (Goals 1, 2 & 7)

In 2012, the agency devoted 158 FTEs (103 Public Health Veterinarians and 55 non-veterinarian inspection program personnel) to the verification and enforcement of humane handling requirements in federally inspected establishments. In total, 171,953 humane handling verification procedures were performed. Also, FY 2012, *Measures to Improve Humane Handling and Slaughter:* Part 2 of the "Situation-Based Humane Handling" was developed and delivered. The training was developed in reference to the recently revised "Humane Handling and Slaughter of Livestock" directive (FSIS Directive 6900.2 Rev 2) and focused on stunning and post-stunning situations. Over 2,874 inspection program personnel completed the training. (Goals 1, 2 & 7)

In FY 2012, FSIS took action against three illegal slaughter operations in the Southeastern United States. In conjunction with OGC and the U.S. Attorney's Office, FSIS effectively explained the laws and successfully advocated for strong legal action. As a result, the United States Attorney's Office accepted the cases. Additionally, FSIS obtained a plea agreement in one case for violations of humane slaughter requirements, illegal slaughter, and for the sale of adulterated food products. (Goal 2)

Verification of effective sanitary dressing at slaughter establishments to reduce food borne pathogens by preventing contamination of edible tissue: FSIS implemented a revised version of FSIS Directive 6410.1, Verifying Sanitary Dressing and Process Control Procedures By Off-Line Inspection Personnel in Slaughter Operations of Cattle of Any Age. The agency revised the directive this fiscal year to address identified misunderstandings and improve implementation of the policy by inspection personnel. The agency issued FSIS Directive 6410.3, Verifying Sanitary Dressing and Process Control Procedures by Off-line Inspection Program personnel in Poultry Slaughter Operations to provide more specific instruction to inspection personnel in how to ensure poultry slaughter establishments effectively controlled microbiological hazards through slaughter process controls. (Goals 1 & 6)

Compliance Guidelines: FSIS issued a draft Compliance Guideline HACCP Systems Validation in April 2012. FSIS also issued a Federal Register notice clarifying regulatory requirements for validation and announcing the availability of and requesting comments on the guidance. The purpose of this guidance document is to aid small and very small plants in meeting the initial validation requirements in 9 CFR 417.4. FSIS has determined from its HACCP verification activities that many establishments have not properly validated their systems in compliance with 9 CFR 417.4. In particular, establishments have not conducted adequate activities during the initial validation period to translate all the required critical operating parameters from the scientific support into their processes and determined whether the HACCP plan is functioning as intended. In addition, agency enforcement actions have identified instances in which inadequate validation has led to the production of adulterated product and in some cases even illnesses. By providing guidance to establishments on how to properly validate their HACCP systems, such issues should be prevented. (Goals 1 & 6)

FSIS has amended the definitions and standards for official United States classes of poultry (in 9 CFR 381.170) so that they more accurately and clearly describe the characteristics of poultry in the market today. For example, the amended regulations define a "broiler," a "roasting chicken," or "tom turkey," according to age, sex, meat quality, and other characteristics of poultry under current breeding practices. The agency took this action to ensure that the labeling of poultry products is truthful and not misleading. The amended regulation becomes effective January 1, 2014, under the agency's uniform compliance date policy for labeling regulation changes. (Goal 2)

FSIS issued a revised Compliance Guideline for Meat and Poultry Jerky in July 2012. The guidelines are designed to help very small meat and poultry establishments that manufacture jerky to identify the key steps in the jerky process needed to ensure safety and the scientific support documents available to help develop a safe process and product. The guidelines were updated to reflect new information from the published literature that has increased the scientific understanding of the critical factors during jerky processing including the role of humidity as well as information obtained from Food Safety Assessments. Providing updated guidance to jerky producers should decrease the likelihood of illnesses associated with these products. (Goals 1, 3 & 6)

In May 2012, FSIS issued a Compliance Guideline on Food Safety Lessons from the Lebanon Bologna Outbreak. In March 2011, there was a recall of a Lebanon bologna product associated with a foodborne illness outbreak of *E. coli* O157:H7. The FSIS investigation following the outbreak revealed that the establishment's actual process did not closely match the supporting documentation with respect to, among other factors, diameter and casing type. Therefore, FSIS developed a Compliance Guideline which contains information on measures establishments can take to manufacture Lebanon bologna safely. By providing this information, lessons learned from the investigation can be applied at other establishments which should help establishments produce a safe product and decrease the likelihood that these issues will occur again. (Goals 1, 3 & 6)

FSIS issued revised *Salmonella* and *Listeria* Guidelines for ready-to-eat (RTE) meat and poultry in September 2012. The guidelines provide updated information for establishments on processing RTE meat and poultry products, to achieve lethality and maintain sanitation in the post lethality exposed environment. The *Listeria* Guideline also provides information on antimicrobial agents and post-lethality treatments, testing for *Listeria*, and identifying and addressing *Listeria* trends. Providing updated guidance to industry should help decrease the likelihood of illnesses associated with these products. (Goals 1, 3 & 6)

Improved Compensation Transparency and Fair Labor Standards Act Compliance: In late September 2012, FSIS amended the meat and poultry inspection schedule of operations regulations (in 9 CFR 307.4 and 381.37) to define the inspectors' eight-hour workday to include time that the inspectors need to prepare the inspection station, if necessary, or retrieve and return lot tally sheets; the time necessary for them to sharpen knives, if they must; and the time necessary to conduct duties, including administrative duties that FSIS has scheduled for them. The agency has deemed these activities to be integral and indispensable to the inspectors' work and to be part of the continuous workday as defined by the Fair Labor Standards Act. (Goal 2)

Misconduct Investigations: In FY 2012, FSIS completed 183 misconduct investigations received from OIG hotline complaints, special investigation requests, and public interest groups such as the People for the Ethical Treatment of Animals (PETA) and Government Accountability Project. These investigations limited FSIS exposure to various liabilities. FSIS issued Directive 8021.1, *Investigative Methodology for Conducting Misconduct, OIG Hotline and Other Investigations.* The directive continues to deliver improved value and efficiency to the agency's internal investigations by providing improved accountability and transparency of investigative activities; leveraging data to improve program effectiveness, and reduce costs with improved performance indicators and monitoring. These procedures have reduced administrative and travel costs between five and ten percent per year through cost-conscientious performance analysis and other indicators. (Goal 2)

Audit Recommendations: FSIS achieved management decisions on 100 percent of OIG audit recommendations issued in FY 2012 within required timeframes. FSIS closed 32 open OIG recommendations in FY 2012. This improved the percentage of recommendations closed since 2000 to 96 percent. FSIS managed audit liaison activities for over 25 audits in FY 2012, including the following audits, which had final reports issued during the fiscal year:

- GAO audits on pre-slaughter interventions to reduce *E. coli* in cattle and IT cost estimating practices;
- OIG audits concerning the In-Commerce surveillance program, inspection personnel shortages in processing establishments, appeals of humane handling noncompliance records, and the application of FSIS' sampling protocol for testing beef trim for *E. coli* O157:H7.
- FSIS also closed the remaining recommendations from the following OIG audits in FY 2012:
    - FSIS Oversight of the Production Process and Recall (ConAgra);
    - Issues Impacting the Development of Risk-Based Inspection at Meat and Poultry Processing Establishments;
    - Evaluation of FSIS Controls Over Pre-Slaughter Activities;
    - Sampling Protocol for Testing Beef Trim for *E. coli* O157:H7; and
    - Food Emergency Response Network. (Goals 1 & 2)

Recalls: In fiscal year 2012, there were 87 industry recalls of FSIS-regulated products (21 beef, 23 poultry, 14 pork, 1 ovine, and 28 combination products), totaling 2,084,077 pounds. Forty-eight of the recalls were considered Class I (reasonable probability that eating the food will cause health problems or death), twenty-nine were Class II (remote probability of adverse health consequences from eating the food) and ten were Class III

(use of the product will not cause adverse health consequences). Twenty-two of the recalls were directly related to microbiological contamination caused by the presence of *Listeria monocytogenes* or *E. coli* O157:H7. Ten of the recalls were due to extraneous material contamination. Six recalls were due to contamination of product by *Salmonella*. Thirty-three recalls were due to undeclared allergens in the product (compared to 35 during FY 2011). The remaining sixteen recalls were due to undeclared substances, unapproved substance, mis-branding, produced without the benefit of inspection, and unfit or insanitary conditions. (Goals 1, 2 & 6)

Foodborne Illness Outbreak Investigation: FSIS collaborated with local and State health departments, the Centers for Disease Control and Prevention and the Food and Drug Administration to investigate reports of 30 foodborne illness clusters involving 1,518 ill people. Six FSIS recalls were associated with these investigations. (Goals 1 & 2)

FSIS Foodborne Illness Investigations for FY 2012					
	Investigations	Ill	Hospitalized	Deceased	Resulted in Recall Product
E. coli O157:H7	12	182	35	3	2
Salmonella	13	1,316	189	1	4
Listeria monocytogenes	5	20	16	6	0*
TOTAL	30	1,518	240	10	6

* There were no recalls because a source was not identified for 4 deaths and the other 2 deaths were not linked to FSIS inspected products.

FSIS Public Health Alerts: FSIS issued two public health alerts and three updates during FY 2012. One public health alert and the three updates accompanied a recall by XL Foods in Canada of beef products that FSIS testing confirmed positive for *E. coli* O157:H7. One was in response to a notification from the Canadian Food Inspection agency regarding product from New Food Classics in Canada that may have been contaminated with *E. coli* O157:H7. (Goal 1)

Prosecutions and Other Legal Actions: In FY 2012, criminal prosecutions resulted in the conviction of two firms and three individuals and $340,800 in fines, restitution, and penalties. Civil enforcement actions resulted in five consent decrees and one civil judgment issued by Federal district courts to firms and responsible individuals for ongoing or repetitive violations of the FMIA and PPIA. These actions resulted in $9,033 in fines, restitution, and penalties. Additionally, FSIS issued 983 notices of warning (39 from headquarters and 944 from field personnel) to individuals and firms for violations of laws. These outcomes sent a strong message that food safety violations will not be tolerated and serve as a valuable precedent. (Goals 1 & 2)

In FY 2012, FSIS obtained a food safety agreement with a federally inspected establishment requiring the firm to abide by procedures set forth in a compliance program for a period of two years. The program includes implementing additional compliance procedures to ensure that meat and poultry products do not become adulterated or misbranded; compliance with the recently published final rule for notification to FSIS of adulterated or misbranded product in commerce; and written assessments by a qualified, independent third party of sanitation and food safety control systems. During that time, the firm will also pay $392,000 to the U.S. general fund. These actions enhanced food safety, obtained a case result that withstood challenges, and strengthened partnerships with OIG and the Department of Justice. (Goal 2)

Economically-Motivated Adulteration: FSIS maintained its focus on economically-motivated adulteration (EMA)—one of the priorities identified by the President's Food Safety Working Group—by continuing its collaboration with the FDA to fund the National Center for Food Protection and Defense (NCFPD) to develop new tools and models to help the Agencies optimally utilize their resources to prevent and mitigate the effects of EMA. The second phase of NCFPD work, conducted in FY 2012, included a review of industry standard quality assurance methods (USP Food Chemicals Codex) for 413 food ingredients and categorizing their susceptibility to EMA; modeling the supply chains of various food products identified as potential targets for EMA to identify anomalies that could provide an early alert for potential EMA events; and assessing the

availability, credibility, and utility of 56 data sources for review by analysts, who look for EMA events or conditions that could make EMA more likely. (Goals 2 & 8)

In-Commerce Activities: FSIS conducts critical investigations including the coordination of foodborne illness outbreak investigations to protect public health and respond to food safety and food defense issues associated with the handling, sale, and distribution of meat, poultry, and processed egg products in-commerce. Compliance investigators conduct surveillances and investigations in food warehouses, distribution centers and retail stores operating in commerce. This population includes businesses that store, handle, distribute, transport, and sell meat, poultry and processed egg products to the consuming public. Investigations are conducted in response to alleged violations that affect the health and safety of consumers regionally, nationally, and worldwide. The investigative findings and evidence are documented and used to support civil, criminal and administrative actions. In FY 2012, FSIS controlled misbranded and/or adulterated products through detention actions totaling 1,872,543 pounds of meat and poultry products thus preventing possible injury or illness to the consumer. FSIS investigators conducted an increase of 134 surveillance activities, including food safety and food defense surveillance activities in accordance with agency policy and directives. In addition, FSIS conducted 610 investigations, of which 90 percent were based on food violations in FY 2012. (Goal 2)

In FY 2012, FSIS collected retail ground beef samples tested for *E. coli* O157:H7 totaling 463 samples, or 100.7 percent of FSIS' target. (Goals 1 & 2)

Food Labeling Compliance: During FY 2012, FSIS evaluated and processed 61,368 label submissions from industry for meat, poultry, and processed egg products. Of these submissions, 20,395 label sketches were approved as-is, 17,030 were approved as modified label sketches, 3,536 temporary label approvals were granted, and 20,407 submissions were not approved and returned to be corrected. FSIS received and responded to more than 12,000 email inquiries from domestic producers and manufacturers, foreign establishments, trade groups, State and foreign government officials, embassies, Congressional offices, consumers/consumer groups, universities, and research organizations that requested guidance on labeling, food standards, ingredients, and jurisdiction policies. FSIS also sent about 1,500 advisory letters and other correspondence to manufacturers explaining labeling, food standards, ingredients, and jurisdiction policies in response to recalls and compliance actions. In May 2012, FSIS published two *E. coli* compliance guidelines: a "Compliance Guideline for *E. coli* O157:H7 Sampled and Tested Claims for Boneless Beef Manufacturing Trimmings" and a "Compliance Guideline for Establishments Sampling Beef Trimmings for Shiga Toxin-Producing *E. coli* (STEC) Organisms or Virulence Markers." On May 21, 2012, FSIS launched a new web-based label approval system, Labeling Submission and Approval System, (LSAS), to streamline the agency's review process for meat, poultry, and egg product labels. The Label Submission Approval System will make it possible for food manufacturers to submit label applications electronically, will flag application submission errors that could delay the approval process, and will allow users to track the progress of their submission. This tool helps ensure and enforce data integrity, and improves information retrieval response time. (Goals 2 & 8)

Microbiological Sampling: The microbiological sampling program has four major components: *E. coli* O157:H7 in beef products; multiple pathogens in ready-to-eat products; *Salmonella* in raw meat and poultry products; and *Salmonella* in pasteurized egg products. (Goal 8)

E. coli O157:H7 in Beef: In 2012, FSIS tested a total of 12,218 raw ground beef samples for *E. coli* O157:H7. Of these samples, 5 were from imported products, 11,744 from federally inspected establishments, and 469 were from retail stores. FSIS found 17 samples (0.139 percent) that confirmed positive for *E. coli* O157:H7 from federally inspected establishments. Also, in 2012, FSIS tested 3,142 samples of raw ground beef components from establishments that supplied product to raw ground beef producers for *E. coli* O157:H7, with 20 samples (0.637 percent) testing positive. (Goal 8)

Multiple Pathogens in Ready-to-Eat (RTE) Products: FSIS tests a wide variety of domestic and imported RTE products, such as hot dogs and deli meat, for *Salmonella* and *Listeria monocytogenes*, and a number of RTE beef products for *E. coli* O157:H7. In 2012, *Salmonella* was detected in 10 samples (0.080 percent) of 12,554 product samples tested. (Goal 8)

FSIS also tests the same variety of domestic and imported RTE products for *Listeria monocytogenes*. In 2012, FSIS analyzed a total of 12,614 RTE samples. In addition to product testing, FSIS tests food contact surfaces and areas within the establishment's facilities for *Listeria monocytogenes*. FSIS also performs additional RTE testing for *Listeria monocytogenes* when conducting a food safety assessment (FSA) as discussed below. (Goal 8)

Salmonella in Raw Meat and Poultry Products: As one part of its science-based sampling program, FSIS collects and analyzes samples for Salmonella to verify compliance with the HACCP requirements. The Salmonella sampling program is fundamentally different from the programs for *E. coli* O157:H7 and *Listeria monocytogenes* because it is intended to measure process controls within the establishment rather than product contamination. The consistency of process control is validated by collecting and testing samples over successive processing days and by comparing the results of two consecutive sample sets. (Goals 1, 2 & 6)

To support the ongoing implementation of the revised lower performance standards for *Salmonella* in young chickens and young turkeys, FSIS issued FSIS Notice 57-12, which outlined Young Chicken carcass sampling eligibility to clarify which young chicken product classes are subject to sampling. This notice was to address identified misunderstandings about which young chicken product classes to sample, and resulted in enhanced application of the standard to young chicken product classes. (Goals 1, 2 & 6)

FSIS published a *Federal Register* notice on December 6, 2012 that will require establishments to reassess HACCP plans for comminuted not-ready-to-eat (NRTE) chicken or turkey products in light of recent outbreaks. Such product includes any NRTE chicken or turkey product that has been ground, mechanically separated, or hand- or mechanically deboned and further chopped, flaked, minced or otherwise processed to reduce particle size. In addition, the notice announces that FSIS will begin sampling non-breaded, non-battered comminuted product for *Salmonella*. FSIS expects to use the verification testing program as the mechanism to obtain samples to determine prevalence of *Salmonella* in comminuted poultry and will use the results from this sampling to develop performance standards for these products. (Goals 1, 2 & 6)

FSIS strengthened *Salmonella* and *Campylobacter*-related policies by issuing or reissuing several Notices. The agency is also in the process of compiling all of the existing policies into a single directive. Notice 61-11 provided instructions to the field on reviewing establishments' *Salmonella* control programs for raw classes of meat and poultry. Notice 54-12 (former Notice 31-11) reiterated the new performance standards for *Salmonella* and *Campylobacter* in chilled carcasses at Young Chicken and Young Turkey slaughter establishments. It included instructions for sampling those carcasses. Notice 57-12 outlined Young Chicken carcass sampling eligibility to clarify any potential for misunderstanding which Young Chicken product classes are subject to sampling. Notice 66-12 (former Notice 42-11) reiterated what actions to take when an establishment substantially or temporarily alters its *Salmonella* control process. The instructions included updated and additional examples that were based on a policy analysis of the implementation of the instructions provided in the original Notice (42-11). The agency continued verification testing according to the new *Salmonella* performance standards (implemented July 1, 2011) and expanded the *Salmonella* Initiative Program (SIP) to reduce and eliminate *Salmonella* by promoting industry-driven innovation to reduce pathogens in raw meat and poultry products (in accordance with Federal Register notice FSIS-2008-0008 published July 8, 2011). (Goals 1, 2 & 6)

Salmonella Initiative Program (SIP): SIP enhances food safety directly and indirectly in two ways: (1) by enabling establishments to respond more quickly to microbial pathogens to produce safe product, and (2) providing useful data to FSIS to inform ongoing public health policy development. In FY 2012, 144 eligible federally inspected establishments met the deadline to submit SIP protocols to request to continue operating under existing regulatory waivers as well to request additional regulatory waivers. Participating establishments conduct microbial testing and share their results with FSIS. SIP offers public health benefits by encouraging establishments to test for microbial pathogens and respond to the ongoing results by taking steps when necessary to regain process control to minimize the presence of pathogens. SIP also enables FSIS to use this additional data to enhance FSIS ongoing public health policy development. At the end of FY 2012, 81 SIP protocols submitted by chicken, turkey, duck, fowl, swine and HACCP-Based Inspection Models Project (HIMP) establishments were evaluated and received regulatory waivers under the SIP program in the form of no

objection letters. At the end of FY 2012, 70 establishments were submitting monthly microbial and other data to FSIS. An initial analysis of SIP microbial data from June 2010 to July 2012 for establishments operating under waivers of chilling regulations showed that establishments were effective at controlling *Salmonella* levels and ensuring food safety. FSIS' *Salmonella* data was significantly lower in establishments with chilling waivers than all other poultry establishments. Establishment *Salmonella* performance measured before and after implementation of the chilling waivers did not change significantly. (Goals 1 & 6)

FSIS issued instructions for inspection program personnel in establishments that change their sanitation and food safety practices in response to routine, risk-based *Listeria monocytogenes* (RLm) and Intensified Verification Testing (IVT) sampling. Such changes can interfere with FSIS' ability to collect a sample that is representative of conditions at the establishment, and determine whether RTE meat and poultry products are adulterated as required by the FMIA and Poultry Products Inspection Act (PPIA). Providing instructions to FSIS personnel should decrease the likelihood that establishments will change practices and increase FSIS' ability to collect representative samples. (Goals 1 & 6)

Broiler establishments are placed in one of three categories based on *Salmonella* set performance, with Category 1 being the best performing establishments and Category 3 being the worst performing establishments. FSIS posts a list of establishments in Category 3 on its website on a monthly basis. At the end of 2012, 132 broiler establishments were in Category 1, 28 were in Category 2, and eight were in Category 3. At the end of 2012, 27 turkey establishments were in Category 1, five were in Category 2, and two were in Category 3. As more establishments gain greater control over *Salmonella* and attain Category 1 status, fewer people will be exposed to *Salmonella* from raw FSIS-regulated products. (Goal 7)

Salmonella in Processed Egg Products: FSIS tests processed egg products for the presence of Salmonella. Products including pasteurized liquid whole eggs, liquid egg whites, liquid egg yolks, and dried egg whites are tested once per month in every establishment in which they are produced. For 2012, FSIS tested 1,509 samples and found 1 sample (0.066 percent) positive for Salmonella. *(Goal 6)*

Modernization of Poultry Slaughter Inspection: In January 2012, FSIS proposed a new inspection system for young chicken and turkey slaughter establishments that would replace the current Streamlined Inspection System (SIS), the New Line Speed Inspection System (NELS), and the New Turkey Inspection System (NTIS). The agency also proposed several changes that would affect all establishments that slaughter poultry other than ratites, regardless of the inspection system under which they operate. This proposed rule is a result of the agency's 2011 regulatory review efforts conducted under Executive Order 13563 on Improving Regulation and Regulatory Review. (Goal 1)

Microbiological Baseline Studies: FSIS conducted baseline studies to ensure that inspections align with food safety risks through a number of activities. These studies provide the agency with information on the presence and levels of pathogenic and indicator bacteria within specific food commodities. The data generated from these studies is used to set performance standards for industry to maintain safe production standards at food producing establishments. In 2012, FSIS began the Raw Liquid Egg and Chicken Parts Baseline Surveys and completed the Market Hog Baseline Survey. The agency used the data collected during the Market Hog survey to recommend *Salmonella* performance guidance for this product class. (Goal 1)

Food Safety Assessments (FSAs): In 2012, FSIS conducted FSAs to assess the design and validity of the hazard analysis, HACCP plan, Sanitation Standard Operating Procedures (Sanitation SOPs), pre-requisite programs, testing programs, e.g., its generic *E. coli* written procedures, and any other programs that constitute the establishment's HACCP system. Using scientific assessment protocols, specially-trained personnel conducted 1,545 focused FSAs. These multi-week assessments determine the adequacy of food safety systems in regulated establishments. Outcomes of these activities included 33 notices of intended enforcement from which 3 suspensions of operations occurred. (Goal 2)

Food Defense Vulnerability Assessments: In 2012, in compliance with Homeland Security Presidential Directive 9 requirements, FSIS conducted three vulnerability assessments of meat, poultry, and egg processing systems to provide a risk-based approach to preventing an intentional attack on the food supply in: (1) legal

imports; (2) non-comminuted deli meat; and (3) the National School Lunch Program. Those assessments identified food products at greater risk of attack and prioritized the points in the processing systems where adulteration could occur. FSIS has conducted 35 vulnerability assessments to date. (Goal 2)

Food Defense Surveillance & Verification Procedures: FSIS field personnel conduct Food Defense Surveillance and Verification Procedures to identify potential weaknesses in the security of FSIS-regulated food production systems, with the frequency of the procedures linked to the level of risk of the product, and whether there is an elevated threat alert to the food and agriculture system under the National Terrorism Advisory System (NTAS). In 2012, FSIS and state inspection programs conducted 438,217 food defense verification procedures in FSIS-regulated and state inspection program slaughter and processing facilities. (Goal 2)

Food Emergency Response Network (FERN): FERN is jointly led by FSIS and FDA and consists of 170 Federal, State, and local governmental laboratories that are responsible for protecting the U.S. food supply from intentional biological, chemical, and radiological terrorism. The goal of FERN is to (1) have a robust food testing laboratory network with the surge capacity capable of collecting data in order to respond to an event involving the intentional or accidental contamination of the food supply, (2) maintain U.S. agricultural and industrial economic stability by rapid identification if an event occurs, and (3) ensure/restore consumer confidence in the safety of the Nation's food supply through rapid response by the network. FERN has completed a series of functional exercises with each of the 25 funded FSIS Cooperative Agreement Program (CAP) laboratories demonstrating their state of emergency preparedness and response readiness in support of future FSIS laboratory emergency assistance. These exercises helped FSIS assess and validate food testing administrative procedures, scientific methods of analysis and also verified CAP Lab's capacities to perform food testing within conditions simulating a food related emergency. These exercises also provide the framework for Federal, State, and local government agencies, the food industry, and consumer groups to work together to detect, respond to, and recover from incidents. FERN has identified three broad based chemical screens that will address current intelligence on emerging chemical threat scenarios. Two of these methods (TO 21 and TO 22) use advanced analytical techniques to identify chemical threat agents in a wide variety of FSIS high-risk products (raw ground products, liquid eggs and ready–to-eat processed products). To date, TO 21 has been validated and the third method, the Multiple Residue Method which screen for 15 different chemical agents are currently in use as part of the FSIS National Residue Program. The TO 22 is currently going through validation approval. FERN completed a Level 1 Validation of *Franciscella tularensis* (a highly pathogenic organism with potential use as a threat agent). Validation of Level 2 and 3 of the program is ongoing. (Goals 1 & 5)

Recruit and Retain High Performing Employees: FSIS completed its third successful year under the Public Health Human Resources System (PHHRS) pay band demonstration project. Employees saw a direct link between performance and pay. Seventy-five percent of PHHRS veterinarians felt their pay was the same or better than the industry as a whole. FSIS continues to maximize its use of hiring flexibilities to attract and retain Public Health Veterinarians (PHVs) for hard-to-fill positions. FSIS accomplished this by granting superior qualification appointments (to improve its competitiveness with the private sector), using direct-hire authority from Office of Personnel Management for PHV and Food Inspector positions. (Goal 7)

FSIS encouraged telework participation of all eligible personnel, reducing commuting costs for the agency and ensuring a better work/home life balance for all employees. (Goal 7)

Labor Relations: With a concerted effort by management and union officials, FSIS made significant strides in improving the Labor Management relationship. The agency ensured all union and management officials received no cost Pre-Decisional Involvement (PDI) training, and successfully conducted 17 PDI sessions, avoiding formal negotiation on a variety of issues. Union representation was added to the agency's Cultural Transformation and Safety and Health Committees. FSIS was twice asked by OPM to lead discussions on Labor Management lessons learned and best practices. (Goal 7)

FSIS moved the Scranton, PA, Compliance Inspector position to Iselin, NJ, for easier service to the six million people in the New York/New Jersey metropolitan area and closed the Scranton, PA, sub-office, which resulted

in cost savings of office space and phone charges. This move saves investigator time and financial resources as well as improving overall effectiveness. (Goal 8)

Consumer Complaint Monitoring (CCMS) System: The Consumer Complaint Monitoring System (CCMS) provides a centralized means for managing consumer complaints with the primary goal of helping FSIS identify and mitigate health risks associated with FSIS-regulated products. When the CCMS was created in 2001, there was a stronger focus on person-to-person communication. More recently, the system underwent changes that allowed FSIS to use online capabilities to manage cases more efficiently. In FY 2012, FSIS launched the web-based Electronic Consumer Complaint Form (eCCF) allowing consumers a new method to report problems to CCMS. The online form offers a channel for the public to reach FSIS in a way that is easy and convenient. Because the online form allows more flexibility to the consumer, FSIS expects an increase in reporting. The agency can use the increase in consumer reporting to discern whether the source of a complaint originated from the producing facility or the retailer. (Goal 8)

Data Analysis and Reporting Methodology: As part of its efforts to increase data-driven decision making, FSIS is continuing to implement the *FSIS Strategic Data Analysis Plan for Domestic Inspection* published in September 2010. (Goals 1, 2, 4 & 6)

As part of that plan, FSIS strives to facilitate data-driven decision making and increase transparency by rapidly fulfilling internal and external data requests. Those requests included internal requests that supported policy decisions and regulatory actions, domestic and import field activities, and tracking agency performance, and external data requests, including Freedom of Information Act (FOIA) requests, OIG audits, Congressional requests, and requests from other government agencies. In 2012, FSIS responded to over 1,400 data requests, resulting in more than a 40 percent increase over the prior year. (Goals 1, 2 & 6)

FSIS reviewed and contributed to approximately 140 draft letters to Congress. FSIS also responded to more than 180 inquiries and other requests from Congress, 30 of which resulted in either a conference call or in-person briefing on the Hill; more than 500 inquiries from media outlets; and 117 formal response calls from consumers and consumer and industry representatives regarding food safety issues. (Goal 4)

FSIS continued its work with the Interagency Food Safety Analytics Collaboration (IFSAC) to coordinate activities and analyses across FSIS, the Centers for Disease Control and Prevention, and FDA. In 2012, FSIS served as the chair of the IFSAC Steering Committee and organized 13 IFSAC Steering Committee meetings, a face-to-face technical workgroup meeting, and technical workgroup meetings. IFSAC has completed a project to better align the food categories that CDC uses in its outbreak investigations with FSIS and FDA regulated products, which will improve the agencies' ability to track outbreaks and attribute illnesses to regulated products. (Goals 1, 4 & 5)

Food Defense Plans: The USDA Strategic Plan for 2011 – 2016 established as a performance objective that 90 percent of all establishments have a functional food defense plan by 2016. FSIS conducted a number of outreach activities that focused on helping the smallest FSIS-regulated establishments adopt functional plans, including sending letters encouraging the development and adoption of testing food defense plans to all establishments, and contacted 44 percent of establishments that that did not have a food defense plan. FSIS recently completed the Seventh Annual Food Defense Plan Survey that found 77 percent of all establishments have a functional food defense plan to mitigate possible intentional contamination of FSIS-regulated products, exceeding the agency's 2012 goal of 76 percent. (Goal 2)

Administrative Enforcement: In FY 2012, FSIS filed six administrative complaints for public health and safety, custom exemptions, or fitness issues/violations of FSIS laws resulting in four administrative orders. Key administrative outcomes include an administrative consent order against an establishment for violation of export requirements and falsification of agency records; a consent order that required a California firm to reconstruct a facility, remove all evidence of contaminants, and implement stringent testing and food safety programs, including first-ever pulsed field gel electrophoresis (PFGE) pattern fingerprinting analysis for historical *Lm* positive samples; an order to deny inspection against an individual based on food-related felony convictions; and permanently terminated custom exempt privileges for one firm based on sanitation violations. (Goal 2)

Management Control Audits: In FY 2012, FSIS reviewed/audited 35 percent of the agency programs to help manage risks and improve implementation of operational controls, accountability, and actions to achieve strategic goals. Examples of audits/reviews and the key outcomes achieved include:

- Audit of reimbursable overtime charges verified disconnects between employee overtime reports and reimbursable overtime billings. FSIS is performing manual reconciliations while working on a long term Business Process Improvement solution that will better align the personnel time reporting and billing system.
- Completed multiple audits of the Office of Public Health Science (OPHS) Western, Midwestern, and Eastern (including the Food Emergency Response Network and Laboratory Quality Assurance Division) Laboratories for compliance with Time and Attendance (T&A), GovTrip and Purchase Card policies, procedures and guidelines. The audits verified overall compliance with existing policy and procedure requirements and management controls.
- Completed audits at three of the nine states with Talmadge-Aiken (TA) Programs. The audits show that the State TA Program met applicable statutes, regulations, policies and procedures for inspection and enforcement, and that appropriate management controls and performance measures are being applied. The audit recommended that TA agreements be updated and that a new directive be prepared to provide FSIS personnel with uniform and clearly delineated roles, responsibilities, instructions and methodology to minimize duplication of functions, facilities, personnel and measurable cost-effective performance in the administration of the TA program. (Goals 1 & 2)

Program Evaluation: FSIS completed more than 15 surveys and evaluations that assisted management in program planning, implementation, improvement and accountability. Completed surveys included:

- Survey of food defense practices in egg processing establishments to improve food protections
- Survey of States' implementation of the In-Commerce System, which enhanced coordination of federal and state authorities and public health.
- Survey of the Voluntary Early Retirement initiative that will benefit human resources management.
- Survey with USDA Intern Supervisors will assist the department recruit both interns and mentors.
- Survey of the End of *Salmonella* Set Letters that will result in a fuller understanding of *Salmonella* controls in establishments and public health.
- Survey of the Verification of Antimicrobial Interventions for improved beef and veal safety, and public health.
- Evaluation of the scientific basis of sampling ground beef products produced in retail establishments for *E. coli* O157:H7 to align with public health initiatives. (Goals 1 & 2)

Public Meetings: FSIS hosted six public meetings during FY 2012. FSIS held a joint public meeting with USDA's Animal and Plant Health Inspection Service and the Agricultural Research Service (ARS) on "Pre-Harvest Food Safety for Cattle," and discussed how pre-harvest pathogen control strategies for animals presented for slaughter can reduce the likelihood that beef could become contaminated with *E. coli*, *Salmonella*, and other pathogens (November 9, 2011). FSIS held a joint meeting with FDA, Centers for Disease Control and Prevention (CDC), ARS and Food and Nutrition Service to discuss approaches to reducing sodium consumption (November 10, 2011). FSIS held a public meeting to discuss the implementation plans and methods for controlling non-O157 Shiga toxin-producing *E. coli* in raw beef products (December 1, 2011). FSIS, FDA and CDC hosted a joint public meeting to discuss Federal efforts to advance tri-agency understanding of food source attribution and develop harmonized food source attribution estimates to inform targeted food safety strategies. The public meeting also introduced the Interagency Food Safety Analytics Collaboration, which was formed to collaborate on analytic projects (January 31, 2012). FSIS hosted a National Advisory Committee on Meat and Poultry Inspection (NACMPI) public meeting via web conference to discuss the proposed rule on the Modernization of Poultry Slaughter Inspection published January 27, 2012 (March 21, 2012). NACMPI held a meeting to discuss the safety of ground beef purchased by the National School Lunch Program (March 28, 2012). (Goals 4 & 5)

Faces of Food Safety: In FY 2012, FSIS published eight issues of *Faces of Food Safety*, which provides an in-depth look at the individual scientists, veterinarians, inspectors, and other FSIS professionals who play an important role in keeping food safe and protecting public health. This initiative complements the Under Secretary for Food Safety Dr. Elisabeth Hagen's "One Team, One Purpose" campaign, and the agency's Cultural Transformation efforts. (Goal 8)

In FY 2012, FSIS increased the transparency in its sampling programs by publishing three reports related to its sampling programs on the agency's website: (1) Report on the Food Safety and Inspection Service's Microbiological and Residue Sampling Programs (December, 2011); (2) Food Safety and Inspection Service's Annual Sampling Program Plan Microbiological and Residue Sampling Programs Fiscal Year 2012 (February, 2012); and (3) Use of FSIS Regulatory Verification Sampling to Generate Prevalence Estimates (April, 2012). Those reports provide background information on how FSIS' sampling frames are developed, the agency's specific plans for sample collection in FY 2012, and the relationship between FSIS' verification sample results and the prevalence of contamination in FSIS-regulated products. FSIS is also evaluating the findings of *The Potential Consequences of Public Release of Food Safety and Inspection Service Establishment-Specific Data* (NRC, 2011), commissioned from the National Academy of Sciences, which concluded that releasing establishment-specific data might favorably impact public health. (Goal 5)

FSIS coordinated Computer Security Awareness Training and IT specialized role based training to approximately 11,000 FSIS employees, state employees, and contractors geographically dispersed throughout the country to reach 100 percent compliance with the Federal Information Security Management Act. FSIS maintains a rigorous and proactive Information System Security Program (ISSP) that supports the agency's mission to protect public health by implementing strategies that improve the cyber security of FSIS Information Technology (IT) systems. FSIS achieved full compliance with Federal Information Security and Management Act requirements in the areas of security awareness and training, incident handling, plan of action and milestone management, and system certification and accreditation. (Goal 8)

FSIS provides expert scientific consultation to fulfill *ad hoc* and potentially urgent requests in the area of foodborne illness and emerging trends. These requests include recall committees and outbreak investigation activities, pathogen tracking and correlation efforts, review of third-party laboratory results, reconciling sub-typing and other microbiological data, and technical consultation for agency sampling as well as development and validation of new analytical methods. In particular, the staff provided leadership on the recent non-O157 STEC issues, including information and data regarding STEC intervention technologies related to red meat products and method equivalence issues. FSIS published an authoritative document on the use of indicator bacteria and molecular targets for assessing process control to support the HACCP 2.0 initiative in the first quarter of FY 2012. (Goal 5)

FSIS pathologists serve as active members on the agency Bovine Spongiform Encephalopathy-Specified Risk Material NR working group, the agency *Toxoplasma* cooking temperature working group, and *Toxoplasma* issues working group. A pathologist serves on the interdepartmental National Science and Technology Council working group on the science of prions. Additionally, an FSIS pathologist continues to participate in the agency Advanced Meat Recovery (AMR) Notices Working Group and continues to serve as the FSIS AMR specialist. FSIS is developing the draft white paper "Current and Future Development and Use of Molecular Subtyping by FSIS;" it will serve as an agency-wide document describing present and future protocols. FSIS conducted meetings and conference calls with ARS scientists to propose revisions to the non-O157 STEC method in relation to work load and reagent preparations. FSIS recognized a need to formalize the process in which FSIS pulsed field gel electrophoresis (PFGE) data is transmitted to PulseNet and the Outbreaks Section of Eastern Laboratory (OSEL) should ensure that all leads are pursued. To meet this need FSIS created a "Standard Operating Procedure," which describes the OSEL procedures for analysis and reporting of *E. coli O157:H7* PFGE related data. FSIS also prepared a template for a quarterly PFGE report for *E. coli O157:H7* in collaboration with the Foodborne Disease Investigation Branch. (Goal 1)

Non- O157:H7 STECs Beef Trim Testing: The agency implemented a testing program for non-O157:H7 STECs in FY 2012. Eastern Laboratory led a multi-year effort to develop a fit for purpose method to accurately identify the top six non-O157:H7 STECs in a high volume laboratory and meet precise turn around times. This long

awaited agency initiative was highly visible and scrutinized by consumer groups, industry and trading partners. FSIS held several teleconferences with industry groups and trading partners to communicate how this method worked and what reagents and supplies were needed. In June of 2012, FSIS implemented the testing program for non-O157:H7 STECs and microbiologists from FSIS continue to monitor the results from the other Field Service Laboratories (FSLs) for accuracy. In line with the strategic plan, the agency has added an additional program that improves public health, is not onerous to industry and exemplifies cross agency cooperation. (Goal 1)

FSIS provided samples to field personnel to implement N-60 (surface excision samples) sample collection beef trim program. In addition, the staff implemented a new multi-class pesticide screening method designed to detect the highest risk pesticides as identified by the EPA. The method focuses on pesticides with current registrations that have tolerance levels that need enforcement, rather than outdated analytes that are no longer widely used domestically. This staff also analyzed school lunch program samples for particular foodborne pathogens in cooperation with and under the direction of FERN. Testing food products distributed to the school lunch program minimizes the potential of the occurrence of foodborne illness. FSIS also collaborated with EPA and FDA to redesign our pesticide-monitoring program to protect public health better and with Agricultural Marketing Service to implement an applicable analytical screening method. In addition, FSIS analyzed ground turkey samples from an establishment, which was implicated in a multi-state *Salmonella* outbreak. This project continued through March 2012 and consisted of several hundred samples that were analyzed for *Salmonella* with particular interest in *Salmonella* Heidelberg and *Salmonella* Hadar; these two serotypes were isolated from outbreak samples collected by the Incident Investigation Team. FSIS staff trained analysts on the aminoglycoside method for the new National Residue Program and improved the detection method, which eliminated the need for a dedicated instrument. The staff extended the beta-agonist and pesticide method to horse, and the pesticide method to goat and lamb. In addition, the staff set up 40 additional pesticide analytes to be validated in FY 2013. (Goal 1)

At the request of FSIS, ARS developed an experimental multi-residue method in bovine kidney testing. FSIS verified the method and validated bovine and porcine kidney and muscle for implementation in all of the testing programs. In addition, FSIS collaborated with ARS to assist in the investigation and identification of shiga-toxin producing *E. coli*. Finally, FSIS adopted the FDA's Penicillin G method for bovine tissue and developed a Chemistry Laboratory Guidebook method for it. (Goal 5)

FSIS validated an extension of the aminoglycoside screening and confirmation method to porcine species, as well as a common screening level for bovine and porcine species. In addition, the staff validated an extension of the Flunixin Determinative and Confirmation method to porcine species. They also provided extension data for the Sulfonamide Determinative and Confirmation method to sheep (ovine) and goat (caprine) species. Finally, they finished validation studies on increased sample sizes for *Listeria monocytogenes* in ready-to-eat (RTE) foods, and *Salmonella* and *Campylobacter* in ground beef and poultry. These changes increase detection probabilities and better protect public health. (Goal 5)

FSIS also validated and implemented all chemical analyses for electronic use in the Laboratory Information Management System (LIMS) and the multi-residue and aminoglycoside screening and confirmation analyses. The staff provided software validation for the new STEC method and changes to *E. coli O157* and *Campylobacter* programs. (Goal 8)

FSIS administers chemistry, microbiology and veterinary pathology quality assurance and quality control functions for Field Service Laboratories and the Special Projects and Outbreak Support Laboratory. FSIS oversaw implementation of multiple methods and undertaken projects to ensure that food safety inspection aligns with existing and emerging risks. FSIS published 12 Microbiology Laboratory Guidebook methods and appendices and supervised the implementation of at least 10 new and updated chemical residue methods during FY 2012 in direct support of the U.S. National Residue Program (NRP). These updated methods incorporate improved technology, which increases laboratory capability and efficiency, improving the agency's ability to respond to existing and emerging risks. (Goal 1)

Nutrition Labeling of Single-Ingredient Products: The final rule on nutrition labeling of single-ingredient products and ground or chopped meat and poultry products, took effect January 1, 2012. To support the agency's outreach efforts to industry and ensure industry's ability to comply with the rule, multiple measures to inform industry and other interested stakeholders about the requirements of the new rule were initiated. This included informing the Directors of State Meat and Poultry Inspection programs on monthly conference calls/Webinars, as well as State HACCP Contacts and HACCP Coordinators at universities during regularly scheduled conference calls with them. The agency also orchestrated Webinars targeted to industry on nutrition labeling. There were two Webinars, reaching approximately 150 individuals, on this subject during the course of FY 2012 to augment the ones held previously in FY 2011. (Goal 4)

Consumer Education: During the course of FY 2012, FSIS managed and coordinated the exhibition of the agency's booth or tabletop information at 22 various industry, public health and university-sponsored trade shows, conventions, conferences and workshops reaching an estimated 45,000 targeted food safety stakeholders. At each of these events, FSIS provided food safety education information targeted to consumers so that these targeted individuals could share the agency's resources with other consumers. (Goal 3)

- Public Health Data Communication Infrastructure System (PHDCIS)

FSIS completed the transition of telecommunication services from the legacy FTS2001 contract to the USDA Networx contract. The Networx Transition initiative is a cost savings initiative to consolidate network connections into a single contract to reduce administrative overhead and agency telecommunications costs. As a result, FSIS transitioned the remaining 18 (26.5 percent) telecommunications circuits to a managed service that completed the consolidation of 22 disparate contracts. (Goal 8)

FSIS increased broadband communications services to an additional 239 field locations this year. FSIS implemented an application troubleshooting tool to increase customer satisfaction by more efficiently resolving mission critical application incidents. (Goal 8)

FSIS completed requirements gathering for a multi-year project to redevelop its data warehouse to enhance and improve research, report, trending and analytics on multi-year FSIS structured and unstructured data from both internal and external sources to better protect public health. (Goal 8)

- International Food Safety & Inspection Program

PHIS Import: In 2012, FSIS developed and deployed the Public Health Information System (PHIS) Import Inspection functionality, which enables FSIS to comply with the Safe Port Act of 2006. The PHIS Import Inspection module, which allows for inter-governmental communication and coordination with Customs and Border Protection (CBP) on admissibility decisions for imported food products, greatly improves food safety and implements the business-friendly concept of a "Single Window" import industry interface with the U.S. Government. The PHIS Import Inspection module also includes an electronic certification feature, "eCert", which directly communicates with foreign governments. New Zealand and Australia have already implemented this feature and the two countries account for over 32 percent of U.S. imported meat products. PHIS eCert provides the U.S. with advanced notice of shipments and their contents destined for U.S. ports, greatly enhancing U.S. food safety and port security. (Goal 8)

PHIS training for import inspection personnel was also launched and completed. Three sessions were conducted and 87 employees were trained on the import inspection functions of PHIS. (Goal 7)

International Trade Data System (ITDS): FSIS signed the Memorandum of Understanding (MOU) with the Department of Homeland Security's CBP, as well as the Inter Security Agreement (ISA) that established the interface for FSIS Public Health Information System (PHIS) Import Module with the Automated Commercial Environment (ACE) system. This effort has been underway for several years and is important because it occurred in time with implementation of the PHIS Import Module and now provides more real time information to the agency about the status of meat, poultry and processed egg product imports. FSIS maintains active participation on the ITDS Board of Directors, which addresses significant issues related to ACE/ITDS

initiatives. During FY 2012, FSIS and CBP have made substantial progress on the three priorities identified in 2010. CBP is in the final stages of developing the Document Imaging System (DIS) in the ACE. FSIS will participate in the initial pilot test when CBP has completed the development of the DIS in the ACE, during which industry will post images of documents used by FSIS for clearance of shipments at ports of entry. As part of the ITDS Product Information Committee's efforts to conceptualize the use of industry data published in the Global Data Synchronization Network (GDSN), FSIS successfully piloted a project that validated the use of trade information supplied for meat, poultry and egg products. These steps are continuing to move FSIS towards the final goal of a single window interface for FSIS regulated commodities transiting U.S. borders. (Goals 1, 2 & 8)

When FSIS requested training for foreign scientists, the agency's Eastern Laboratory developed a schedule and hosted several foreign visitors and trading partners for laboratory tours and discussions of analytical issues. The visitors received a tour focused on the complexities of running a large lab, ensuring the accuracy of results, and the impact of policy and sampling schemes on capacity. Employees had the opportunity to interact with visitors and demonstrated their expertise. The investment in collaboration improved our visibility, interaction, and cooperation with sister agencies/departments and with our trading partners. Visitors left better informed and with a good impression of the capabilities of the lab system and the work ethic of our employees. (Goal 4)

FSIS' Western Laboratory prepared all training materials for the International FSIS Residue Training Seminar, which was held at the laboratory in August 2012. The Western Laboratory developed the coumaphos and amitraz testing for Mexican cattle treated for drug-resistant ticks, fulfilling a special request. (Goal 4)

Equivalence Determinations: Equivalence determination is the foundation for FSIS' system for accepting imported product into commerce. This system recognizes that an exporting country can provide an equivalent level of food safety protection, though, under international law, food regulatory systems in exporting countries may employ sanitary measures that differ from those applied in the United States. Equivalence determinations are conducted with countries that are not presently eligible to export meat, poultry, or processed egg products to the United States to determine whether a foreign food regulatory system is equivalent to that of the U.S. inspection system. In FY 2012, FSIS reviewed eleven alternate sanitary measures to determine eligibility requirements for foreign food regulatory systems that are presently eligible to export meat, poultry, or processed egg products to the United States. FSIS notified each country of its equivalence analysis explaining why each measure was either approved or denied. Of the eleven alternate sanitary measures, all were approved as being equivalent. In total, throughout FY 2012, 34 countries were eligible to export FSIS regulated products to the United States. In FY 2012, FSIS completed its review of an equivalence request from the Republic of Korea (Korea) with respect to its poultry slaughter inspection system and issued a proposed rule to add Korea to the list of countries allowed to export poultry products to the United States. (Goal 2)

Audits of Foreign Inspection Systems: FSIS conducts verification audits of food safety inspection systems of countries exporting and intending to export products to the U.S.; the latter are equivalence determination audits and the former are either on-going verification audits or verification audits for cause (i.e., enforcement actions). The verification audits ensure foreign systems provide levels of protection equivalent to our domestic system. Two types of on-going verification audits are conducted, periodic and "for cause". Periodic audits are based on a foreign country's previous audit findings, information obtained through the analysis of the Self Reporting Tool (SRT) wherein each country provides the specific measures they conduct to assure equivalence and performance data collected through the Foreign Inspection System Equivalence Component Calculator; data that reflects point of entry violations and product risk categories. During 2012, out of 34 countries that are eligible to export meat, poultry and egg products to the U.S., FSIS scheduled and conducted on-site audits of eleven countries. There were no significant equivalence concerns identified and no enforcement actions taken as a result of these audits. (Goal 2)

In FY 2012, FSIS developed a letter that explained FSIS' domestic food defense strategy to foreign countries. It further identified the four main components: Preparation and Prevention, Surveillance, Emergency Response and Recovery of FSIS' domestic food defense system designed to prevent intentional contamination of product and requested whether the country has a similar system in place and any information that may be available on the food defense system in their country. FSIS sent that letter to 34 foreign countries that are eligible to export

products to the U.S. A preliminary response of a simple yes/no was expected so that FSIS could establish a baseline of those countries that have a food defense system. FSIS received 100 percent of the initial responses from eligible countries. (Goal 2)

FSIS completed the Train the Trainer Training to ensure delivery of a consistent message and is using the information during audits. FSIS began contacting countries to work with them and provide any assistance they may need to facilitate their efforts to develop and implement a successful food defense system. FSIS outreach activities for FY 2012 were completed for 12 of the 29 countries that are actively exporting to the U.S., a completion rate of 41 percent, exceeding the 2012 goal of 30 percent. (Goal 2)

Import Inspection Activities: FSIS also re-inspects all meat, poultry, and processed egg products exported to the U.S. from eligible foreign countries at U.S. ports of entry. Re-inspection activities were directed by the Automated Import Information System (AIIS), a centralized computer database that used a statistically based random sampling program. FSIS has now transitioned to the new Public Health Information System (PHIS) for re-inspection of imported products. FSIS inspects all shipments presented at ports of entry to ensure proper certification by the foreign country and examines each shipment for general condition and labeling compliance. Additionally, PHIS randomly assigns more targeted re-inspections of approximately 10 percent of the meat and poultry presented, including laboratory sampling to identify microbiological pathogens, drug and chemical residues, and even species. PHIS determines the type of re-inspection based on compliance history of the foreign establishment, country, and product volume from previous years. During 2012, approximately 3.1 billion pounds of meat and poultry products were presented for re-inspection from the 29 eligible countries that are actively exporting product to the United States, and approximately 15.6 million pounds of egg products were presented from Canada. The table below provides the 2012 statistics for meat and poultry products:

MEAT AND POULTRY PRESENTED, REINSPECTED, AND REFUSED ENTRY

Dispensation	**Pounds**
Presented	3,077,926,540
Refused	797,666
Re-inspected	232,395,070
Accepted	3,073,699,993
Rejected	3,428,881
Combined Rejected and Refused	4,226,547

(Goals 1 & 2)

In addition to port-of-entry inspection activities, FSIS also collaborates with other agencies to enhance inspection efforts. For example, as a result of the Food Safety Working Group's recommendations, FSIS began collaborating with CBP's Import Safety Commercial Targeting and Analysis Center (CTAC), leveraging the targeting experience of CBP International Trade Specialists assigned to CTAC to help ensure imported food safety. An FSIS employee works at the CBP National Targeting Center-Cargo (NTC-C), targeting high-risk shipments of imported meat, poultry, and processed egg products using CBP's Automated Targeting System (ATS). In FY 2012, FSIS identified shipments containing product that was ineligible for importation into the United States. FSIS and CBP worked to ensure that these products were prevented from entering U.S. commerce. In FY 2012, FSIS also leveraged its Import Surveillance Liaison Officers to identify approximately 182 alerts from 42 different countries and to detain, destroy, or ensure the compliance of approximately 2,469,676 pounds of meat and poultry products that were either smuggled illegally, entered ineligibly, or were not presented for FSIS re-inspection. These products were intercepted and not allowed to enter commerce, thus protecting the consumer from adulteration or product that was misbranded. (Goals 1, 2 & 4)

FSIS Visitor's Program: FSIS hosts international visitors, provides training and overviews of its food safety and inspection programs and regulations, and facilitates the contact and exchange of information between FSIS and technical experts and government officials from around the world. During 2012, FSIS hosted 72 delegations from 35 countries, for a total of 463 visiting officials. In addition to country visits, FSIS also fielded one food safety and inspection training (study visit) for Chinese inspection officials. The purpose of the study visit was to

learn about FSIS' Self-Reporting Tool and its Enforcement Investigation and Analysis methodology used to conduct Food Safety Assessments. Seven Chinese government officials were trained. (Goals 3 & 4)

Education and Extension Activities of International Government Officials: FSIS conducted multiple seminars for foreign government officials in 2012. A Spanish language seminar that introduced the U.S. food safety system and FSIS regulatory requirements was held at the University of Puerto Rico in Mayaguez, Puerto Rico in June 2012. A similar English language course was held in Washington, DC in September. In addition, a series of seminars introducing FSIS laboratory procedures and methodologies for microbiology and chemical residues were conducted at the FSIS laboratories in Athens, GA, St. Louis, MO, and Alameda, CA in August 2012. In total, 75 foreign officials from 35 countries participated in the 2012 seminars, gaining valuable knowledge for use in their own country and when importing into the United States. (Goals 2 & 4)

Food Defense Outreach to Eligible Countries: The USDA Strategic Plan for 2011 – 2016 established as a performance objective that FSIS will conduct outreach activities to 90 percent of all eligible countries to encourage implementation of a system that protects product from intentional contamination by 2016. FSIS also set annual incremental performance goals leading toward the ultimate objective of a 90 percent adoption rate. (Goal 8)

- State Food Safety & Inspection Program

Support of the Cooperative Interstate Shipment (CIS) Program: The Federal Meat Inspection Act (FMIA) and Poultry Products Inspection Act (PPIA) were amended in Section 11015 of the 2008 Farm Bill to require FSIS to establish the CIS program under which participating small and very small State-inspected establishments will be eligible to ship meat and poultry products to different States. FSIS published the final rule for the program in May 2012 and began efforts to implement the program. Food Safety Regulatory Essentials courses were set up and instructed by FSIS trainers for Ohio, Indiana, North Dakota and Wisconsin to help prepare their state inspection personnel to participate in the program since they needed "same as" Federal inspection training. These efforts helped lead to the signing of the first CIS agreement between FSIS and Ohio on August 9, 2012. Furthermore, the agency's efforts have also helped Wisconsin, Indiana and North Dakota work towards having a CIS agreement in place with FSIS. (Goal 4)

Revision of Base Cooperative Agreements: There are 27 States that have their own Meat and Poultry Inspection programs. In order to operate these programs, each state must have a base cooperative agreement with FSIS. FSIS revised the base cooperative agreements by working directly with the 27 State Directors to ensure that the revised agreement was a product of shared stakeholder input while holding the states accountable for maintaining "at least equal to" Federal inspection programs. As a result of FSIS' leadership and project management efforts, the agency had a completely modernized, more efficient cooperative base agreement that was signed by each of the 27 states by the end of FY 2012. (Goal 4)

Audit and Review: FSIS continued to support approximately 1,700 State-inspected establishments under the 27 State Meat and Poultry Inspection (MPI) programs, through cost sharing of up to 50 percent of allowable state costs. In FY 2012, FSIS completed annual reviews of each of the 27 State MPI programs to determine whether they enforce requirements "at least equal to" those imposed under the Federal Acts. FSIS used a comprehensive state review process consisting of two parts to determine whether the State MPI program enforces requirements "at least equal to" the Federal requirements. FSIS determined that all 27 State MPI programs have maintained an "at least equal to" status to Federal requirements. Also, FSIS completed comprehensive reviews of 11 State MPI programs (Iowa, Louisiana, Maine, North Carolina, Ohio, Oklahoma, South Carolina, Texas, Vermont, Virginia, West Virginia), and self-assessment reviews in the other 16 State MPI programs. (Goals 1 & 2)

FSIS monitored State MPI Program financial health for states facing high-risk budget challenges. In FY 2012, FSIS continued to monitoring the 27 State MPI programs' financial expenditures, general management, operations, and management controls systems to provide assurance that programs' funds are used effectively to meet "at least equal to" federal requirements. (Goals 1 & 2)

FERN used the cooperative agreement program to strengthen its collaboration with external partners, individual state public health, and agriculture laboratories. The cooperative agreements promoted several areas directly associated with preventing foodborne illness: method development, laboratory capacity and capability, and surveillance activities. State laboratories that receive cooperative agreements through the FERN Division also participate in a FERN directed proficiency-testing program that includes both microbiological and chemical tests. FERN also offers training courses to the cooperative agreement laboratories on FERN methods for food safety and food defense targets, rapid food testing methods, and food testing in biosafety level three environments. FERN's cooperative agreement laboratory provided radiological laboratory services to FSIS for the testing of regulated product returned from Japan after the Japanese reactor meltdown following the tsunami that inundated the region on March 2011. These services by the state were provided in the absence of FSIS laboratory capability and at the request of FERN on behalf of FSIS' Office of International Affairs. (Goal 4)

Outreach Activities: In FY 2012, FSIS provided access to the In-Commerce System (ICS) to State program users. State users now have the ability to access five key software functions in ICS (firm information, surveillance, investigation, product control, and enforcement). FSIS collaborated with ten State MPI programs during a phased implementation to incorporate their compliance investigators into ICS. This allows for increased communication and information sharing across programs. By providing access to state users, workflow between state users and FSIS is streamlined and enhanced, surveillance activities, and violations are documented and transferred to FSIS quickly and efficiently for review and/or response. This also provides greater opportunities for joint investigations with state partners to become more efficient and react quicker to foodborne illness outbreaks. This integration of the State MPI programs in the ICS also results in an enhanced execution of mission critical public health functions across FSIS and State programs. (Goals 1 & 4)

- *Codex Alimentarius*

The U.S. Codex Office manages the participation of the United States in the work of the Codex Alimentarius Commission, which operates within the framework of the Joint Food Standards Program established by the Food and Agriculture Organization (FAO) of the United Nations and the World Health Organization (WHO). The Codex Alimentarius Commission is an inter-governmental body with more than 185 members that sets voluntary international food standards that protect the health of consumers and ensure fair practices in the international trade of food. The U.S. Codex Office is administratively attached to FSIS and serves a government-wide inter-agency clientele, as well as stakeholders in U.S. industry and consumer groups to promote U.S. interests in the Codex Alimentarius Commission. (Goal 2)

Adoption of Standards: The U.S. Codex Office managed a comprehensive outreach program that emphasized the importance of science and led to adoption by the Codex Commission in July 2012 of hundreds of international standards that facilitate international trade of safe food through guidelines, standards for safe usage of food additives, and maximum residue levels (MRLs) for pesticides and veterinary drugs. The most prominent achievement was adoption of the MRL for the veterinary drug ractopamine despite the implacable opposition of the European Union that had prevented the adoption of this science-based standard over the previous four years. U.S. pork producers have been disadvantaged in export markets because of the lack of a Codex standard for ractopamine. (Goal 2)

During its major revision of the Codex Committee on Food Hygiene (CCFH) guideline on the establishment of microcriteria for pathogens in food, CCFH asked for some examples to be created to demonstrate how microcriteria are used in monitoring pathogens in food lots and food safety processes. These examples would provide guidance and experience to help draft the revised microcriteria guidance. FSIS risk assessors offered to provide one of the examples from the United States delegation to CCFH. The example demonstrated how an appropriate level of protection (ALOP), which might be thought of as the level of illness due to pathogens in a product at the national level, can be addressed by selection of a performance objective (PO) as determined by a risk assessment. An example is the level of *Salmonella* found at post-chill for broiler chickens. Once the PO is determined by the risk assessment that corresponds to the ALOP, microcriteria (e.g., what to sample, how many samples, how many samples above a level may be allowed) are set. The FSIS example provided CCFH the

insight to help CCFH finalize its microcriteria guidance. (Goal 5)

Outreach: The effective partnership of the U.S. Codex Office with delegates in other countries has been the foundation for successful advancement of U.S. interests in Codex. The U.S. Codex Office conducted comprehensive outreach programs on four continents to build support for U.S. interests in the development and adoption of standards by the Codex Alimentarius. The outreach programs also provided institutional capacity-building assistance to improve the efficiency of Codex processes and to enhance the effective participation of developing countries in Codex meetings. (Goal 2)

In FY 2012, the Codex Office and U.S. Committee delegates organized seven multi-day colloquia with Codex delegates from selected countries in Africa, Latin America and the Caribbean, and Asia. The objective was to discuss issues before upcoming Committee meetings and develop strategies for collaborating at the meetings. The Codex Office followed these activities with on-going contact with key delegates in order to continue to shore up support for issues critical to the United States. Four colloquia involved delegates from Latin America and the Caribbean, meeting twice in Costa Rica (January and May), once in Miami (June), and once in Brazil (August). Two colloquia were held with delegates from Asia in Thailand (February), and Japan (August), and one colloquium was held in Senegal (March). The U.S. Codex Office also conducted outreach at a meeting of African Codex Officials, sponsored by the African Union in Cameroon, in January, and at a week-long mentoring program for 16 Codex delegates from eight African countries in Washington, DC, in May. (Goal 2)

Committee Responsibilities and Participation: The United States chairs three Codex Committees, and the U.S. Codex Office is responsible for managing the meetings of these committees. Two committees met in FY 2012: the Committee on Food Hygiene in Miami, Florida, in December, attended by 261 delegates from 90 countries and 9 international organizations; and the Committee on Residues of Veterinary Drugs in Foods in San Juan, Puerto Rico, in May, attended by 177 delegates from 49 countries and10 international organizations. (Goal 6)

The United States actively participates in all Codex Committees and Task Forces and physical and electronic work groups held between or in conjunction with Committee meetings. The United States is a member of the regional Codex Committee for North America and the Southwest Pacific, and the U.S. Codex Office sends observers to the meetings of other regional committees. For each, the Codex Office works with the U.S. Delegate and stakeholders to develop official United States positions on issues before the groups, and a public meeting is held before each Committee meeting. The United States also served as the North American representative to the Codex Executive Committee, and the U.S. Delegate has taken the lead on the development of the draft Codex Strategic Plan for 2014-2019. (Goal 6)

Training: The U.S. Codex Office conducted a two-day training program for the U.S. Codex delegates. The emphasis of the training was on providing delegates with the knowledge and skills needed to more effectively develop and advance U.S. positions. The training program took place at a facility of the Agricultural Marketing Service in Fredericksburg, Virginia. (Goal 7)

- *Cross-Cutting Accomplishments*

PHIS – Public Health Information System: FSIS fielded a new dynamic, comprehensive data analytics system in domestic meat and poultry establishments and for imports. Many FSIS information systems were antiquated, stand alone systems needing replacement. PHIS is part of a long-term plan to retire older systems and consolidate and modernize. The aim of this new system is to strengthen FSIS' data infrastructure and arm and empower FSIS inspection personnel with the tools they need to carry out FSIS' food safety mission more effectively. It will also help transform our operations by providing more agility in managing our information and increasing our ability to rapidly react to changes in the working environment. PHIS provides FSIS with the updated infrastructure needed to stay ahead of food safety threats by more rapidly and accurately identifying emerging trends, patterns, and anomalies in data. This powerful tool enables FSIS to protect public health more efficiently, effectively, and rapidly than under previous data systems. It can be used in conjunction with other public health information to target inspection activities and to improve inspection personnel's ability to quickly and accurately identify trends and vulnerabilities so that FSIS can rapidly respond to hazards and head off problems. During FY 2012, the agency supported PHIS implementation in the following ways:

- By developing necessary instructions and policy documents to enable FSIS employees to successfully use PHIS to document their inspection activities.
- By ensuring that FSIS policies and inspection methods synchronized with PHIS capabilities and identified and resolved or developed work-arounds for those areas where PHIS did not align with FSIS policies.
- By overseeing the ongoing improvements and enhancements to the domestic inspection component of PHIS.
- By overseeing the development and implementation of the import inspection module of PHIS. (Goals 1 & 8)
- FSIS upgraded its PHIS customer relationship management application to simplify the customer interface, improve reporting capability and implement industry IT service delivery best practices, which improve FSIS' ability to support its customers. (Goals 7 & 8)

During FY 2012, FSIS completed initial PHIS training on the domestic inspection functions of PHIS resulting in 976 employees being trained. To provide training for newly hired and promoted inspectors, three interim sessions of Food Safety Regulatory Essentials (FSRE) and PHIS were conducted resulting in an additional 112 employees being trained. A total of 1,088 FSIS personnel were trained in domestic functions of PHIS during FY 2012. FSIS has taken advantage of PHIS to better coordinate the activities and communicate with its over 7,000 field personnel through alerts. FSIS developed and deployed 12 alerts that helped the agency communicate the need to complete tasks such as collecting particular product verification, residue and baseline samples, reporting whether an establishment has a functional food defense plan, and confirming sampling results and HACCP set completion. (Goals 1, 2 & 6)

In FY 2012, FSIS also improved the way inspector training is conducted for PHIS, saving time, money and providing actual data to students. By putting the PHIS application on a server that runs at each training site, the trainees actually run against a stand alone version of PHIS with actual data. This allows the training version of PHIS to keep pace with future PHIS enhancements. (Goal 8)

Predictive Analytics: In 2012, FSIS launched the Predictive Analytics functionality as part of PHIS. Predictive Analytics provides a food safety inspection data feedback loop between food safety inspectors, laboratory systems, data warehouse and headquarters risk analysts and management enabling faster identification of safety risks that lead to outbreaks of illnesses. Through an innovative data sharing agreement with the CDC, FSIS data is exchanged between CDC's PulseNet and FSIS' PHIS systems leading to better risk management and improved public health. (Goal 8)

FSIS has taken advantage of its new data systems and analytical capabilities to both improve access to its data and its efficiency. FSIS has developed and deployed 73 PHIS reports that can now be routinely run by individuals across the agency. Those reports focus on the needs of its field operations, and provide quick and easy access to information, including information related to pathogen-sampling tasks, trends in Noncompliance Records, and humane handling practices. FSIS has also reprogrammed and automated all non-collector generated sampling algorithms for Federally-inspected domestic establishments. (Goal 8)

FSIS worked with CDC to implement Version 1.0 of the Food Safety Predictive Analytics Tool. The tool will allow FSIS and CDC to collaborate on the relationships between CDC reported diseases and FSIS positive lab results allowing for improved analysis and prediction of future events. (Goal 8)

The agency has also developed and used advanced analytics to: (1) combine FSIS and AMS data to investigate an illness outbreak; (2) monitor indicator organisms for public health impact; and (3) study the frequency of repeat Pulsed Field Gel Electrophoresis (PFGE) patterns of *Salmonella* among individual establishments and corporations. (Goals 1, 2, 6 & 8)

Information Sharing Memorandum of Understanding (MOU): In FY 2012, FSIS developed and delivered the New Information Sharing MOU among FSIS, FDA, and eight other USDA agencies. The MOU speeds, simplifies, and encourages the exchange of food safety and public health information. Collaboration between the agencies gained consensus among all parties, completing the MOU in less than 9 months. The MOU

directly supports FSIS strategic goals 1 and 2, and strengthens partnerships with FDA, AMS, APHIS, and others. (Goal 4)

FSIS Gateway: A Supervisor's Path to Continual Learning: The Center for Learning (CFL) launched a new initiative focusing on continual learning opportunities to help supervisors successfully manage, mentor and coach their employees. Through a series of interactive webinars, newsletters and intranet resources, the *FSIS Gateway* serves as a resource for supervisors to access critical information designed and developed by internal FSIS subject matter experts. During FY 2012, "Performance Management" and "Managing Problem or Difficult Employees" webinars were provided to over 377 FSIS supervisors. Ten FSIS Gateway newsletters on topics such as "Providing Coaching and Feedback", "Conflict Resolution and Management", "Delegation" and "Diversity and Inclusion in the Workplace" were distributed to 1,655 supervisors. (Goal 7)

Virtual Leadership Network (VLN): CFL launched a virtual "book club" venue, Virtual Leadership Network via Books 24x7 that engaged interested employees FSIS-wide in discussions of select leadership topics. Over 155 FSIS employees participated in VLN events on topics such as "Engaging the Hearts and Minds of All of Your Employees: How to Ignite Passionate Performance for Better Business Results" and "The Progress Principle: Using Small Wins to Ignite Joy, Engagement and Creativity at Work". (Goal 7)

FSIS Learning Trove: Learning Trove's competency-based events were offered as open enrollment to include field personnel on site or via webinars and 1,305 field and headquarters personnel participated in 10 classroom and webinar session conducted during FY 2012. (Goal 7)

Civil Rights: In FY 2012, the Civil Rights Division was realigned under the Office of the Administrator to demonstrate the agency's firm commitment to equal opportunity for all employees and applicants for employment. In addition, the vacant Civil Rights Director position was filled. Under the realignment, the new Civil Rights Director is now a member of the agency's Management Team and provides input from a Civil Rights and Equal Employment Opportunity (EEO) perspective on all management decisions. Furthermore, FSIS' strategic plan was updated to include Civil Rights and EEO goals and objectives. These goals work to ensure the agency maintains a Model Equal Employment Opportunity Program. The new strategic plan objectives work to (1) increase the Civil Rights and EEO training completed by employees and to (2) increase the hiring of Persons with Targeted Disabilities (PWTD). (Goal 7)

Despite budgetary constraints during FY 2012, the agency made training and educating the workforce in EEO and Civil Rights a continuing priority. Several training modules were developed and delivered to employees, supervisors, and managers throughout the agency. The training modules were: an Overview of EEO and Civil Rights; Prevention of Harassment; Diversity and Inclusion; and Anti-Retaliation. (Goal 7)

To further expand and achieve diversity within the workforce, the agency also designated five collateral duty Special Emphasis Program Managers (SEPMs) in FY 2012 for the African American Program; American Indian/Alaska Native Program; Persons with Disabilities Program, Federal Women's Program, and Hispanic Employment Program. The SEPMs are an integral part of reaching Model Equal Employment Opportunity Program status. These individuals advocate for their respective groups and are consulted on the statutes, laws, regulations and directives governing EEO. (Goal 7)

In FY 2012, the agency continued to effectively and efficiently process EEO complaints. Approximately 95 percent of all pre-complaints were counseled in a timely manner, which was above the overall government average of 93 percent. The agency saw an 18 percent decrease in the number of EEO complaints that were initiated during FY 2012 versus those that were initiated during FY 2011. Specifically, 219 EEO complaints were initiated during FY 2011 and 180 were initiated during FY 2012. This decrease was a direct result of the agency's proactive efforts to educate the workforce regarding EEO, Civil Rights, and Diversity. Of the 180 cases that were counseled, 118 were either resolved/settled, withdrawn, or the individual did not file a formal complaint, for a resolution/closure rate of 66 percent, which is higher than the government average of 53 percent. The agency also offered Alternative Dispute Resolution 99 percent of the time to all Aggrieved Parties, which is above the government average of 78 percent. (Goal 7)

Effective Policy: FSIS' Strategic Plan (Goal 6) emphasizes the use of effective strategies to mitigate public health risks. FSIS continues to ensure policy issuances achieve their intended purpose by way of policy design and implementation. Effective policy design and implementation requires, 1) determining the factors affecting policy outcomes and managing those factors throughout the policy life cycle, and 2) determining issuance effectiveness by comparing the desired policy outcomes with actual policy outcomes. In FY 2012, FSIS implemented new mechanisms to measure how effectively new policies were transmitted to target audiences and to measure the impact of implementing those policies:

- Poultry Sanitary Dressing: To ensure effective implementation of FSIS Directive 6410.3, the agency developed supplementary correlation and training materials to maximize awareness and understanding of the new policies among the inspection personnel charged with implementing it. FSIS delivered web-based correlations to inspection personnel to present the new materials and answer questions. FSIS also provided scenario-based training materials for in-plant supervisory personnel to reinforce understanding of the topic. FSIS used web-based survey tools to measure the effectiveness of the correlations sessions and adjusted techniques to resolve identified concerns among the target audience.
- FSIS issued Notice 56-12 in September 2012. The purpose of this notice was to clarify instructions to inspection program personnel (IPP) for collecting raw ground beef samples for the MT43 and MT43S sampling programs using the new containers as described in FSIS Notice 35-12. After the issuance of Notice 35-12, FSIS received a number of questions through the askFSIS system from IPP regarding the use of the new containers. Specifically, IPP requested clarification regarding whether samples should continue to be collected in their final package, whenever possible, and how much sample to collect. Since the issuance of the most recent notice, questions regarding the use of the new containers have decreased by approximately 80 percent. By clarifying instructions, FSIS will improve the implementation of the sampling policies by ensuring samples are the necessary weight to facilitate sample collection.
- FSIS conducted a web-based survey to a random sample of 400 IIC's at 92 veal slaughter and 308 beef fabrication establishments to assess the policy effectiveness of FSIS Notice 17-12 Verification of Antimicrobial Intervention Coverage of Carcass or Product at Veal Slaughter and Beef Fabrication Establishments. The purpose of this survey was to assess IPP's understanding of the key concepts outlined in the notice and to determine areas where FSIS could improve. The results indicate that IPP understood the key concepts in the notice, and there were only a few areas which needed clarification. FSIS will address these areas requiring clarification in a subsequent notice on verifying interventions at veal and beef slaughter and fabrication establishments. (Goal 6)

AskFSIS system: Programs supported effective policy implementation by FSIS and industry stakeholders through the askFSIS system. The askFSIS database provides online answers to technical, inspection-related questions and is designed to serve the business audience in much the same way that Ask Karen is designed to serve consumers. In FY 2012, askFSIS customers visited the site 741,609 times, conducted 183,412 searches, and viewed 954,083 published answers. The askFSIS customers also submitted 25,978 questions for individual answers. The table below provides information regarding askFSIS correspondents who submitted questions. Roughly, 59 percent of the 25,978 questions submitted to askFSIS came from FSIS Employees. (Goal 6)

FY 2012 Information Requests by Correspondence		
Customer Type	**Number of Questions**	**Report Percentage of Total (#)**
FSIS at Establishment - Small	4,910	18.9 percent
FSIS at Establishment - Large	3,538	13.6 percent
Establishment - Small	3,265	12.6 percent
FSIS at Establishment - Very Small	2,318	8.9 percent
Industry - Other	1,980	7.6 percent
Establishment - Large	1,647	6.3 percent
Establishment - Very Small	1,485	5.7 percent
FSIS - Other	1,302	5.0 percent
Other	1,273	4.9 percent
FSIS - EIAO	1,196	4.6 percent
FSIS at Establishment - Other	861	3.3 percent
FSIS - Frontline Supervisor	679	2.6 percent
Government Agency Other than FSIS	663	2.6 percent
FSIS - District Office	440	1.7 percent
Establishment - Other	283	1.1 percent
No Value	138	0.5 percent
Total	**25,978**	

- *Education and Outreach Accomplishments*

  Public Education and Outreach: FSIS personnel participated in education and outreach activities such as training sessions relating to egg products regulation and FSIS Discovery Zone visits. (Goal 3)

  The agency has conducted many education and outreach activities to assist retailers and Federal establishments in complying with the requirements of the Nutrition Labeling final rule. The agency has conducted webinars, posted point-of-purchase materials and examples of nutrition facts panels for ground or chopped products on its Web site, posted a PowerPoint presentation on its Web site that gives an overview of the requirements of the final rule, presented information and answered questions on the requirements of the final rule at numerous meetings, posted questions and answers on its Web site, and responded to numerous questions from stakeholders about the regulations through askFSIS. (Goal 3)

  Humane Handling Quarterly Report: In FY 2012, FSIS increased the transparency of its enforcement of federal humane handling laws by publishing a new Humane Handling Quarterly Report, which includes all noncompliance records issued for inhumane handling, as well as the time spent by employees on humane handling verification activities. Previously, humane handling enforcement data posted on the FSIS website was limited to suspensions. FSIS has also begun posting redacted notices of enforcement actions taken against establishments that have been found in violation of federal humane handling laws. (Goal 3)

  Food Safety at Home Podcast/ASL Video-cast Series: FSIS uses podcasts and video-casts to communicate food safety information to consumers through the Web. In these podcasts and video-casts, food safety specialists provide consumers advice and up-to-date information in various formats including dialogue format on how to prevent foodborne illness through the safe handling, preparation and storage of meat, poultry and egg products. The agency develops and publishes the Food Safety at Home podcast series in English and Spanish and a video-cast series in American Sign Language (ASL) for deaf and hard-of-hearing consumers once a month. By making Food Safety at Home podcasts and video-casts readily available online, an increasing number of consumers as well as food safety educators are now able to access information on a wide variety of food safety topics in their preferred language format from their smart phones and computers anywhere at anytime. (Goal 3)

FSIS published a monthly edition of “Small Plant News,” and also produced and posted several podcasts for small and very small plants. (Goal 4)

In January 2012, USDA and the Food and Drug Administration signed a memorandum of understanding, in which FSIS committed to sharing information we have collected related to foodborne pathogens, contaminants, and illnesses. (Goal 4)

FSIS regularly publishes news releases that offer food safety tips to assist consumers during power outages; natural disasters, such as wildfires, tornados, and floods; holidays, such as July 4, Memorial Day, Thanksgiving and New Years; and special occasions, such as going back to school, spring cleaning, and the Super Bowl. FSIS also hosted Food Safety Camps for students in the Washington, DC, metropolitan area. On March 6, 2012, FSIS launched a series of Twitter feeds that provide a state-specific, food safety alerts to consumers. Followers of these Twitter accounts receive alerts about meat and poultry recalls in their state, as well as information on how to protect the safety of their food during severe weather events. FSIS partnered with the Grill Sergeants television show on the Department of Defense’s Pentagon Channel to launch USDA’s “Grill It Safe” campaign on May 18, 2012. The channel also aired four Ad Council TV ads (Clean/Separate/Cook/Chill) from Memorial Day through Labor Day weekend, resulting in 490 airings. The Pentagon Channel is carried by 25 cable networks to an estimated nationwide audience of more than 25 million and to U.S. overseas personnel via the Armed Forces Network. On August 1, 2012, FSIS and the Department of Health and Human Services' Food and Drug Administration (FDA) announced that they have partnered to create six booklets with food safety advice for populations that are most susceptible to foodborne illness. The booklets in this "at-risk series" are tailored to help older adults, transplant recipients, pregnant women, and people with cancer, diabetes or HIV/AIDS reduce their risk for foodborne illness. (Goal 3)

FOOD SAFETY AND INSPECTION SERVICE

Summary of Budget and Performance
Statement of Agency Goals and Objectives

The Food Safety and Inspection Service (FSIS), a public health regulatory agency within the U.S. Department of Agriculture (USDA), is responsible for ensuring that the commercial supply of meat, poultry, and processed egg products moving in interstate commerce or exported to other countries is safe, secure, wholesome, and correctly labeled and packaged. Legislative mandates provide FSIS with the authority to conduct its public health mission.

USDA Strategic Goal	Agency Strategic Goal	Agency Objectives	Programs that Contribute	Key Outcomes
USDA Strategic Goal 4: USDA will ensure that all of America's children have access to safe, nutritious and balanced meals.	**Agency Goal 1:** Ensure that Food Safety Inspection Aligns with Existing and Emerging Risks.	Objective 1.1: Minimize existing and emerging food safety hazards through the most effective means Objective 1.2: Resources are targeted to existing and emerging risks Objective 1.3: Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum	Office of the Chief Information Officer (OCIO) Office of Data Integration and Food Protection (ODIFP) Office of Field Operations (OFO) Office of International Affairs (OIA) Office of Outreach, Employee Education, and Training (OOEET) Office of Program Evaluation, Enforcement and Review (OPEER) Office of Public Health and Science (OPHS)	Key Outcome 1: Preventing Foodborne Illness Associated with the Consumption of Meat, Poultry, and Processed Egg Products.

USDA Strategic Goal 4 (*continued*):	**Agency Goal 2:** Maximize Domestic and International Compliance with Food Safety Policies	Objective 2.1: Domestic- and foreign-produced products meet food safety performance standards. Objective 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. Objective 2.3: Food protection and handling systems ensure protection against intentional contamination.	OCIO ODIFP OFO OIA OOEET OPEER OPHS	Key Outcome 1: Preventing Foodborne Illness Associated with the Consumption of Meat, Poultry, and Processed Egg Products.
	Agency Goal 3: Enhance Public Education and Outreach to Improve Food-Handling Practices.	Objective 3.1: Consumers, including vulnerable and underserved populations, adopt food safety best practices Objective 3.2: Consumers have effective tools and information to keep "in-home" food safe.	OCIO OOEET Office of Public Affairs and Consumer Education (OPACE) Office of Policy and Program Development (OPPD)	
	Agency Goal 4: Strengthen Collaboration Among Internal and External Stakeholders to Prevent Foodborne Illness.	Objective 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.	OOEET ODIFP OCIO OPHS OPPD OPEER OPACE OIA OFO	

USDA Strategic Goal 4 (*continued*):	**Agency Goal 5:** Effectively Use Science to Understand Foodborne Illness and Emerging Trends.	Objective 5.1: FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks. Objective 5.2: FSIS increases the application of cutting-edge science across the Farm-to-Table supply chain to improve public health.	OCIO OPHS ODIFP OPPD	Key Outcome 1: Preventing Foodborne Illness Associated with the Consumption of Meat, Poultry, and Processed Egg Products.
	Agency Goal 6: Implement Effective Policies to Respond to Existing and Emerging Risks.	Objective 6.1: Public health risks are mitigated through effective strategies based on the best available information.	OCIO OPPD OFO ODIFP OPHS OPEER	
	Agency Goal 7: Empower Employees with the Training, Resources, and Tools to Enable Success in Protecting Public Health.	Objective 7.1: Each employee understands how he/she impacts public health. Objective 7.2: All employees have the knowledge, tools, and resources to accomplish the FSIS mission. Objective 7.3: FSIS has a diverse, engaged, high-performing, and satisfied workforce.	OCIO OM OOEET OPPD OPEER	

	Agency 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.	Objective 8.1: Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies. Objective 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.	OCIO ODIFP OIA OM OPACE OPEER OPHS OPPD	

Key Outcome 1: Preventing Foodborne Illness Associated with the Consumption of Meat, Poultry, and Processed Egg Products.

Key Performance Measure: The continued mission of FSIS is to protect consumers by ensuring that the commercial supply of meat, poultry, and processed egg products is safe, secure, wholesome and correctly labeled and packaged. To better achieve this mission and ensure alignment with its 2011-2016 Strategic Plan, FSIS established the following four corporate performance measures to gauge overall effectiveness:

- Increase the percent of broiler plants passing the carcass *Salmonella* verification-testing standard.
- Reduce the total number of foodborne illnesses (*Salmonella*, *Listeria monocytogenes (Lm)*, and *E.coli* O157:H7) from products regulated by FSIS.
- Increase the percentage of FSIS-regulated establishments with food defense plans.
- Increase the percentage of slaughter plants identified during District Veterinary Medical Specialist humane handling verification visits as having an effective systematic approach to humane handling.

Selected Past Accomplishments toward Achievement of the Key Outcome

During 2012, FSIS maintained headquarters offices in the Washington D.C. metropolitan area; 15 district offices (which were consolidated into 10 district offices at the end of the year); the Policy Development Division in Omaha, Nebraska; laboratories at Athens, Georgia, St. Louis, Missouri, and Alameda, California; the Financial Processing Center in Des Moines, Iowa; the Human Resources Field Office in Minneapolis, Minnesota; and a nationwide network of inspection personnel in approximately 6,263 Federally regulated establishments in the continental United States, Puerto Rico, Guam, and the Virgin Islands. Included were 343 establishments operating under Talmadge-Aiken Cooperative Agreements. A Talmadge-Aiken plant is a Federal plant with State inspection program personnel operating under Federal inspection personnel. Much of the Agency's work is conducted in cooperation with Federal, State and municipal agencies, as well as private industry.

During 2012, FSIS inspection program personnel ensured public health requirements were met in establishments that slaughter or process 147 million head of livestock and 8.9 billion poultry carcasses. Inspection program personnel also conducted 6.6 million food safety and food defense procedures to verify that the systems at all federally-inspected facilities maintained food safety and wholesomeness requirements. During 2012, inspection program personnel condemned more than 425 million pounds of poultry and more than 257,000 head of livestock during ante-mortem (pre-slaughter) and post-mortem (post-slaughter) inspection.

Specially-trained personnel conducted 1,545 focused food safety assessments through scientific assessment protocols. Food safety assessments determine the adequacy of the design of food safety systems in regulated establishments, and they can be either routine, which are random, or "for cause," which result from an inspection finding. During 2012, these food safety assessments, primarily conducted "for cause," resulted in three suspensions of operations and 33 notices of intended enforcement action.

During 2012, FSIS continued to support approximately 1,700 State-inspected establishments operating under the 27 cooperative State Meat and Poultry Inspection (MPI) programs, through cost sharing of up to 50 percent of allowable State costs. In 2012, FSIS completed annual reviews of each of the 27 State MPI programs to determine whether they enforce requirements "at least equal to" those imposed under the Federal acts and regulations. The comprehensive State review process consists of two parts (self-assessment submissions and onsite reviews) and is used to determine whether the State MPI program enforces requirements "at least equal to" the Federal requirements. In 2012, FSIS completed onsite reviews in 11 State MPI programs (i.e., Iowa, Louisiana, Maine, North Carolina, Ohio, Oklahoma, South Carolina, Texas, Vermont, Virginia, West Virginia), and self-assessment reviews in the other 16 State MPI programs. FSIS determined that all 27 State MPI programs continue to maintain an "at least equal to" status to Federal requirements.

In 2012, four states applied to participate in the Cooperative Interstate Shipment (CIS) program, The Federal Meat Inspection Act (FMIA) and Poultry Products Inspection Act (PPIA) were amended in Section 11015 of the 2008 Farm Bill to require FSIS to establish the CIS program under which participating small and very small State-inspected establishments will be eligible to ship meat and poultry products to different States. Under the CIS program, the State provides inspection services to participating establishments in a manner that is identical to the Federal inspection program. Ohio became the first state to be accepted into the program. FSIS believes the program could expand to as many as 100 - 170 establishments in 20 States in FY 2014.

In 2012, there were 87 industry recalls of FSIS-regulated products (21 beef, 23 poultry, 14 pork, 1 bovine and 28 combination products), totaling almost 2.1 million pounds. Forty eight of the recalls were considered Class I (reasonable probability that eating the food will cause health problems or death), 29 were Class II (remote probability of adverse health consequences from eating the food) and 10 were Class III (use of the product will not cause adverse health consequences). Twenty two of the recalls were directly related to microbiological contamination caused by the presence of *Listeria monocytogenes* or *E. coli* O157:H7. Ten of the recalls were due to extraneous material contamination. Six recalls were due to contamination of product by *Salmonella*. Thirty three recalls were due to undeclared allergens in the product (compared with 35 recalls for undeclared allergens in 2011). The remaining sixteen recalls were due to undeclared substances, unapproved substances, mis-branding, produced without the benefit of inspection, and unfit or insanitary conditions.

FSIS also issued two public health alerts and three updates to inform U.S. consumers about two recalls by Canadian companies overseen by the Canadian Food Inspection Agency that were associated with beef that may have been contaminated with *E. coli* O157:H7. In both instances, press releases announcing the recalls to the U.S. public had been issued by either the Canadian government or the recalling firm. To accomplish its mission, FSIS continued to partner with several food safety agencies, including the Food and Drug Administration (FDA), the Centers for Disease Control and Prevention (CDC) and its public health partners in State Departments of Public Health and Agriculture around the country.

FSIS continues to focus on efforts to prevent foodborne illness through the development of public health policies and allocation of resources based on quantitative risk assessments. In FY 2012, FSIS produced new and updated existing microbial risk assessments to guide the development of twelve separate policies, including the Poultry Slaughter Rule, Mechanically Tenderized Beef Labeling Rule, and *Salmonella* performance standards for poultry and beef. In addition, FSIS completed the development of a multi-year risk assessment initiative with the FDA, CDC, academia and industry identifying which practices and interventions at retail delicatessens contribute to or mitigate the risk of *listeriosis* in the U.S. In July 2012, FSIS, in a major collaboration with the Environmental Protection Agency (EPA), issued a Microbial Risk Assessment (MRA) Guideline. The MRA Guideline laid out an overarching approach for conducting meaningful assessments of the foodborne risks to consumers posed by pathogen exposure.

FSIS also published a Federal Register Notice outlining new chemical sampling and testing methods. These methods were validated by all three FSIS laboratories which began using a multi-residue method that identifies several classes of veterinary drugs (approximately 55 chemicals) and a method for identifying 9 Amingoglycosides chemicals. Additional sampling methodology improvements include the Agency moving away from limiting each sample to testing for only a single chemical. In August 2012, FSIS began to analyze more than one hundred chemicals in every sample submitted under the scheduled sampling program, thus enabling the Agency to know the extent of chemical exposure from veterinary drugs, pesticides, and metals across product classes.

Selected Accomplishments Expected at the 2014 Proposed Resource Level:
Contribute to the reduction of illnesses attributed to *Salmonella*, *Lm* and *E. coli* O157:H7 by ensuring that 75% of investigative cases address food safety violations and 80% of enforcement actions (i.e., administrative, criminal, and civil) address food safety violations and deter future ones. This is based on FSIS surveillance, investigation, and enforcement with respect to regulated products handled in commerce.

Eighty-five percent of FSIS surveillance activities, as recommended by the National Academy of Sciences, will focus on ensuring that the highest risk facilities operate in a manner that maintains the food safety and food defense of the product they handle. Highest risk facilities are distributors, warehouses, and transporters. All have significant inherent food safety hazards, handle large volumes of meat, poultry, and egg products, and have minimal oversight by other regulatory agencies.

FSIS follow-up surveillance will ensure at least 79% of food safety violations documented during initial surveillances are corrected on an annual basis. This will ensure that FSIS surveillance, investigation, and enforcement are effectively implemented across the farm-to-table continuum.

Implement a new Poultry Slaughter Rule that provides for a new inspection system for young chicken and turkey slaughter establishments and will facilitate the reduction of pathogen levels in poultry products by permitting FSIS to better focus on food safety off-line inspection activities. Implementation of the rule will increase food safety and it would result in savings for both FSIS and industry.

Continue to work with State MPI program directors to coordinate ongoing development of the States' Public Health Information System (PHIS) that will mirror the Federal PHIS.

Continue to provide access to the In-Commerce System (ICS) to State program users. State users now have the ability to access five key software functions in ICS (i.e., firm information, surveillance, investigation, product control, and enforcement). ICS has been implemented in 10 State MPI programs. By providing access to State users, workflow between State users and FSIS is streamlined and enhanced. Surveillance activities and violations are also documented and transferred to FSIS quickly and efficiently for review and/or response. This activity provides greater opportunities for joint investigations with state partners to become more efficient and react quicker to foodborne illness outbreaks. Integration of the State MPI programs in the ICS results in an enhanced execution of mission-critical public health functions across FSIS and State programs.

Develop "at least equal to" review criteria and enhance review methodology to ensure that State laboratories analyze microbiological and chemical product samples collected within the 27 State MPI programs. This will be done to ensure that the results attained provide the same level of confidence and sensitivity as FSIS' approved analytical methods and support an "at least equal to" determination.

For efficiency, do serotype, pulsed-field gel electrophoresis (PFGE), and antimicrobial susceptibility testing (AST) in FSIS, rather than Agricultural Research Service (ARS) (where the analysis is currently performed) laboratories. PFGE is the DNA fingerprinting method created by the CDC that is used by public health partners in State and Federal laboratories, in fact worldwide, that uniquely identifies strains of bacteria that cause foodborne illness. This supports mission critical objectives, such as trace back investigations, outbreak investigations, and the identification of drug resistant microbes including those identified in samples originating in the National School Lunch Program (NSLP), States, Federally inspected establishments or industry samples.

Increase the humane handling verification in livestock slaughter establishments by adding up to 20 Public Health Veterinary positions assigned to those livestock slaughter establishments presenting a high volume of high risk animals requiring more veterinary disposition determinations (e.g., abnormal pathology, age-related injury and weakness) than in other livestock establishments. These Public Health Veterinarians will be trained in the District Veterinary Medicine Specialist methodology for performing humane handling activities, including determinations of adequate stunning before slaughter, as well as in critical food safety activities (e.g., sample collections for drug residue and pathogen testing). Most importantly, these Public Health Veterinarians will increase opportunities for providing inspection relief among establishments in close proximity.

Continue to conduct management control audits of inspection and support programs, working to improve accountability, monitor programs, and enhance program operations. FSIS commissions audits to determine the adequacy and vulnerability of management controls and program controls, and related systems. These audits reduce the risk of waste, fraud, abuse, or mismanagement. As needed, the audits are supplemented, by critical reviews and analyses of operations in order to ensure that strategic objectives are being achieved, financial reporting is reliable, and the Agency complies with applicable laws and regulations.

Continue Agency-wide monitoring of the FSIS eight Strategic Plan goals in order to identify changing risks, monitor programs' responses to those risks, and determine how the potential risks may impact achieving the strategic goals. The monitoring data is crosschecked against program operational and/or performance results. The data will be correlated with the submissions for FSIS FMFIA Annual Assurance Statement.

Upgrade the Time and Attendance (T&A) system for reimbursable overtime inspection so that the Agency can record inspectors' time in one-minute intervals and bill plants electronically for this work.

Use the new T&A system to bill plants electronically, improve accuracy of timekeeping records, and reduce liability risks due to T&A issues.

Continue to upgrade skills and competencies of the inspection workforce in order to fully implement and use the new PHIS successfully.

Contribute to improve foodborne illness attribution through Interagency Food Safety Analytics Collaboration (IFSAC) approved analytics projects with CDC and FDA.

Continue to support PHIS, the In-Commerce System, and other mission-critical IT investments.

Support the successful implementation of the PHIS Export module.

Continue to develop and implement a robust Enterprise Architecture to ensure a reliable, secure public health information infrastructure.

Continue outbreak investigations, support to the Consumer Complaint Monitoring System (CCMS), continue the National Residue program, and continue domestic and international efforts of residue avoidance.

Maintain partnerships with both internal and external partners such as the FDA, CDC, State Departments of Agriculture and Health, and other Federal, State, and local law enforcement authorities to achieve its public health mission objectives.

Continue to conduct special investigations (e.g., Incident Investigation Teams (IITs) and baselines) to collect data from the farm-to-fork continuum to understand the risk factors and behavior of pathogens along the continuum.

Continue to seek expert advice on matters of food safety from the nation's experts through the NACMCF and the National Advisory Committee on Meat and Poultry Inspection (NACMPI).

Communicate mission critical objectives to regulated facilities during times of elevated levels of the National Terrorism Advisory System.

FOOD SAFETY AND INSPECTION SERVICE
Strategic Goal Funding Matrix
(Dollars in thousands)

Program / Program Items	2011 Actual	2012 Actual	2013 Estimate	Increase or Decrease	2014 Estimate
Department Strategic Goal: Ensure that all of America's children have access to safe, nutritious, and balanced meals					
Federal Food Safety & Inspection	$897,165	$885,603	$893,625	-4,696	$888,929
Staff Years	9,281	9,170	9,180	-253	8,927
Public Health Data Communication Infrastructure System (PHDCIS)	27,617	35,568	35,312	-732	34,580
Staff Years	-	-	-	-	-
International Food Safety & Inspection	16,830	17,740	15,883	+148	16,031
Staff Years	150	144	144	-	144
State Food Safety & Inspection	61,701	61,837	62,734	+2,434	65,168
Staff Years	27	30	29	+15	44
Codex Alimentarius	3,783	3,719	3,752	+13	3,765
Staff Years	7	7	7	-	7
Total Costs, Strategic Goal	1,007,096	1,004,467	1,011,306	-2,833	1,008,473
Total Staff Years, Strategic Goal	9,465	9,351	9,360	-238	9,122
Total Costs, All Strategic Goals	1,007,096	1,004,467	1,011,306	-2,833	1,008,473
Total FTEs, All Strategic Goals	9,465	9,351	9,360	-238	9,122

FOOD SAFETY AND INSPECTION SERVICE

Summary of Budget and Performance
Key Performance Outcomes and Measures

Strategic Goal: Ensure that all of America's children have access to safe, nutritious, and balanced meals.

A plentiful supply of safe and nutritious food is essential to the well-being of every family and the healthy development of every child in America. USDA works to support and protect the Nation's agricultural system and the consumers it serves by safeguarding the quality, wholesomeness, and safety of meat, poultry, and processed egg products. USDA's programs and actions provide an infrastructure that enables the natural abundance of our lands and the ingenuity and hard work of our agricultural producers to create a food supply that is unparalleled in its safety and quality – and puts a healthy diet within reach of every American consumer.

Currently, as many as 1 in 6 Americans experience a foodborne illness annually.[1] The Administration is committed to ensuring Americans have access to safe, nutritious, and balanced meals. FSIS' investments to achieve its objective are aligned with USDA's Strategic Goal and follow the three principles of the President's Food Safety Working Group:

- Principle 1: Preventing harm to consumers is our first priority.
- Principle 2: Effective food safety inspections and enforcement depend upon good data and analysis.
- Principle 3: Outbreaks of foodborne illness should be identified quickly and stopped.

FSIS takes a farm-to-table approach to reducing and preventing foodborne illness by investing heavily in its workforce and data infrastructure.

In slaughter and processing establishments, FSIS is investing in inspection technology to better verify that establishment food safety systems are operating effectively. The PHIS is a dynamic, comprehensive data analytics system that FSIS is implementing. It provides the inspection workforce with greater access to establishment performance data, alerts inspectors about potential food safety problems, and provides a task list for inspection and sampling informed by establishment data. The domestic PHIS component became operational nationwide in January 2012 and the import PHIS component became operational in May 2012.

FSIS is investing in surveillance tools, personnel, and training to ensure the safety of meat, poultry, and processed egg products after they ship from official establishments and as they move in-commerce to retail. The in-commerce module of AssuranceNet/In-Commerce System (ICS) provides a public health-based approach to initial surveillance and follow-up surveillance at in-commerce businesses and documents surveillance activities, product control actions, investigation, and enforcement activities at those facilities. AssuranceNet/ICS also facilitates effective foodborne illness investigations and recall effectiveness checks by helping OPEER-CID's, OIA's, OFO's, and some State Program's field personnel identify, locate, and obtain information about retail stores and other businesses that handle meat, poultry, and processed egg products in commerce.

Agency investments in outreach will better alert consumers to food safety recalls. In addition, FSIS is bolstering development of trace back tools for FSIS to better identify suppliers of pathogen-contaminated beef product and improved record keeping in-commerce by developing a proposed rule concerning recordkeeping requirements for establishments and retailers that produce ground beef.

In terms of source materials, FSIS recognizes that the safety of the U.S. food supply is affected by imported products and on-farm practices. FSIS is developing performance-based inspection approaches to ensure the safety of imports and is developing guidance to encourage establishments to receive livestock and poultry that are produced using the Good Agricultural Practices (GAP) on the farm.

[1] Scallan E, Hoekstra RM, Angulo FJ, Tauxe RV, Widdowson M-A, Roy SL,et al. Foodborne illness acquired in the United States--major pathogens. *Emerg Infect Dis* [serial on the Internet]. July 26, 2012 http://wwwnc.cdc.gov/eid/content/17/1/7.htm.

FSIS will use all of the data it collects along the farm-to-table continuum to target its resources effectively, inform the development of policies, and risk management decisions, and evaluate the effectiveness of its initiatives. In addition, FSIS is actively analyzing its data to identify potential food safety risks in the food supply and to respond rapidly to them.

In line with the President's FSWG, FSIS will measure its progress toward USDA Strategic Plan objective 4.3, 'Protect Public Health by Ensuring Food is Safe'. Key to measuring its success in meeting objective 4.3 is the ability of FSIS to verify that meat, poultry, and processed egg product establishments consistently produce safe food. FSIS evaluates the presence of pathogens *E. coli* O157:H7 in ground beef, trim, and other components; *Lm* and *Salmonella* in post-lethality exposed, ready-to-eat products; *Salmonella* and *Campylobacter* on broiler carcasses and turkeys as well as other product classes; and *E. coli* non O157 in trim; as well as the reduction of illnesses in all FSIS regulated products from these pathogens through the implementation of its programs.

Key Outcome 1: Preventing Foodborne Illness Associated with the Consumption of Meat, Poultry, and Processed Egg Products.

Key Performance Measure: The continued mission of FSIS is to protect consumers by ensuring that the commercial supply of meat, poultry, and processed egg products is safe, secure, correctly labeled, and packaged. To better achieve this mission and ensure alignment with its' 2011-2016 Strategic Plan, FSIS established the following four corporate performance measures to gauge overall effectiveness:

- Increase the percentage of broiler plants passing the carcass *Salmonella* verification-testing standard.
- Reduce the total number of foodborne illnesses (*Salmonella, Lm*, and *E. coli* O157:H7) from products regulated by FSIS.
- Increase the percentage of FSIS-regulated establishments with food defense plans.
- Increase the percentage of slaughter plants identified during District Veterinary Medical Specialist humane handling verification visits as having an effective systematic approach to humane handling.

Key Performance Targets:

Percent of Broiler Plants Passing the Carcass *Salmonella* Verification Testing Standard /1/							
	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Target	2014 Target
Percent	NA	NA	NA	89%	90%	91%	92%
Cost*	NA	$196,189	$205,075	$202,450	$201,967	$203,243	$202,685

*Amounts in thousands

Total (All) Illness Measure *(Salmonella, Lm and E. coli 0157:H7)* /2/							
	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Target	2014 Target
Total Illnesses	457,797	428,280	470,137	491,353	479,621	394,770	384,362
Cost*	NA	$683,604	$714,881	$705,997	$704,199	$708,896	$706,920

*Amounts in thousands

Percent of Establishments with a functional Food Defense Plan /3/							
	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Target	2014 Target
Percent	46%	62%	74%	75%	77%	81%	85%
Cost*	NA	$95,039	$99,656	$98,649	$98,301	$99,167	$98,868

*Amounts in thousands

1/ Revised from FY 2012's measure of "Overall public exposure to Salmonella from boiler carcasses" as FSIS implemented a new, stricter Salmonella performance standard for broilers and turkeys on July 1, 2011.

2/ Updated in FY 2011 to reflect newly published illness estimates from the CDC, news, national Healthy People 2020 goals, and methodological changes. CDC case rates lag by one quarter.

3/ Functional food defense plans are written procedures that food processing establishments should follow to protect the food supply from intentional contamination with chemicals, biological agents or other harmful substances.

Description of Performance Measures

FSIS is the public health agency in USDA responsible for ensuring that the nation's commercial supply of meat, poultry, and processed egg products are safe, wholesome, and correctly labeled and packaged. Ensuring the safety of the Nation's food supply requires a strong and robust infrastructure coupled with sound science. FSIS uses a data-driven, scientific approach to food safety, incorporating public health data critical to combating the ever-changing threats to public health. FSIS works to reduce foodborne illness through inspections, pathogen verification testing, and partnerships with its stakeholders, and science-based policy decisions. FSIS is also a key partner in the President's FSWG.

Many of the recommendations of the FSWG seek to reduce the presence of foodborne pathogens and the number of foodborne illnesses. USDA's Strategic Plan for 2011-2016 provides three performance measures by which FSIS measures its progress in addressing the core principles of the FSWG. The FSIS 2011-2016 Strategic Plan published in September 2011 identifies a range of metrics designed to measure Agency progress in reducing foodborne illness. For 2014, FSIS will be reporting on three corporate performance measures and finalizing baseline data on a fourth to report in 2015. The first corporate performance metric measures the increase in the percentage of FSIS Young Chicken establishments that pass a new performance standard for *Salmonella*. On July 1, 2011, FSIS implemented a new, significantly lower performance standard for *Salmonella* for Young Chickens and Young Turkeys. The second metric is the total annual number of estimated illnesses from *Salmonella*, *Lm*, and *E. coli* O157:H7 from all FSIS-

regulated products, otherwise known as the All-Illness Measure. These pathogens are of particular concern for FSIS-regulated products because they are regulated by the Agency and data have linked these pathogens to human illnesses. For the third metric, FSIS measures the adoption rate of functional food defense plans by regulated establishments. The fourth measure is the percentage of slaughter plants identified during District Veterinary Medical Specialist humane handling verification visits as having an effective systematic approach to humane handling.

By implementing steps to reduce the presence of pathogens and improve protection of the food supply, FSIS is implementing the recommendations of the FSWG and reducing the overall number of foodborne illnesses experienced by American consumers.

Salmonella Measure

FSIS is carrying out steps to reduce the level of *Salmonella* contamination on regulated products. For example, FSIS is taking stock of all Not-Ready-To-Eat (NRTE) *Salmonella*-related policies and associated FSIS Issuances and developing new operational measures to assess the implementation effectiveness of those policies. The Agency will endeavor to improve its performance and the performance of the establishments it regulates on key NRTE *Salmonella*-related measures, such as increasing the percentage of establishments in Category 1 and developing performance standards for NRTE comminuted poultry, to reduce *Salmonella* illnesses below the goals in Healthy People 2020.

On July 1, 2011, FSIS implemented new *Salmonella* and *Campylobacter* performance standards. FSIS also continued to use its *Salmonella* Initiative Program (SIP) to provide incentives for industry-driven innovation to reduce or eliminate *Salmonella* in raw meat and poultry products. Moreover, establishments focusing on meeting the new *Campylobacter* standard will also likely improve *Salmonella* controls as part of their overall food safety system improvements.

In October 2012, FSIS issued Notice 66-12 (previously FSIS Notice 42-11). This Notice establishes a mechanism for field personnel to request an expedited *Salmonella* verification set when an establishment's process substantially changes, or if an establishment temporarily alters its process during an on-going verification set. The intent of this Notice is to help the Agency better gauge actual industry performance under its normal operational parameters in those cases where those parameters are altered. It provides Inspection Program Personnel (IPP) with examples of situations where requesting an expedited verification set is warranted and with instructions on when a request is appropriately made.

In November 2011, FSIS issued Notice 59-11, informing field personnel and establishments that more detailed information about *Salmonella* serotypes associated with human illness and *Campylobacter* results will be included in the *Salmonella* End-of-Set (EOS) letters for young chicken and young turkey sampling sets. FSIS intends to expand the information provided in the letters further to include Pulsed-Field Gel Electrophoresis (PFGE) and drug resistance information for individual positive samples.

In FY 2012, FSIS prepared a Federal Register Notice (FRN) that requires establishments to reassess their HACCP plans for comminuted not-ready-to-eat (NRTE) chicken or turkey products, including final products or intermediary product for further processing as NRTE product. The notice covers any NRTE chicken or turkey product that is ground, mechanically separated, or hand- or mechanically deboned and further chopped, flaked, minced or otherwise processed to reduce particle size. In addition, the FRN announces that FSIS will begin sampling non-breaded, non-battered comminuted product for *Salmonella*.

FSIS expects to use the verification testing program as the mechanism to obtain samples to determine prevalence of *Salmonella* in comminuted poultry and will use the results from this sampling to develop performance standards for these products. FSIS also expects to analyze the samples for *Campylobacter* and for other microorganisms that could serve as indicators of inadequate process control. The Category 1 performance measure will be applied to NRTE comminuted poultry to mark the level of process control that establishments producing such products should maintain, beginning ninety days after publication of the notice and pending completion of a baseline study to establish new *Salmonella* performance standards for these products. The FRN is in the final stages of clearance.

FSIS is developing a framework to provide establishments with complete histories of their verification data with an Agency analysis and description. The letters will resemble current End of Set Letters (EOSLs) with information on positive and negative test results as well as serotype information on positive *Salmonella* results.

In 2012, FSIS completed the necessary programming to begin conducting an (at least) quarterly analysis of a number of set operational measures to gauge the implementation of a variety of *Salmonella* policies. This will help the Agency better identify where policies can be made more effective from an implementation standpoint and give an indication of why gaps exist in meeting strategic goals.

Future actions:

In 2013, FSIS intends to require that establishments reassess their HACCP systems for comminuted poultry products in light of recent outbreaks and to expand its sampling to include additional comminuted poultry products. FSIS intends to develop new performance standards using data from a planned exploratory sampling program. FSIS also will verify that establishments have reassessed their HACCP plans, including what changes were made. The Agency is developing methods to measure the effectiveness of these Notices, including developing effectiveness questions as part of an establishment verification questionnaire completed by field personnel, and performing Noncompliance Records (NR) evaluations before and after Notices issue. Doing so will be facilitated by the fact that under the 2008 Farm Bill and regulations that FSIS issued in 2012, establishments will be required to document the results of their reassessments.

All-Illness Measure

FSIS measures its performance in terms of total *Salmonella, Lm, and E. coli* O157:H7 illnesses from all FSIS regulated meat, poultry, and processed egg products. Estimates of total illness from all FSIS regulated meat, poultry and processed egg products are based on the published case rates from CDC's FoodNet data and simple food attribution estimates derived from CDC's Foodborne Disease Outbreak Surveillance System (FDOSS) database. FSIS links these estimates to the Healthy People 2020 goals. The All-Illness Measure was updated in the third quarter of FY 2011 to reflect newly published illness estimates from the CDC and new national Healthy People 2020 goals.

Baseline Calculation:

FSIS uses CDC FoodNet case rates to estimate a baseline—case rates from 2007-2009 are averaged to arrive at a single baseline case rate. This data source is used as it was the most up-to-date illness data available at the time this measure was developed and a three-year average is used to smooth the estimate and avoid marked year-to-year changes in rates. FSIS is using a baseline period of 2007-2009 to maintain consistency with other performance measure reporting activities. Using this FoodNet baseline, FSIS then calculates how many cases can be attributed to FSIS regulated products and then calculates a total illness estimate. Foodborne illness attribution must be used to ensure that only illnesses associated with FSIS-regulated products are included in this illness estimate.

Attribution:

To determine what portion of illnesses can be attributed to FSIS-regulated products FSIS uses foodborne illness attribution, which allows the Agency to identify FSIS-regulated food items that are major contributors to human disease and estimate the annual number of illnesses from FSIS-regulated products. FSIS uses a simple foods attribution methodology with a rolling three year window (currently, 2005-2007) of outbreak data from the publicly available CDC FDOSS database.[1] In 2013, FSIS will use the updated CDC FY 2008-2010 attribution fraction to calculate the All-Illness measure results.

Objectives and Final Goal

[1]Centers for Disease Control and Prevention. Foodborne Disease Outbreak Surveillance System. http://wwwn.cdc.gov/foodborneoutbreaks/.

To set objectives and goals for the All-Illness Measure, FSIS anchors the long term illness reduction goals to the pathogen-specific Healthy People 2020 initiative goals. FSIS uses these reduction targets to calculate what illness case rate the Agency must achieve to meet the goal.

Estimating Total Illnesses:

To measure FSIS' progress in meeting these objectives, the Agency uses the same variables as described above, but incorporates quarterly FoodNet case rates provided by CDC. CDC Quarterly Case Rates are calculated using the last 4 quarters to obtain an annualized estimate each quarter.

Measures taken to control *Pathogens* in Ready-To-Eat (RTE) Products

In May 2012, FSIS issued Notice 36-12, providing guidance to in-plant personnel regarding critical operational parameters in an establishment's process that should closely match the scientific supporting documentation in order to ensure adequate lethality is achieved. FSIS issued this notice in response to the March 2011 recall of Lebanon bologna that was associated with an outbreak of *E. coli* O157:H7.

In July 2012, FSIS issued a revised Compliance Guideline for Meat and Poultry Jerky. The guidelines are designed to help very small meat and poultry establishments that manufacture jerky identify the key steps in the jerky process needed to ensure safety and the scientific support documents available to help develop a safe process and product. The guidelines were updated to reflect new information from the published literature that has increased scientific understanding of the critical factors during jerky processing including the role of humidity as well as information obtained from Food Safety Assessments. Providing updated guidance to jerky producers should decrease the likelihood of illnesses associated with these products.

In September 2012, FSIS issued a finalized version of the *Salmonella* Compliance Guideline for small and very small meat and poultry establishments that produce RTE products. The Compliance Guideline was developed in response to recalls of RTE product contaminated with ingredients containing *Salmonella* added after the lethality step. The Guideline provides establishments with information on processing RTE products to achieve lethality for *Salmonella* and other pathogens, such as *Lm*, maintaining sanitation in the post lethality exposed environment, and preventing *Salmonella* contamination from ingredients added after the lethality step. Providing better information to industry on how to control *Salmonella* in RTE products should result in fewer *Salmonella* positives as well as other pathogens in RTE product and decrease the likelihood of illness associated with these products.

In September 2012, FSIS issued a revised FSIS Compliance Guideline: Controlling *Listeria* monocytogenes (Lm) in Post-lethality Exposed Ready-to-Eat Meat and Poultry Products. The Compliance Guideline provides specific recommendations that establishments producing post-lethality exposed ready-to-eat meat and poultry product may follow to meet the requirements of 9 Code of Federal Regulations (CFR) part 430, the *Listeria* Rule. It also provides information on sanitation, testing for *Lm*, and prevention of cross contamination of post-lethality exposed, RTE meat and poultry products. Revising the guideline provides up-to-date scientific information that establishments can use to strengthen their control programs, and decrease the potential of foodborne illness from their products.

Measures taken to control *E. coli* O157H7 and Non-O157 STECs

In April 2012, FSIS issued Notice 27-12, reflecting changes to its *E. coli* O157 sampling program. In June 2012, FSIS began testing beef manufacturing trimmings for non-O157 STEC. These updates reflect changes to the statistical elements of the sampling design and help to facilitate data analysis. FSIS data analysis found an increased risk of *E. coli* O157:H7 in certain production volume groups (small and medium production volume groups) and in the high prevalence season of May - October. Changes to FSIS' sampling program will increase the Agency's ability to detect *E. coli* O157:H7 in regulated products.

Also in April 2012, FSIS developed the Hazard Analysis and Critical Control Point (HACCP) System validation guidance, designed to help very small meat and poultry plants meet initial validation requirements. Through validation, establishments ensure that their food safety systems are working as intended to effectively address pathogens and other hazards. The Agency determined from its HACCP verification activities that many

establishments had not properly validated their systems. In particular, establishments had not conducted adequate activities during the initial validation period to translate all the required critical operating parameters from the scientific support into their processes and determined whether the HACCP plan is functioning as intended. In addition, the Agency's enforcement actions identified instances in which inadequate validation led to the production of adulterated product and in some cases illnesses.

In June 2012, FSIS began analyzing certain samples of beef manufacturing trimmings collected under certain existing *E. coli* O157:H7 verification sampling programs for the six relevant non-O157 STEC serogroups (O26, O45, O103, O111, O121, and O145). CDC data estimates that these non-O157 STEC result in more STEC illnesses (over 112,000) than *E. coli* O157:H7 (63,000). Detection of these pathogens in a timely manner will reduce the public's exposure to *E. coli* O157:H7 as well as the other STEC. In addition, industry response to the non-O157 STEC testing and policy should decrease the illness incidence of non-O157 STECs, as it did for *E. coli* O157:H7 after that pathogen was declared an adulterant in 1994.

Future Actions:

FSIS will establish FSIS-specific illness reduction performance goals for *Campylobacter,* and illnesses associated with this pathogen will be incorporated into the All-Illness Measure. The CDC, FDA, and FSIS have joined together to form the Interagency Food Safety Analytics Collaboration (IFSAC). The primary objective of this group is to attribute infections to specific foods and settings, with the understanding that improvements in data and methods will result in an ability to estimate more accurately the attribution of illnesses across the broad range of commodities and points in the food chain. It is anticipated that results from attribution projects developed out of the IFSAC initiative will be incorporated into the All-Illness Measure.

FSIS implemented policies that will allow it to better inform establishments of verification testing results by including all serotypes from positive samples and a more complete explanation of FSIS expectations for what establishments will need to do with those results. FSIS will also publish a Federal Register Notice (FRN) that outlines a number of not-ready-to-eat (NRTE) comminuted poultry-related concerns and policies. Additionally, the Agency will continue routine verification sampling and testing for raw beef manufacturing trimmings for six non-O157 Shiga toxin-producing Escherichia coli (STEC) serogroups (O26, O45, O103, O111, O121, and O145).

FSIS will seek to identify other STEC serogroups that may be found in FSIS regulated products and that can cause human illness. FSIS will then develop methods to isolate and confirm these organisms. Additionally, molecular serology testing for *Salmonella* isolated from FSIS regulated products will be expanded which will improve serotype results' turnaround time, leading to timelier public health decisions. In-house implementation of antimicrobial sensitivity testing for FSIS bacterial isolates will expedite delivery of results that can be used for epidemiologic decisions.

FSIS will implement an exploratory project to generate data in support of revising the performance standard for *Salmonella* and *Campylobacter* in comminuted poultry products.

FSIS will modify the analytical portion size for the product samples collected under the Intensified Verification Testing (IVT) and Routine Lm Risk-Based (RLm) sampling programs. This action will ensure FSIS is aligned with the Codex Alimentarius Commission's recommendations for sampling for *Listeria monocytogenes* and is receiving a more sensitive estimate of potential product contamination.

Food Defense Measure

FSIS has developed a performance measure for food defense with the goal of increasing the number of establishments with a functional food defense plan. Food defense plans are written procedures that establishments develop and implement to protect the food supply from intentional contamination with chemicals, biological agents or other harmful substances.

To be considered functional, a food defense plan must comply with four elements:

(1) The plan is written; (2) the facility has measures in place that address inside security, outside security, personnel security, and incident response security; (3) the food defense measures are periodically tested (e.g., testing locks, conducting periodic perimeter searches); and (4) the facility has reviewed the plan in the last year. FSIS considers these plans to be important measures for preventing intentional product adulteration. The Agency has developed guidance materials and tools and conducts outreach to industry to encourage and facilitate development of food defense plans. This performance metric is measured via the FSIS Food Defense Survey, which is conducted annually and gathers data about industry's voluntary adoption of food defense plans. Improvements in the number of establishments that implement food defense plans are reported annually rather than quarterly.

Data from 2006 - 2008 represent the percentage of facilities with a written food defense plan, while the data from 2009 - 2012 represent the percentage of facilities with a functional plan, as defined above. Food Defense Plan Surveys in 2006 – 2009 targeted FSIS-inspected meat and poultry slaughter and processing establishments. The 2010 and 2012 surveys included FSIS-regulated processed egg products plants and official import inspection establishments in addition to meat and poultry slaughter and processing establishments. However, the number reported for 2010 only included meat and poultry establishments, consistent with prior years. The number of processed egg products plants and official import inspection establishments is small relative to the number of meat and poultry slaughter and processing establishments. Therefore, adoption rates measured in 2010 for all surveyed facilities was the same as those measured just for meat and poultry slaughter and processing facilities.

In 2011, FSIS began reporting the food defense plan adoption rate for processed egg products plants and meat, poultry, and official import inspection establishments.

In August 2012, the 7th annual food defense survey was completed. The FY 2012 survey found that 77 percent of establishments have a functional food defense plan, exceeding the Agency's FY 2012 goal of 76 percent. As in previous years, larger establishments have a higher rate of implementing food defense plans: 99 percent of large establishments and 87 percent of small establishments have a functional food defense plan, while 67 percent of very small establishments have a functional plan.

Humane Handling Measure

USDA considers humane methods of handling animals and humane slaughter operations a priority. FSIS is presently collecting data on the extent to which industry is implementing and maintaining a systematic approach to humane handling.

The Agency will develop a baseline in 2014 with the aim of reporting on progress made against this new performance measure in 2015. All FSIS inspected livestock establishments are required to handle and slaughter livestock using humane methods under the Federal Humane Methods of Slaughter Act. The four features of humane handling practices 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.

FOOD SAFETY AND INSPECTION SERVICE

Full Cost by Department Strategic Goal
(Dollars in thousands)

Department Strategic Goal: Ensure that all of America's children have access to safe, nutritious, and balanced meals

Program / Program Items	2011 Actual	2012 Actual	2013 Estimate	2014 Estimate
Federal Food Safety & Inspection				
Domestic Inspection & Import Re-inspection	$727,567	$718,190	$722,212	$716,148
Investigation, Enforcement & Surveillance	8,073	7,969	7,969	8,033
Data, Sampling & Risk Analysis	29,231	28,854	28,854	29,084
Food Defense & Emergency Response	12,590	12,428	12,428	12,527
Central Operations Control & Efficiencies	100,037	98,748	98,748	99,536
Training, Education, Outreach, Evaluation & Communications	9,264	9,145	13,145	13,250
Policy Development, Implementation & Oversight	10,403	10,269	10,269	10,351
Total Costs	897,165	885,603	893,625	888,929
FTEs	9,281	9,170	9,180	8,927
Performance Measure: Increase Percent of Broiler Plants Passing the Carcass *Salmonella* Verification Testing Standard				
Percent	89%	90%	91%	92%
$ for percentage increase of broiler plants passing carcass Salmonella verification testing standards	179,433	177,121	178,725	177,786
Performance Measure: Reduce total illnesses from all FSIS Products				
Number of illness cases	491,353	479,621	394,770	384,362
$ for reduction in total illnesses from all FSIS-regulated products	628,015	619,922	625,537	622,250
Performance Measure: Increase the percent of establishments with a food defense plan				
Percent of all establishments with plan	75%	77%	81%	85%
$ for an increase in the percentage of establishments with a food defense plan	89,717	88,560	89,363	88,893
Public Health Data Communication Infrastructure System (PHDCIS)				
Central Operations Control & Efficiencies	27,617	35,568	35,312	34,580
Total Costs	27,617	35,568	35,312	34,580
FTEs	-	-	-	-
Performance Measure: Increase Percent of Broiler Plants Passing the Carcass *Salmonella* Verification Testing Standard				
Percent	89%	90%	91%	92%
$ for percentage increase of broiler plants passing carcass Salmonella verification testing standards	5,523	7,114	7,062	6,916
Performance Measure: Reduce total illnesses from all FSIS Products				
Number of illness cases	491,353	479,621	394,770	384,362
$ for reduction in total illnesses from all FSIS-regulated products	19,332	24,897	24,719	24,206
Performance Measure: Increase the percent of establishments with a food defense plan				
Percent of all establishments with plan	75%	77%	81%	85%
$ for an increase in the percentage of establishments with a food defense plan	2,762	3,557	3,531	3,458

Department Strategic Goal: Ensure that all of America's children have access to safe, nutritious, and balanced meals

Program / Program Items	2011 Actual	2012 Actual	2013 Estimate	2014 Estimate
International Food Safety & Inspection				
Domestic Inspection & Import Re-inspection	7,138	7,524	6,736	6,799
Investigation, Enforcement & Surveillance	145	153	137	138
Data, Sampling & Risk Analysis	522	550	493	498
Food Defense & Emergency Response	226	238	213	215
Central Operations Control & Efficiencies	4,416	4,655	4,168	4,207
Training, Education, Outreach, Evaluation & Communications	163	172	154	155
Policy Development, Implementation & Oversight	4,220	4,448	3,983	4,020
Total Costs	16,830	17,740	15,883	16,031
FTEs	150	144	144	144
Performance Measure: Increase Percent of Broiler Plants Passing the Carcass *Salmonella* Verification Testing Standard				
Percent	89%	90%	91%	92%
$ for percentage increase of broiler plants passing carcass Salmonella verification testing standards	4,208	4,435	3,971	4,008
Performance Measure: Reduce total illnesses from all FSIS Products				
Number of illness cases	491,353	479,621	394,770	384,362
$ for reduction in total illnesses from all FSIS-regulated products	12,622	13,305	11,912	12,023
State Food Safety & Inspection				
Domestic Inspection & Import Re-inspection	52,014	48,454	50,325	51,823
Investigation, Enforcement & Surveillance	442	613	569	573
Data, Sampling & Risk Analysis	1,599	2,221	2,059	2,072
Food Defense & Emergency Response	689	957	887	893
Central Operations Control & Efficiencies	5,634	7,796	7,230	7,277
Training, Education, Outreach, Evaluation & Communications	507	704	652	656
Policy Development, Implementation & Oversight	816	1,092	1,012	1,874
Total Costs	61,701	61,837	62,734	65,168
FTEs	27	30	29	44
Performance Measure: Increase Percent of Broiler Plants Passing the Carcass *Salmonella* Verification Testing Standard				
Percent	89%	90%	91%	92%
$ for percentage increase of broiler plants passing carcass Salmonella verification testing standards	12,340	12,367	12,547	13,034
Performance Measure: Reduce total illnesses from all FSIS Products				
Number of illness cases	491,353	479,621	394,770	384,362
$ for reduction in total illnesses from all FSIS-regulated products	43,191	43,286	43,914	45,617
Performance Measure: Increase the percent of establishments with a food defense plan				
Percent of all establishments with plan	75%	77%	81%	85%
$ for an increase in the percentage of establishments with a food defense plan	6,170	6,184	6,273	6,517

Department Strategic Goal: Ensure that all of America's children have access to safe, nutritious, and balanced meals

Codex Alimentarius				
Investigation, Enforcement & Surveillance	50	49	50	50
Data, Sampling & Risk Analysis	40	39	40	40
Food Defense & Emergency Response	78	77	77	77
Central Operations Control & Efficiencies	490	482	486	486
Training, Education, Outreach, Evaluation & Communications	56	55	56	56
Policy Development, Implementation & Oversight	3,069	3,017	3,043	3,056
Total Costs	3,783	3,719	3,752	3,765
FTEs	7	7	7	7
Performance Measure: Increase Percent of Broiler Plants Passing the Carcass *Salmonella* Verification Testing Standard				
Percent	89%	90%	91%	92%
$ for percentage increase of broiler plants passing carcass Salmonella verification testing standards	946	930	938	941
Performance Measure: Reduce total illnesses from all FSIS Products				
Number of illness cases	491,353	479,621	394,770	384,362
$ for reduction in total illnesses from all FSIS-regulated products	2,837	2,789	2,814	2,824
Total Costs, Strategic Goal	1,007,096	1,004,467	1,011,306	1,008,473
Total FTEs, Strategic Goal	9,465	9,351	9,360	9,122
Total Costs, All Strategic Goals	1,007,096	1,004,467	1,011,306	1,008,473
Total FTEs, All Strategic Goals	9,465	9,351	9,360	9,122