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United States Department of Agriculture



A YEAR IN REVIEW — 2015

F O O D S A F E T Y A N D I N S P E C T I O N S E R V I C E



ONE TEAM, ONE PURPOSE.

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ONE TEAM, ONE PURPOSE.

We are one team, with one purpose, and that is to protect public health. FSIS employees take pride in their work that helps prevent foodborne illness.

www.fsis.usda.gov

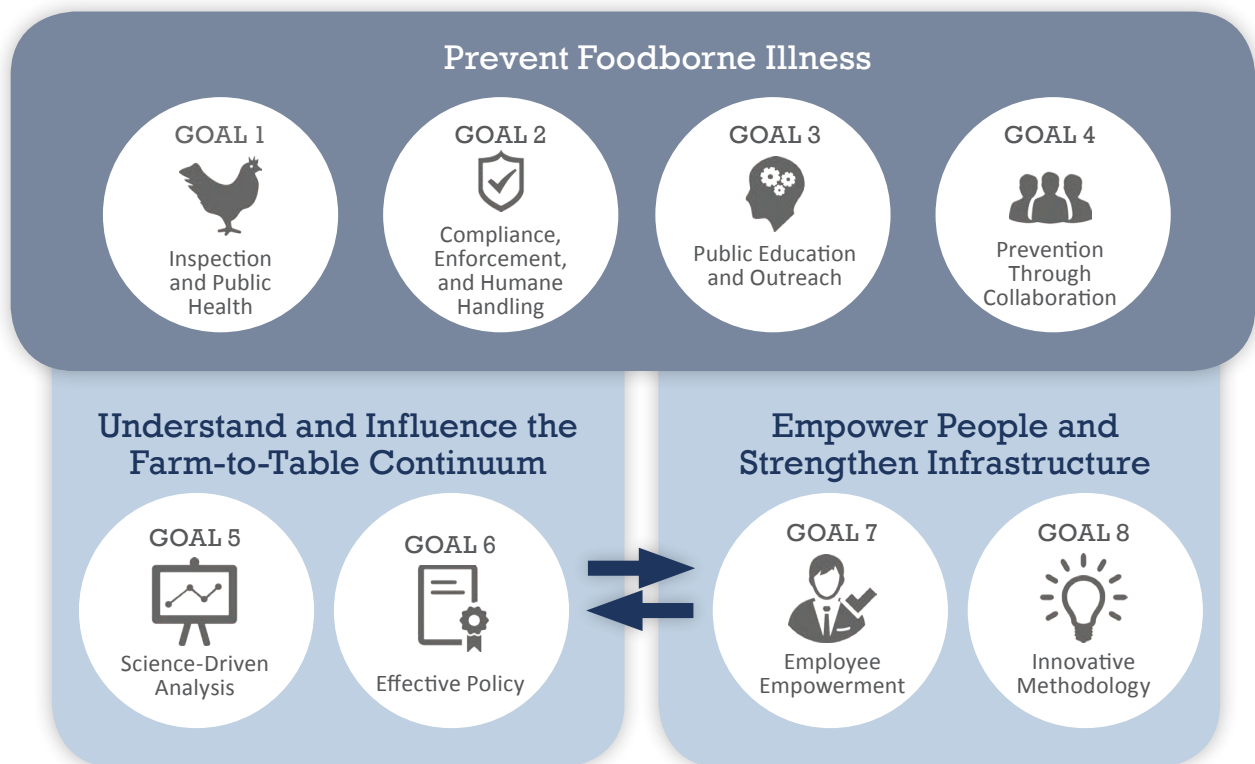
Introduction

The Food Safety and Inspection Service (FSIS) is the public health agency in the U.S. Department of Agriculture (USDA) responsible for ensuring that the Nation's commercial supply of meat, poultry, and processed egg products, whether domestic or imported, is safe, wholesome, and correctly labeled and packaged. Each year, FSIS dedicates its time, attention, and resources toward its mission of keeping food safe. This document evaluates FSIS' annual progress against goals and measures set to accomplish this mission.

STRATEGIC PLANNING

Every 5 years, FSIS adopts a new Strategic Plan that outlines its goals and initiatives. FSIS is currently operating under its Fiscal Year 2011-2016 Strategic Plan. A main driver of the Strategic Plan is the agency's desire to continue evolving as a trusted and successful public health organization—one that adapts to the changing nature of food safety risks.

In this document, FSIS reviews its performance in FY 2015 against its Strategic Plan goals and measures. Outlined in the agency's current Strategic Plan are three themes and eight goals. The themes are "Prevent Foodborne Illness," "Understand and Influence the Farm-to-Table Continuum," and "Empower People and Strengthen Infrastructure."



Additionally in FY 2015, FSIS began drafting its new Strategic Plan for FY 2017-2021, which it plans to issue early in FY 2017. This new plan will have updated themes, metrics, and focus areas designed to steer the future of FSIS.

ANNUAL PLANNING

Each year, FSIS develops an Annual Performance Plan (APP) emphasizing three or four key results and associated actions that the agency intends to accomplish in each program area. The APP contains actions aligned with the Strategic Plan, and the APP provides FSIS employees, stakeholders, Congress, and the American public a clear list of the agency's priorities and of the actions that FSIS plans to take to achieve its goals. This operational plan steers FSIS' efforts to prevent foodborne illness and protect public health while ensuring agency accountability.

PEOPLE

FSIS employees serve on the front lines of food safety. The agency mission is carried out through 13 offices (*see graphic, opposite page*) creating efficiencies and driving effectiveness in pursuit of our food safety mission. FSIS employs more than 9,000 employees in a wide range of complementary roles:



FOOD INSPECTORS perform food safety inspection activities in approximately 1,000 establishments nationwide, including performing antemortem and postmortem inspection of poultry and livestock and inspecting all liquid, frozen, and dried egg products. They also implement enforcement actions when adulteration or unwholesomeness is found, or when the possibility of contamination or unwholesomeness exist.



CONSUMER SAFETY INSPECTORS (CSIs) perform inspection activities in approximately 6,000 meat or poultry slaughtering and processing plants to ensure food safety and to protect against intentional adulteration. CSIs collect product samples for laboratory analysis, implement regulatory or enforcement actions when they identify unsafe or insanitary conditions, and examine carcasses and food products for wholesomeness and proper labeling.



PUBLIC HEALTH VETERINARIANS (PHVs) ensure animals are handled in a humane manner. They monitor animals' health and disease status to decrease risk to the public and minimize the potential health hazards associated with meat, poultry, or processed egg products. PHVs also perform food safety inspection activities at meat or poultry slaughter and processing plants.



IMPORT INSPECTORS are stationed at U.S. ports of entry and ensure products imported from other countries are properly labeled and are as safe as those produced domestically.



ENFORCEMENT, INVESTIGATIONS, AND ANALYSIS OFFICERS (EIAOs) conduct comprehensive Food Safety Assessments (FSAs) at establishments to determine whether the establishment has considered all food safety and defense issues that could affect its products, the nature and source of all materials received in the establishment's processes, and the establishment's operational environment. EIAOs also focus on an establishment's design and validation of its Hazard Analysis and Critical Control Point (HACCP) plans, Sanitation Standard Operating Procedures (SSOPs), compliance with the Sanitary Performance Standards (SPS), prerequisite programs, testing programs such as written procedures for sampling and microbial testing, and any other programs that constitute the establishment's food safety system.



OTHER FOOD SAFETY PROFESSIONALS engage in a range of work that provides the infrastructure for effective FSIS operations. This work includes conducting policy development; data, scientific, and lab analysis; and a range of financial, administrative, investigative, technical, communications, and other functions that support FSIS' food safety, public health, and food defense requirements.

Protect Consumers and Prevent Foodborne Illness

**One Team,
One Purpose.**

Approximately 9,500 Employees Ensuring That Meat, Poultry, and Processed Egg Products Are Safe, Wholesome, and Correctly Packaged

13 Program Areas

- Office of Field Operations (OFO)
- Office of Policy and Program Development (OPPD)
- Office of Public Health Science (OPHS)
- Office of Data Integration and Food Protection (ODIFP)
- Office of Inspection, Enforcement, and Audit (OIEA)
- Office of International Coordination (OIC)
- Office of Management (OM)
- Office of the Chief Financial Officer (OCFO)
- CODEX
- Office of the Chief Information Officer (OCIO)
- Civil Rights Staff (CRS)
- Office of Outreach, Employee Education and Training (OOEET)
- Office of Public Affairs and Consumer Education (OPACE)



Our Team



- Prevent Foodborne Illness
- Understand and Influence Farm-to-Table Continuum
- Empower People and Strengthen Infrastructure

3 Themes

8 Goals. 17 Outcomes. 36 Measures.

**Strategic
Plan
Elements**

Executive Summary

Building a Modern Food Safety Agency in FY 2015

Food inspection over the last 30 years has changed, and FSIS no longer relies solely on sight, smell, and touch. Modern inspection and food safety methods have evolved to incorporate a more science-based approach. Modernization continued to be a key agency theme in FY 2015. From the implementation of the New Poultry Inspection System (NPIS) to the issuance of best practice guidelines for retailers to the creation of a more efficient methodology for EIAOs, FSIS continued to seek out new ways, both big and small, to modernize the agency's approach to food safety.

In January 2015, FSIS proposed new standards to reduce *Salmonella* and *Campylobacter* in ground chicken and turkey products as well as raw chicken breasts, legs, and wings. The proposed standards and new testing patterns are anticipated to potentially prevent up to 50,000 illnesses annually. These proposed

standards, in concert with NPIS, are part of FSIS' coordinated *Salmonella* Action Plan to reduce *Salmonella*-related illnesses.

Under NPIS, poultry slaughter establishments sort their own products for quality defects before presenting them to FSIS inspectors. This allows FSIS inspectors to focus less on routine quality assurance tasks that have little relationship to preventing pathogens like *Salmonella* and to focus more on proven strategies that strengthen food safety. The new system frees up more of inspectors' time to remove birds from the evisceration line for close food safety examinations, take samples for testing, check plant sanitation, verify compliance with food safety plans, observe live birds for signs of disease or mistreatment, and ensure plants are meeting all applicable regulations.



In FY 2015 FSIS analyzed a total of 4,733 samples in the National Antimicrobial Resistance Monitoring System for Enteric Bacteria (NARMS) cecal sampling program.



In FY 2015, FSIS controlled 3,604,395 pounds (3,150,837 pounds detained) of meat, poultry, and egg products in-commerce to prevent possible injury or illness to the consumer.

In April, FSIS made strides in outreach and communication efforts with the launch of its FoodKeeper application, which supports the Secretary of Agriculture's goal of reducing food waste. The FoodKeeper app provides consumers with information about safe handling and storage times for more than 400 food and beverage items, including various types of dairy products, eggs, meat, poultry, seafood, and produce. In total, the application was downloaded more than 84,000 times between its launch and the end of the fiscal year and was mentioned in more than 200 publications.

In May and June, FSIS updated its Food Safety Assessment (FSA) approach by issuing a new Directive and implementing a new FSA methodology. Directive 5100.1 (issued in May) updated EIAO procedures by enabling quicker responses to poorly performing establishments. Along with the new Directive, FSIS also significantly streamlined its FSA tools so that questions better focus on public health risks and identifying key vulnerabilities that lead to better supported decisions for verification plans, and enforcement actions when they are necessary.

In addition to public health benefits, this new, focused FSA methodology created cost savings for the agency – reducing the average estimated FSA cost from \$5,629 and 130 hours to \$2,105 and 52 hours. In addition, to further align resources

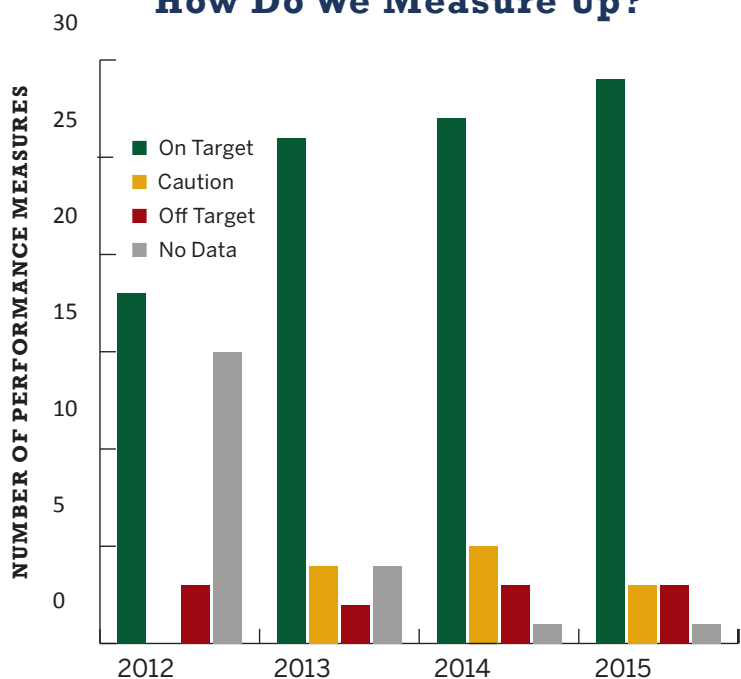
with public health risk, FSIS routinely conducts a Public Health Risk Evaluation (PHRE) to determine whether an FSA is warranted. The agency will continue to assess the effectiveness of this new methodology and make improvements accordingly.

FSIS also continued to strengthen its commitment to the humane treatment of animals in FY 2015. In May, the agency published a proposed rule, "Requirements for the Disposition of Non-Ambulatory Disabled Veal Calves," which would amend the agency's regulations on ante mortem inspection. Specifically, FSIS proposed removing a provision that permits establishments to set apart and hold for treatment veal calves that are unable to rise from a recumbent position and walk because they are tired or cold. Under the proposed rule, non-ambulatory disabled veal calves offered for slaughter will be condemned and promptly euthanized.

Our 2015 story is one of agency employees and leadership devoting their time, focus, and commitment to modernizing FSIS business processes and to keeping food safe that FSIS regulates for the American public.

FY 2015 at a Glance

How Do We Measure Up?



Key Measures Improved

7.3.3: Ranking in the Partnership for Public Service's "Best Places to Work"

FSIS scored in the top 29% of all Federal Agency Subcomponents (93 of 320, moving up 4 positions over the Agency's FY 2014 ranking).

7.3.1: Percent of workplace injury/illness cases

Brought workplace injuries down to 5.10% this year from 5.47% in 2014.

Did We Meet Our Goals?

ON TARGET



Compliance, Enforcement, and Humane Handling



Prevention Through Collaboration



Science-Driven Analysis



Effective Policy



Employee Empowerment



Innovative Methodology

CAUTION

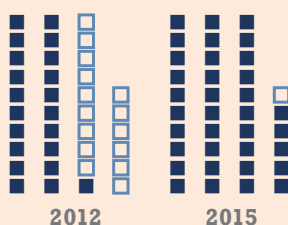
OFF TARGET



Inspection and Public Health



Public Education and Outreach



We met/exceeded **75%** of our targets for the year.

We improved our data collection and collected data for 35 of the 36 measures — up from only 21 out of 36 measures in 2012.

FSIS Performance on Key Corporate Food Safety Measures in the U.S. Department of Agriculture's Strategic Plan

Strategic Plan Measure 1.1.1 Four Years of Illness Reduction

The All Illness Measure tracks the total estimated number of *Salmonella*, *Listeria monocytogenes* (*Lm*), and *E. coli* O157:H7 illnesses attributed to FSIS-regulated products. The illnesses reported in FY 2015 are based on Centers for Disease Control and Prevention (CDC) outbreak data from 2010 to 2012 and sporadic illness data from the CDC FoodNet program. These data show that overall, illnesses attributed to FSIS-regulated products decreased by 97,498 cases since FY 2012; however, we did not see a significant decrease from FY 2014 to FY 2015, specifically in the case of *Salmonella*.

Individually, FSIS met targets for two of the three illnesses:

**5%
DECREASE**

Salmonella – *Salmonella* illnesses declined by 83,688 cases from 2012 to 2015; however, there was a slight increase in illnesses reported this year. Overall, the target of 357,515 *Salmonella* illnesses attributed to FSIS-regulated products was missed by 5 percent, at 374,671.

**0
CASES**

Lm – In FY 2015, there were zero illnesses attributed to *Lm* from FSIS-regulated foods as compared to FY 2012, when the agency estimated 897 cases of *Lm* as a result of FSIS-regulated products.¹

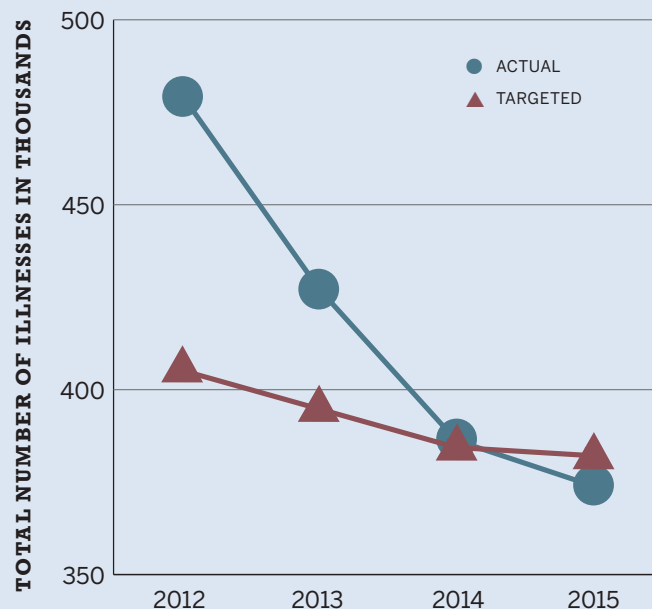
**45%
DECREASE**

***E. coli* O157:H7**– FSIS estimated there were 7,461 cases of *E. coli* O157:H7 attributed to FSIS-regulated products, 48 percent lower than the expected target.

The measurement of these pathogens specific to FSIS-regulated products is dependent upon two sources of CDC data: (1) pathogen-specific CDC FoodNet case rates of foodborne illnesses, and (2) pathogen-specific CDC foodborne illness outbreak data, used to estimate pathogen-specific FSIS attribution. FSIS must use multiple data points from CDC, as no one surveillance system captures all the needed information to estimate illnesses from specific food products.

Within FSIS' new strategic plan framework, the agency is considering use of the updated, harmonized attribution methodology and fractions that were presented in FY 2015 through the Interagency Food Safety

Strategic Plan Measure 1.1.1 Four Years of Illness Reduction



Data Sources:

- 1) Pathogen-specific Centers for Disease Control and Prevention (CDC) FoodNet case rates of foodborne illnesses,
- 2) Pathogen-specific CDC foodborne illness outbreak data (used to estimate pathogen-specific FSIS attribution),
- 3) Pathogen-specific, domestically acquired foodborne illness CDC Scaling Factors, and
- 4) U.S. Census Population Estimates.

Analytics Collaboration (IFSAC), of which Centers for Disease Control and Prevention (CDC), U.S. Food and Drug Administration (FDA), and FSIS are founding members. FSIS will continue to focus on enhancing the timeliness and accuracy of illness data reporting, as possible.

¹ FSIS uses a "simple foods" (i.e., a single ingredient was implicated, or all ingredients in the implicated food were assigned to a single food category) attribution methodology, where a rolling 3-year window of CDC Foodborne Disease Outbreak Surveillance System (FDOSS) data is used to accomplish the following: (1) separate pathogen-specific, outbreak-associated illnesses into two groups, those attributed to simple foods (e.g. chicken breast) and to complex foods (e.g. chicken burrito); (2) calculate how many outbreak illnesses are associated with each simple food commodity group (e.g. chicken); and (3) determine what percentage of illnesses from the simple food outbreaks are from FSIS-regulated meat, poultry, and processed egg products. The result of this effort is pathogen-specific attribution fractions.



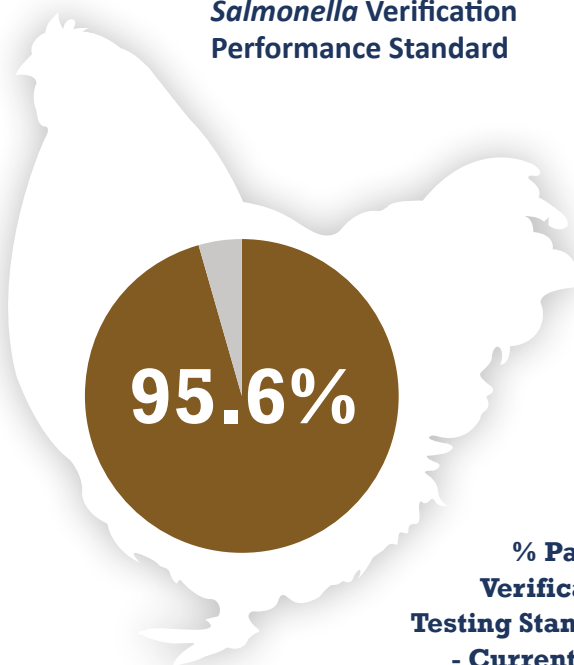
Strategic Plan Measure 2.1.1

Steady Increase in the Percentage of Establishments That Passed Salmonella Verification Performance Standard

In FY 2015, 95.6% of broiler establishments passed FSIS' Carcass *Salmonella* Verification Testing Standard, exceeding the target of 94%. Since 2012, the percentage of establishments passing the broiler carcass *Salmonella* verification testing has steadily increased from 90% to 95.6%.

This measure tracks whether young chicken slaughter establishments are effectively minimizing the opportunity for *Salmonella* to pass into final product entering commerce. In FY 2015, FSIS has implemented ways to improve its *Salmonella* sampling programs, such as the use of a "moving window" to replace discrete sample sets. The agency is also determining how to use sampling information to account for certain risk factors, such as serotypes of human health concern, and will continue to develop sampling programs that can be used to calculate prevalence.

Strategic Plan Measure 2.1.1 Steady Increase in the Percentage of Establishments That Passed *Salmonella* Verification Performance Standard



**% Passed
Verification
Testing Standard
- Current Year**



Strategic Plan Measure 2.2.1

Humane Handling of Animals Improving Due to Increase in Percentage of Slaughter Plants Identified as Having an Effective Systematic Approach to Humane Handling

The HMSA requires all official livestock slaughter establishments to handle and slaughter livestock using humane methods. The measure tracks the percentage of establishments that have a robust plan and systematic approach to humane handling during the slaughter process, using data from district veterinary medical specialist humane-handling verification visits. By enforcing industry compliance, FSIS ensures that livestock conditions meet acceptable humane-handling standards in regulated locations.

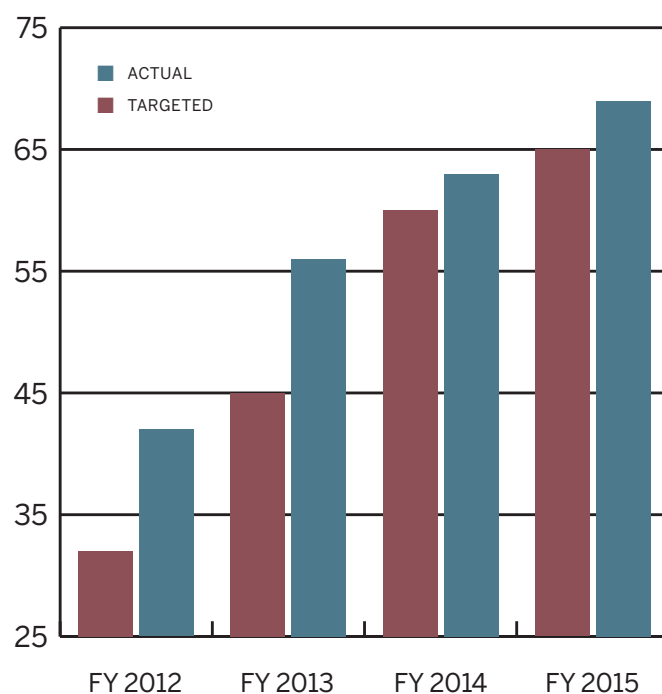
Plants visited are to meet the strict rules that cover nine humane-handling categories:

1. Inclement weather
2. Truck unloading
3. Water and feed availability
4. Ante mortem inspection
5. Suspect and disabled
6. Electric prod/alternative object use
7. Slips and falls,
8. Stunning effectiveness
9. Conscious animals on the rail

In FY 2015, 69% of plants visited met humane-handling guidelines, including through FSIS' use of enforcement policies that included notices of intended enforcement, to suspensions. This percentage exceeded the FY 2015 target of 65%, and represents steady improvement made in parallel to the agency's stretching its target each year—from 32% in 2012 to 65% in FY 2015 (*see graph*). In FY 2016, FSIS plans to investigate methods to reduce recidivism relative to inappropriate restraining techniques and mis-stuns.

Strategic Plan Measure 2.2.1

Humane Handling of Animals Improving Due to Increase in Percentage of Slaughter Plants Identified as Having an Effective Systematic Approach to Humane Handling





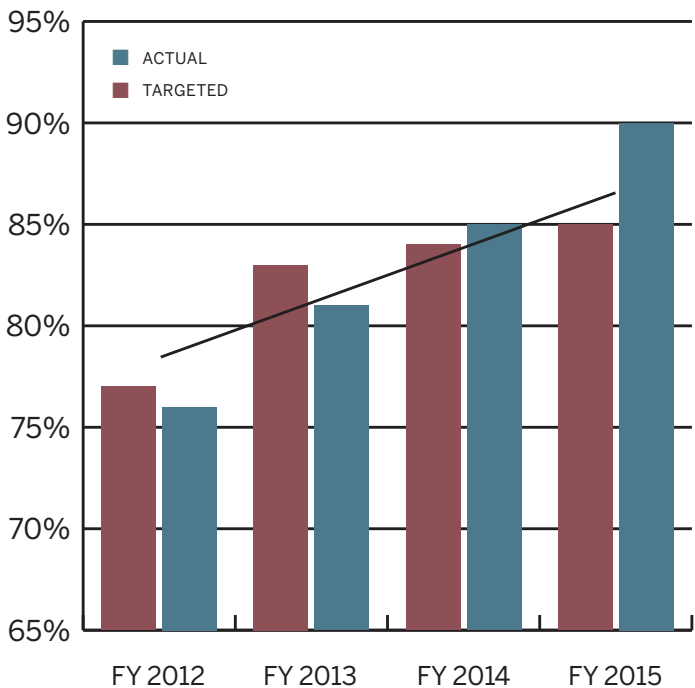
Strategic Plan Measure 2.3.1

Percentage of Establishments With a Food Defense Plan Rising

A functional food defense plan is a set of procedures or practices that an establishment uses to reduce the risk of intentional adulteration and is designed to help plants take action to minimize any adverse impacts. Since 2012, the percentage of surveyed establishments with functional food defense plans has increased from 77% to 85%. This increase is a significant improvement since 2006, when only 34% of surveyed establishments had a food defense plan. FSIS continues to encourage establishments to voluntarily adopt functional food defense plans.

In FY 2016, FSIS will evaluate the Food Defense Plan Survey data and other data sources to inform next steps for food defense activities. FSIS will also finalize a food defense multi-year strategy to promote adoption of food defense practices and improve integration of food defense into day-to-day activities, whenever appropriate.

Strategic Plan Measure 2.3.1
Percentage of Establishments With a Food Defense Plan Rising





Case Study: Food Safety of the Future

Expanding the Farm-to-Fork Continuum To Combat the Cross-Contamination of *Lm* in Retail Establishments

As FSIS continues to pursue the goal of becoming a modern food safety agency, scientists and analysts look for science-based methods to positively affect the Farm-to-Fork continuum. In FY 2015, FSIS focused more on retail establishments and initiated a major collaborative effort by engaging retailers, industry, and other stakeholders with the goal of developing a set of “Best Practices Guidance for Controlling *Listeria monocytogenes* (*Lm*) in Retail Delicatessens” in order to keep food safe.

BACKGROUND: *Listeria monocytogenes* (*L. monocytogenes* or *Lm*) is a leading cause of food-related hospitalization, fetal loss, and foodborne death in the United States. Each year, *Lm* contamination of food results in an estimated 1,600 cases of severe illness, with more than 90% of individuals becoming hospitalized, and 16% to 20% of these cases resulting in death. *Lm* infection leads to a rare yet frequently fatal and preventable invasive disease, listeriosis, generally during vulnerable stages of life, affecting older adults and the very young.

CHALLENGE: Through its research, FSIS learned that product was being cross-contaminated at retail locations. In fact, 83% of listeriosis illnesses attributed to deli meats were associated with those sliced and packaged at retail establishments, as opposed to those sliced in federally inspected establish-

“We’re in support of this project and process because it allowed us to have the dialogue in the beginning, work with our researchers, work with FSIS, work with FDA in a collaborative fashion that I think, ultimately, became a non-competitive issue...and it allowed us to solve the problems...”

—Dr. Betsy Booren, North American Meat Institute

ments. *Lm* can survive and grow at cool temperatures as low as 34°F/1°C, and can cross-contaminate food contact surfaces, foods, and food products. Improper sanitation, product handling, and employee practices can also lead to the transfer of *Lm* to ready-to-eat (RTE) meat and poultry products, which are products that do not require cooking prior to consumption and that are often held at refrigerated temperatures. Once contaminated with *Lm*, RTE food products can provide an ideal environment for this harmful bacterium to grow. Safe food-handling practices, thorough cleaning and sanitation procedures, sound facility and equipment maintenance, and good employee practices are key activities that prevent or reduce the likelihood of RTE foods becoming contaminated in retail delis.

“FMI has welcomed the opportunity to work closely with USDA, and we think that you should adopt this model for all future risk assessments and any project that...involves stakeholders...”

—Dr. Hilary Thesmar, Food Marketing Institute

SOLUTION: FSIS began an extensive collaboration with FDA, stakeholders, and retailers to better understand the extent to which retail conditions and operations influence the risk of listeriosis from RTE foods prepared and sold in delis. In conducting an Interagency Retail *Lm* Risk Assessment, the focus was on achieving increased awareness and obtaining stakeholder input during an initial phase, and deepening their involvement throughout the assessment’s development. Representatives from government agencies, academia, industry, and consumer groups participated, with at least 55 collaborative meetings held during the assessment, as FSIS shares jurisdiction with the FDA, State, local, and tribal authorities for meat and poultry products at retail. Outcomes included an increased trust among retailers, a sense of engagement and ownership among stakeholders, an overall sense of commitment and responsibility to prevent *Lm* contamination at retail, and the resulting guidelines, a revised “Best Practices Guidance for Controlling *Listeria monocytogenes* in Retail Delicatessens.” These guidelines provide specific recommendations that retailers can implement in their delicatessen (deli) area to control *Lm*.

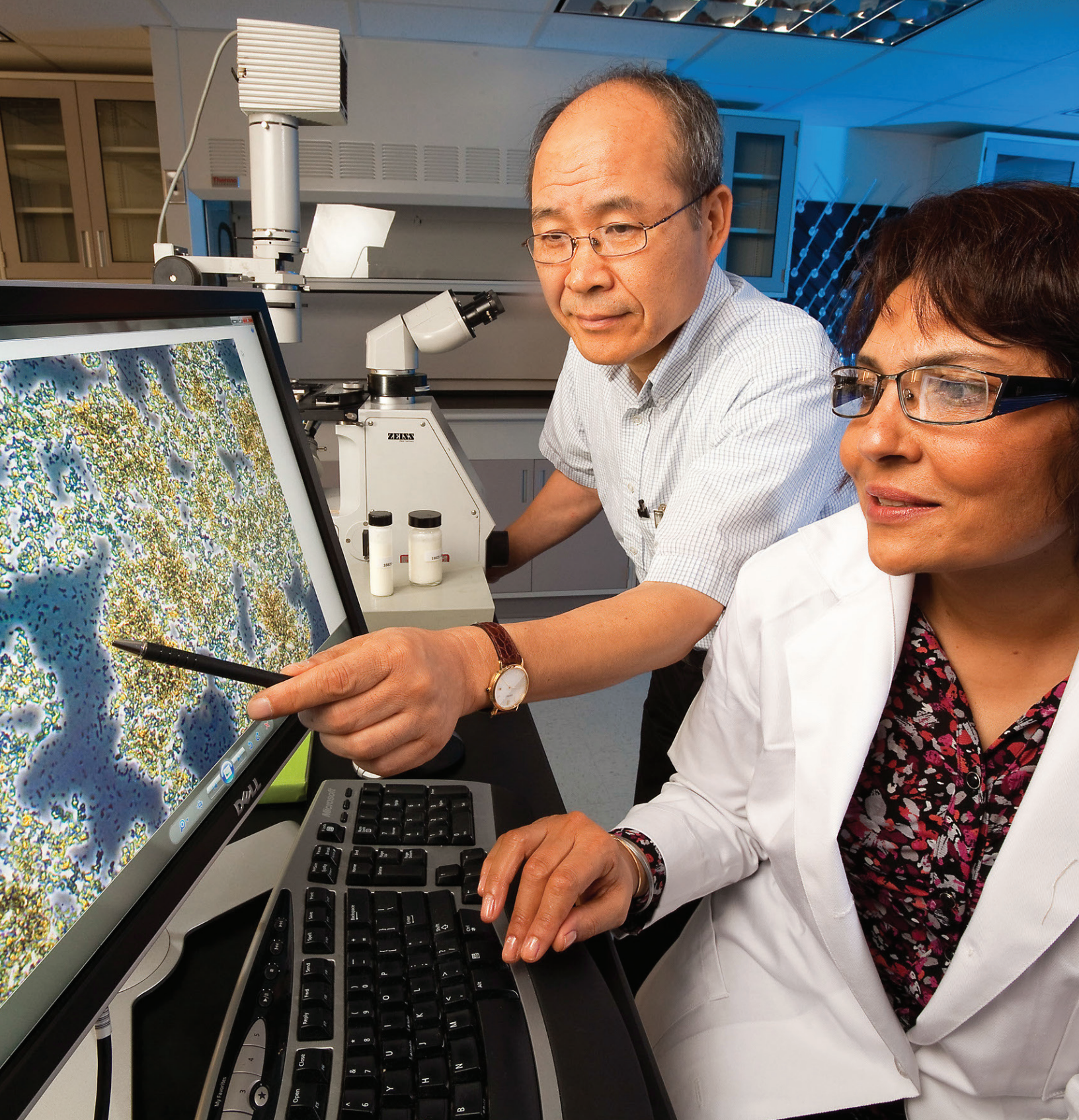
“...I think the stakeholder involvement has been very beneficial. I think your early consultation helped to set the stage for answering the right questions. So I think from a consumer standpoint, we’ve been quite happy with it.”

—Caroline Smith DeWaal, Consumer Science in the Public Interest

NEXT STEPS: FSIS continues to broaden and increase its outreach as resources allow, including to public health partners. The agency is enlisting its compliance investigators to assess whether retailers are aware of and following the Best Practices Guidance. The agency has initiated a pilot program in which compliance investigators make observations at retail to assess the impact of the guidance.



² FSIS’ governing laws apply to meat and poultry products produced in federally inspected establishments and other entities producing or handling meat and poultry, including at retail. Retailers are required to maintain sanitary conditions, and otherwise not produce adulterated or misbranded product, although retail firms are generally exempt from FSIS inspection.



FY 2015 Accomplishments

Throughout FY 2015, FSIS pursued an aggressive agenda to combat foodborne illness and protect public health. Noteworthy accomplishments by goal are listed in this section.

Ensure That Food Safety Inspection Aligns With Existing and Emerging Risks

GOAL 1

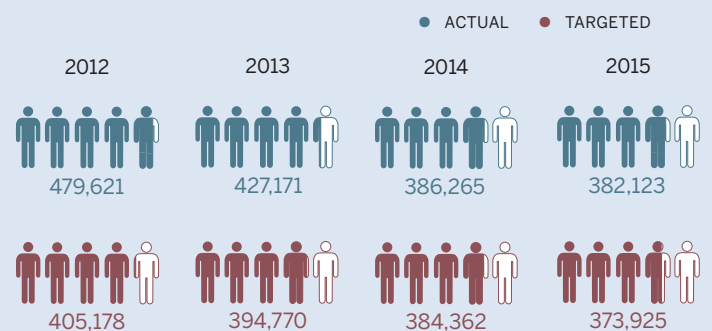


Inspection
and Public
Health



- Implemented the new poultry slaughter regulation which requires that all poultry slaughter establishments prevent *Salmonella* and *Campylobacter* contamination rather than address the contamination after it occurs. Establishments are required to maintain microbiological evidence of how they control fecal and enteric pathogen contamination. A risk assessment conducted to support the final rule showed that up to 5,000 illnesses from these enteric pathogens could be averted annually as a result of increased off-line verification activity by inspection personnel rather than remaining online.
- Implemented a new, focused FSA methodology that provides that a Public Health Risk Evaluation (PHRE) be conducted to determine whether an FSA is warranted. This new approach helps to ensure that FSIS resources are aligned with public health risk. It allows FSIS to more efficiently use resources by targeting higher risk establishments, and FSIS will assess the effectiveness of this new methodology in FY 2016 and make improvements as needed.

MEASURE 1.1.1 | Total Number of *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 Illnesses From Products Regulated by FSIS



TOTAL NUMBER OF ILLNESSES REDUCED IN 3 YEARS: 93,356

GOAL 1



Inspection
and Public
Health

Ensure That Food Safety Inspection Aligns With Existing and Emerging Risks (Continued)

- Revised Directive 10,010.1 on Shiga-toxin producing *Escherichia coli* (STEC) to help Inspection Program Personnel (IPP) better perform verification tasks by aligning those tasks to related policies to control STEC and reduce exposure to the public. Updates included the following:
 - Changed the existing N60 sampling for bench trim (MT65) and raw ground beef components other than trim (MT64) to increase sample collection rates and update the Public Health Information System (PHIS) profile to ensure that all eligible establishments are sampled. This change will increase the number of samples collected and analyzed and increase the likelihood of finding a positive sample, thereby keeping contaminated products out of commerce.
 - Improved instructions for IPP to verify the adequacy of the scientific support for antimicrobial interventions to enable them to better identify possible issues with the interventions. This verification will ensure that the interventions are effective in controlling pathogens, thereby reducing exposure to the public.
- Implemented new, expedited traceback procedures that allow FSIS to identify whether establishments released adulterated products into commerce and to take enforcement actions, by allowing FSIS to recall contaminated products more quickly.
- Announced its intent to adopt new policies on continuous sampling/moving window for *Salmonella* and *Campylobacter* sampling on carcasses and imported raw poultry. The continuous (weekly) sampling, versus the previously used, consecutive-day-based sampling, should encourage establishments to be proactive in adopting interventions and process control measures sooner. The planned approach represents an improvement from the existing approach to sampling under which it could take up to 2 years to complete a sampling set.
- Proposed pathogen reduction performance standards for chicken parts and comminuted chicken and turkey, with the goal of reducing public exposure to pathogens and meeting the Healthy People 2020 goals.



Maximize Domestic and International Compliance With Food Safety Policies

GOAL 2

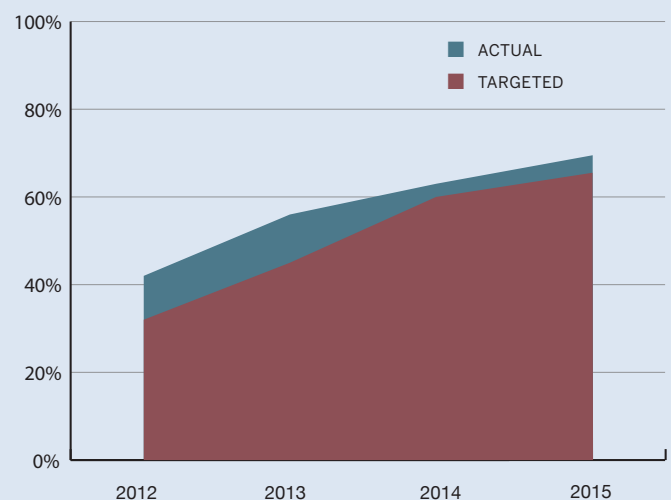


Compliance,
Enforcement,
and Humane
Handling

- Drove further modernization of poultry slaughter inspection by requiring industry to implement new sampling programs and process control procedures to prevent carcass contamination by enteric pathogens and contaminated carcasses from entering the chiller. Additionally, with year-round, routine sampling of broilers, there has been an improvement in the percent of young chicken (broiler) slaughter establishments passing the carcass *Salmonella* Verification Testing Standard – with a high percentage of broiler establishments passing the carcass *Salmonella* Verification Testing Standard—95.6%, exceeding the agency’s FY 2015 target of 94%.
- Increased the percentage of official establishments with a functional food defense plan from 84% in 2014 to 85% in 2015, and implemented food defense practices at approximately 96.4% of in-commerce facilities.
- Began using Whole Genome Sequencing, which when fully functional, will aid FSIS in identifying recurrences in pathogens in FSIS-regulated establishments and assist establishments in developing effective control measures.
- Increased the number of humane handling onsite assessments, and demonstrated that 69% of the active red meat slaughter establishments visited have a systematic approach to humane handling, exceeding the agency’s FY 2015 target of 65%.
- Targeted outreach to 29 of 31 of eligible countries that have recently exported FSIS-regulated products to the United States to encourage implementation of food defense practices.
- Launched a self-reporting tool to streamline the foreign equivalency review process.



MEASURE 2.2.1 | Percentage of Slaughter Plants Identified During District Veterinary Medical Specialist (DVMs) Humane Handling Verification Visits as Having an Effective Systematic Approach to Humane Handling (All Four Elements of a Systematic Approach Implemented)



GOAL 3



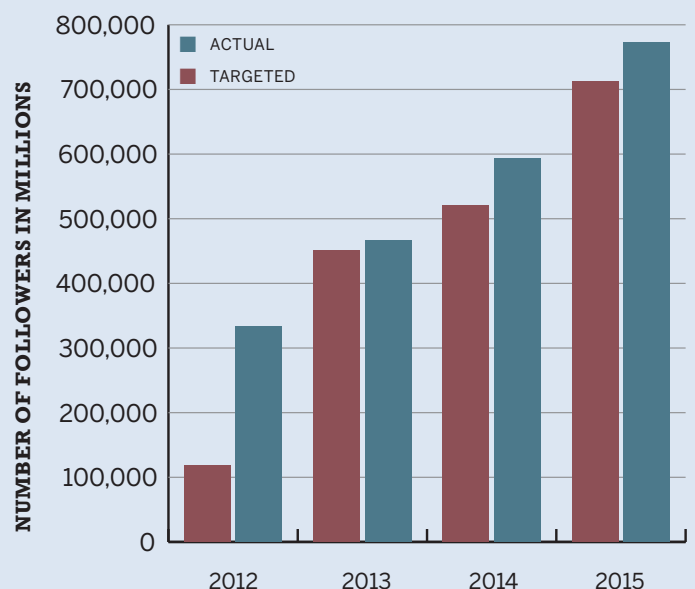
Public Education
and Outreach

Enhance Public Education and Outreach To Improve Food-Handling Practices



- Completed and launched the FoodKeeper application in April 2015, which was downloaded more than 84,000 times between launch and the end of the fiscal year, and it was mentioned in more than 200 publications.
- Developed new Public Service Announcements (PSAs) in coordination with the Ad Council. Since their launch in December 2014, FSIS received more than 2 billion impressions from more than \$25 million worth of donated media related to these PSAs. FY 2015 activities included new TV ads, radio spots, out-of-home, print, and Web advertising in English and Spanish, as well as FSIS-funded research conducted with Kansas State University to broadcast the message about thermometer use and cross-contamination.
- Provided safe handling information to approximately 73,719 consumers through one-on-one interaction on the USDA Meat and Poultry Hotline (phone), Ask Karen online chat, and email.
- Exceeded public education targets to at-risk and vulnerable audiences, Spanish-speakers, and the deaf community. These efforts were improved most notably by the Food Safety Discovery Zone, which saw more than 1.7 million visitors.
- Continued social media successes including Twitter engagement up more than 93%, and Facebook engagement up 192% from FY 2014 numbers. National media outlets also proactively highlighted specific efforts as effective uses of trending topics and memes, primarily through tweets and blogs.
- Yielded more than 32 million impressions with FSIS' seasonal food safety education efforts during Thanksgiving, Winter Holidays, the Super Bowl, Spring, Summer/Fourth of July, and Back to School.

MEASURE 3.2.1/d | FSIS Electronic Media Outreach: Twitter Followers



Strengthen Collaboration Among Internal and External Stakeholders

GOAL 4

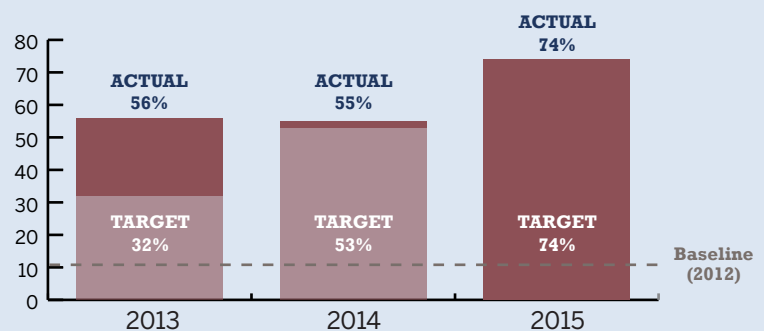


Prevention
Through
Collaboration

- Enhanced working relationships with research and public health partners, such as FDA, CDC, State departments of agriculture and health, and USDA's Agricultural Research Service (ARS), which have helped in updating and addressing the FSIS Research Priorities List. This list now includes four new research studies addressing techniques for species identification, impact of intervention chemical carryover on pathogen monitoring, in-field real time screening techniques, and identification of certain markers of interest to food safety and public health.
- Reached an important collaborative milestone when the IF-SAC presented the results of a major analysis project at a February 2015 public meeting. For the first time, CDC, FDA and FSIS developed a single approach to producing harmonized foodborne illness source attribution estimates from outbreak data for *Salmonella*, *E. coli* O157, *Lm*, and *Campylobacter*. This work achieved an important goal for FSIS and IFSAC and helps inform strategies and policies for FDA and FSIS.
- Held the annual National Advisory Committee on Meat and Poultry Inspection public meeting in January 2015, which covered FSIS' identification and management of chemical hazards within the National Residue Program and the USDA's Economic Research Service's Foodborne Illness Cost Calculation Model.
- Expanded industry outreach, including to small and very small regulated establishments, and established partnerships with several organizations representing at-risk groups. This included webinars for small and very small establishments and State program inspection officials dedicated to the Cooperative Interstate Shipment Program, in collaboration with the USDA's "Know Your Farmer, Know Your Food" initiative, and for State and tribal public health officials on *Lm* controls at retail, respectively.



MEASURE 4.1.2 | Key Federal Partners U.S. Food and Drug Administration (FDA) and U.S. Centers for Disease Control and Prevention (CDC): Percentage of Results From Interagency Collaboration on Analytics Used in FSIS Policy



GOAL 5



Science-Driven Analysis

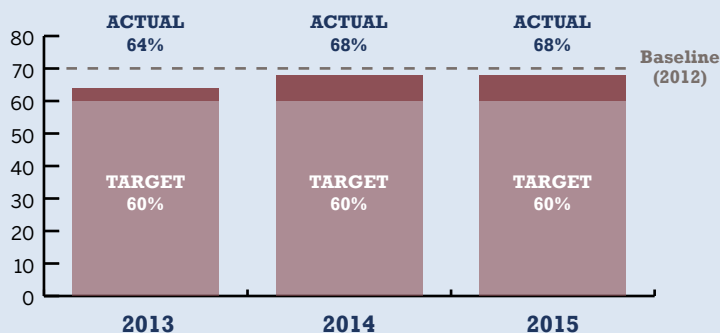
Effectively Use Science To Understand Foodborne Illness and Emerging Trends



- Developed Codex guidance on the control of *Salmonella* in beef and pork that recognized the usefulness of U.S. measures to control *Salmonella*. The guidance was the focus of a May Codex Committee on Food Hygiene (CCFH) meeting in Brussels. The guidance was positively received, and a revised version was presented at the annual CCFH meeting in November 2015.
- Spearheaded the introduction of two new charges—one on effective *Salmonella* control strategies in poultry and another on attributes that define foodborne STEC as a severe human pathogen—to the National Advisory Committee on Microbiological Criteria for Foods in collaboration with FDA, U.S. Department of Defense (DOD), HHS, and U.S. Department of Commerce.
- Continued collaboration with USDA ARS to explore the impact of antimicrobial interventions on pathogen testing. The partnership evaluated the impact of five common interventions and identified promising rinsate additives to negate the impact of Peracetic acid (PAA) and Cetylpyridinium chloride (CPC) on *Salmonella* recovery.
- Triaged six issues during FY 2015 as part of the Hazard Identification Team's (HIT) focus on the importance of emerging risks. Among those included was the "Shiga toxin-producing

Escherichia coli (STEC) in High Event periods," which was referred to the FSIS STEC workgroup. Also included was the "Low Pathogenic Avian Influenza and Occupational Safety" profile, conducted and entered into the HIT Tracking System to be available if this issue arose in the future.

MEASURE 5.2.1 | Percentage of Identified Public Health and Food Safety Gaps Addressed Across the Farm-to-Table Continuum



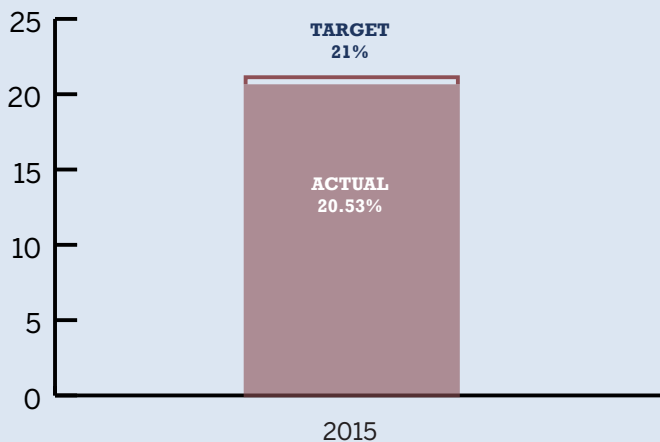
Implement Effective Policies To Respond to Existing and Emerging Risks

GOAL 6



Effective Policy

MEASURE 6.1.2 | Percentage of Regulated Industry Adhering to Key Public Health-Related Policies (Establishments With No Public Health-Related Non-Compliances/Year)



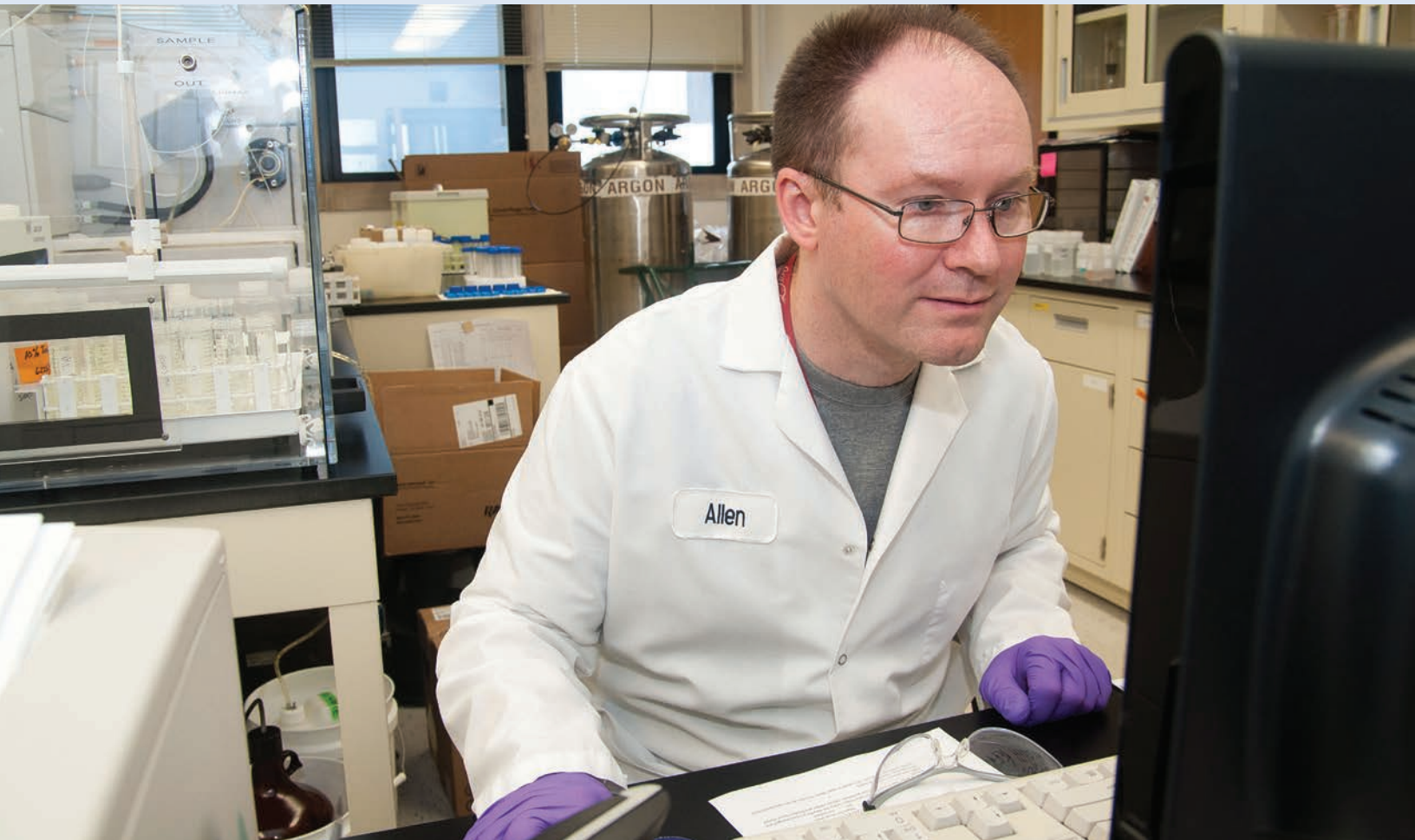
- Increased collaboration across FSIS offices to partner and analyze the effectiveness of FSIS policies and instructions to the field. Examples include developing new performance standards for raw comminuted poultry and chicken parts for *Salmonella* and *Campylobacter*, as well as an implementation plan for verification sampling, which should help in reducing pathogen levels in these products and in meeting the Healthy People 2020 goal.
- Completed all priority data analysis projects for *Salmonella* and *Campylobacter* in raw products, *Lm* and *Salmonella* in RTE products, STECs in raw beef, and residues. Analysis informed teams across the agency and led to updates in field staff instructions as necessary.
- Implemented data-based design changes to the bench trim and the raw ground beef components sampling programs that improved the design of sampling programs' collection rates and strengthened FSIS verification activities.
- Conducted a survey of inspectors at slaughter establishments concerning FSIS testing for residues. Used the results of the survey to create a pilot for residue testing, focused on establishments where FSIS is most likely to find positives. Findings from the pilot are expected to inform and improve the residue testing program.
- Improved instructions to the field and revised the product sampling algorithms for *Lm* in RTE sampling projects to focus more on higher risk products, based on data analysis conducted for RTE projects (including FSA, Intensified Verification Testing (IVT), Routine *Lm* Risk-Based (*RLm*) Sampling, and routine sampling data).
- Completed and released analysis of the 2013 Final Rule "Prior Label Approval System: Generic Label Approval." Findings revealed that the Generic Label Approval demonstrated a 40% reduction in the number of label applications received and a 58% reduction in regulatory noncompliance reports in the year following implementation of the final rule.
- Issued or revised the following guidance documents to improve and facilitate establishment compliance with Public Health Regulations: Sanitary Dressing and Antimicrobial Implementation at Veal Slaughter Establishments, Modernization of Poultry Slaughter Inspection Microbiological Sampling of Raw Poultry, Validating Cooking Instructions for Mechanically Tenderized Beef Products, HACCP Systems Validation, and Best Practices Guidance for Controlling *Lm* at Retail Delicatessens.

GOAL 7



Employee Empowerment

Empower Employees With Training, Resources, and Tools



- Considerably reduced the critical frontline vacancy rate to just over 4%, with a net increase of several hundred employees. Additionally, reduced workplace injury and illness rates to 5.5%, and achieved nearly \$1.2 million in cost savings by returning 89% of injured employees to work through the Alternative Duty Program, Work Hardening Program, and job offers.
- Negotiated and implemented the NPIS, including the Voluntary Early Retirement Authority/Voluntary Separation Incentive Payment for adversely impacted inspectors, and supporting resume writing and job application workshops.
- Reduced the frontline occupation vacancy rate to 4.15%, which included filling critical inspection and veterinarian positions to sustain the FSIS food safety mission and bringing on several hundred new employees.
- Reduced workplace injury/illness rate to 5.5% while achieving a 7% increase in cost savings of nearly \$1.2 million, by returning 89% of injured employees to work through the Alternative Duty Program, Work Hardening Program, and job offers. In addition, FSIS saved \$77,992 in prescription and medical cost through the use of the Pharmacy Program.
- Awarded the 2015 USDA Small Business Special Achievement designation, exceeding every metric for small business for socially disadvantaged contractors including veteran-, woman-, and American Indian-owned businesses, resulting in a contribution of more than \$93 million to business and commerce.
- Hosted a well-received 2015 Diversity Training Conference, where 87% of 225 FSIS participants reported that it “met” or “exceeded” their expectations; ensured more than 95% of

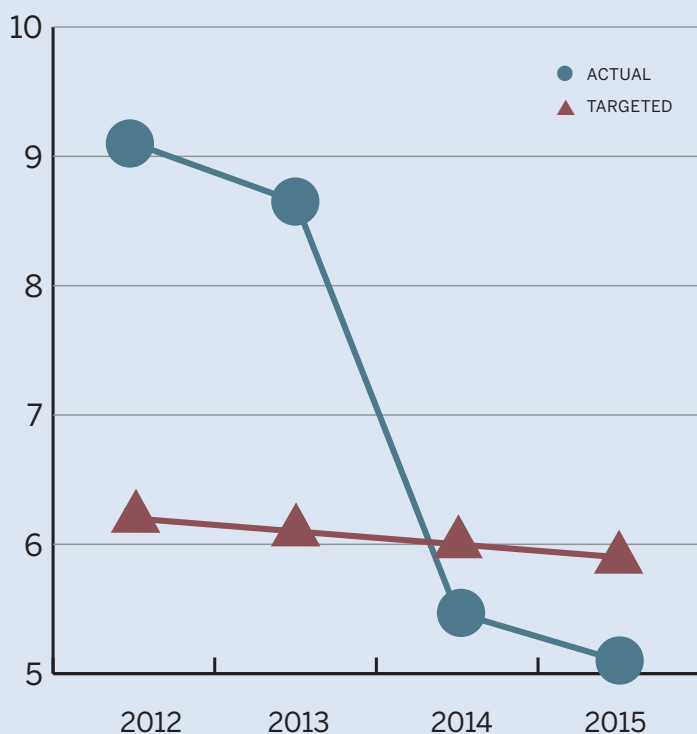
Empower Employees With Training, Resources, and Tools (Continued)

GOAL 7



Employee Empowerment

MEASURE 7.3.1 | Percentage of Workplace Injury/Illness Cases



employees completed Equal Employment Opportunity (EEO) and Civil Rights (CR) training; and conducted four Compliance, Assistance, Review, and Evaluation (CARE) assessments to evaluate FSIS work units' compliance with EEO and Civil Rights laws, regulations, and policies, as well as their knowledge and perceptions of their program's EEO and CR programs.

- Developed and posted FSIS Competency Models and accompanying Resource Guides for the six Mission Critical Occupations; evaluated 100% of FSIS training classes to measure knowledge gain; and achieved a 95% rate of eligible FSIS employees' completing Individual Development Plans.
- Received designation for the FSIS Fleet Management Program as a Best Practice Model, adopted by the USDA for implementation, and decreased FSIS' office space footprint by more than 24,000 square feet (4.5%), resulting in an annual cost savings of nearly \$300,000.



GOAL 8



Innovative
Methodology

Develop, Maintain, and Use Innovative Methodologies, Processes, and Tools



- Tracked and established seven innovative agency initiative baselines toward FSIS' innovation agenda.
- Introduced a life-cycle management process to analyze initiatives post-baseline review to ensure the agency received continued value in terms of time savings, cost savings, improved accuracy, increased data availability, or public health impact.
- Improved reporting across the agency by championing a 59% increase in usage of Standardized Investigation Reports (AssuranceNet/In-Commerce System) from management and administrative staff and an 80% increase from the field staff.
- Supported innovation through targeted social media campaigns, which led to an increase of approximately 158% in new Twitter followers, increasing from 7,702 in FY 2014 to 19,850 in FY 2015.



80%
INCREASE
2015

MEASURE 8.2.1 | Percentage of Documented Implemented Processes, Methodologies, or Technologies That Are Evaluated To Assess Whether They Meet the Intended Outcomes or Otherwise Contribute to the Agency's Efforts To Perform Its Mission

FY 2015 SCORECARD
A YEAR-OVER-YEAR COMPARISON

FY 2015 SCORECARD

FSIS Annual Performance Plan

GOAL 1: ENSURE THAT FOOD SAFETY INSPECTION ALIGNS WITH EXISTING AND EMERGING RISKS

1.1.1	Total number of <i>Salmonella</i> , <i>Listeria monocytogenes</i> , and <i>E. coli</i> O157: H7 illnesses from products regulated by FSIS.
1.2.1	Percent of domestic establishments that meet the “for cause” Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year.
1.2.2	Percent of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year.
1.3.1	Percent of priority in-commerce facilities (e.g., warehouses, distributors, and transporters) covered by surveillance activities.
1.3.2	Percent of follow-up surveillances resulting in compliance.

GOAL 2: MAXIMIZE DOMESTIC AND INTERNATIONAL COMPLIANCE WITH FOOD SAFETY POLICIES

2.1.1	Percent of broiler plants passing the carcass <i>Salmonella</i> verification testing.
2.2.1	Percent of slaughter plants identified during District Veterinary Medical Specialist (DVMS) humane handling verification visits as having an effective systematic approach to humane handling (all four elements of a systematic approach implemented).
2.3.1	Percent of all official establishments with a functional Food Defense Plan.
2.3.2	Percent of food defense practices implemented at in-commerce facilities.
2.3.3	Outreach to eligible countries to encourage implementation of a system that protects product from unintentional contamination.

GOAL 3: ENHANCE PUBLIC EDUCATION AND OUTREACH TO IMPROVE FOOD-HANDLING PRACTICES

3.1.1 ¹	Average percentage of consumers who follow the four key food safety “best practices” (i.e., clean, separate, cook and chill) and thermometer use.
3.2.1-b/ ²	FSIS Electronic Media Outreach: Page views on the FSIS Website.
3.2.1-c/ ²	FSIS Electronic Media Outreach: YouTube Views.
3.2.1-d/ ²	FSIS Electronic Media Outreach: Twitter Followers.
3.2.1-e/ ²	FSIS Electronic Media Outreach: Visitors to the Food Discovery Zone.

GOAL 4: STRENGTHEN COLLABORATION AMONG INTERNAL AND EXTERNAL STAKEHOLDERS

4.1.1	Research: Percentage of time products from three USDA research agencies (i.e., Agricultural Research Service, Economic Research Service, and National Institute of Food and Agriculture) used by FSIS and shared with stakeholders.
4.1.2	Key Federal partners U.S. Food and Drug Administration (FDA) and U.S. Centers for Disease Control and Prevention (CDC): Percentage of results from interagency collaboration on analytics used in FSIS policy.
4.1.3	Small and Very Small Plants: Percentage of identified opportunities realized to improve information sharing.

¹ Measure 3.1.1 was rated black because no data was available pending the development of an interim survey tool. Goal 3 was rated red overall pending the development of interim survey measurement tool.

² Measure 3.2.1-a was retired due to more effective measurements in the form of 3.2.-b-e

A YEAR-OVER-YEAR COMPARISON

Desired Direction	FY 2012			FY 2013			FY 2014			FY 2015		
	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL
▼ Down	●	405,178	479,621	●	394,770	427,171	●	384,362	386,265	●	373,955	382,123
▼ Down	●	1.70%	Baseline	●	1.65%	n/a	●	1.60%	3.68%	●	1.55%	3.15%
▼ Down	●	20.00%	14.00%	●	20.00%	14.00%	●	20.00%	24.10%	●	15.00%	31.00%
▲ Up	●	85.00%	85.80%	●	85.00%	85.60%	●	85.00%	85.60%	●	85.00%	83.90%
▲ Up	●	79.00%	87.06%	●	82.00%	89.90%	●	83.00%	88.80%	●	83.00%	86.60%
	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL
▲ Up	●	90.00%	90.28%	●	91.00%	90.37%	●	92.00%	92.00%	●	94.00%	95.60%
▲ Up	●	32.00%	42.00%	●	45.00%	56.00%	●	60.00%	63.00%	●	65.00%	69.00%
▲ Up	●	76.00%	77.00%	●	81.00%	83.00%	●	85.00%	84.00%	●	90.00%	85.00%
▲ Up	●	91.00%	94.10%	●	91.00%	94.80%	●	91.00%	95.00%	●	91.00%	96.40%
▲ Up	●	30.00%	31.00%	●	60.00%	65.50%	●	70.00%	82.80%	●	85.00%	93.50%
	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL
▲ Up	●	75.00%	76.00%	●	75.00%	n/a	●	n/a	n/a	●	n/a	n/a
▲ Up	●	n/a	n/a	●	43,900,000	70,961,562	●	61,000,000	59,019,170	●	66,000,000	74,689,643
▲ Up	●	39,025	171,544	●	381,544	401,465	●	500,000	704,525	●	700,000	1,156,567
▲ Up	●	118,600	332,600	●	451,000	466,000	●	520,000	593,607	●	712,000	772,514
▲ Up	●	500,000	669,711	●	467,240	619,539	●	478,160	1,715,845	●	600,000	1,712,868
	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL
▲ Up	●	Baseline (18%)	n/a	●	18.00%	23.00%	●	25.00%	27.00%	●	27.00%	27.00%
▲ Up	●	Baseline (11%)	n/a	●	32.00%	56.00%	●	53.00%	56.00%	●	74.00%	74.00%
▲ Up	●	Baseline (66%)	n/a	●	68.00%	74.00%	●	71.00%	76.00%	●	73.00%	84.00%

FY 2015 SCORECARD

FSIS Annual Performance Plan

GOAL 5: EFFECTIVELY USE SCIENCE TO UNDERSTAND FOODBORNE ILLNESS AND EMERGING TRENDS

5.1.1	Percent of annual science agenda completed and number of agenda items initiated.
5.1.2	Percent of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.
5.2.1	Percent of identified public health and food safety gaps addressed across the Farm-to-Table Continuum.

GOAL 6: IMPLEMENT EFFECTIVE POLICIES TO RESPOND TO EXISTING AND EMERGING RISKS

6.1.1	Percent of food safety appeals granted (categories of appeals that were overturned by a higher level supervisor).
6.1.2	Percent of regulated industry adhering to key public health-related policies (establishments with no public health related non-compliances/year).
6.1.3	Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.

GOAL 7: EMPOWER EMPLOYEES WITH TRAINING, RESOURCES, AND TOOLS

7.1.1	Average score on the Annual Federal Employee Viewpoint Survey for questions related to workers' understanding of their impact on public health.
7.2.1	Percent of competency gaps closed for targeted groups.
7.2.2	Percent of all eligible FSIS employees with an Individual Development Plan (IDP) in place.
7.2.3	Percent of all managers/supervisors that complete 3 hours of Equal Employment Opportunity (EEO) training-annually.
7.2.4	Percent of all non-managers/non-supervisors who complete 2 hours of EEO training annually.
7.3.1	Percent of workplace injury/illness cases.
7.3.2	Annual rate of staff vacancies.
7.3.3	Ranking in the Partnership for Public Service's Annual Report, Best Places to Work in the Federal Government.
7.3.4	Increase the workforce for Persons with Targeted Disabilities.

GOAL 8: DEVELOP, MAINTAIN, AND USE INNOVATIVE METHODOLOGIES, PROCESSES, AND TOOLS

8.1.1	Percent of innovative processes, methodologies, or technologies for which the agency has established a baseline.
8.1.2	Percent of innovative processes, methodologies, or technologies that, once employed, are evaluated by the agency.
8.2.1	Percent of documented implemented processes, methodologies, or technologies that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the agency's efforts to perform its mission.

¹ Measure 3.1.1 was rated black because no data was available pending the development of an interim survey tool. Goal 3 was rated red overall pending the development of interim survey measurement tool.

² Measure 3.2.1-a was retired due to more effective measurements in the form of 3.2.-b-e

A YEAR-OVER-YEAR COMPARISON

Desired Direction	FY 2012			FY 2013			FY 2014			FY 2015		
	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL
▲ Up	●	Baseline (98%)	n/a	●	95.00%	95.00%	●	95.00%	96.00%	●	95.00%	96.00%
▲ Up	●	Baseline (100%)	n/a	●	95.00%	95.00%	●	95.00%	95.00%	●	95.00%	88.00%
▲ Up	●	Baseline (70%)	n/a	●	60.00%	64.00%	●	60.00%	68.00%	●	60.00%	68.00%
	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL
▼ Down	●	40.33%	35.00%	●	40.00%	50.00%	●	39.70%	10.00%	●	39.00%	29.80%
▲ Up	●	75.00%	73.80%	●	19.00%	20.00%	●	20.00%	21.49%	●	21.00%	20.53%
▲ Up	●	3	3	●	5	5	●	4	4	●	4	4
	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL
▲ Up	●	90.00%	90.00%	●	91.00%	90.00%	●	92.00%	89.00%	●	92.00%	92.25%
▲ Up	●	Baseline	n/a	●	n/a	n/a	●	10.00%	10.00%	●	15.00%	15.00%
▲ Up	●	95.00%	100.00%	●	100.00%	95.00%	●	100.00%	95.00%	●	100.00%	95.00%
▲ Up	●	New Measure	n/a	●	60.00%	96.00%	●	75.00%	83.00%	●	85.00%	95.00%
▲ Up	●	New Measure	n/a	●	40.00%	95.00%	●	60.00%	95.00%	●	75.00%	91.00%
▼ Down	●	6.20%	9.10%	●	6.10%	8.65%	●	6.00%	5.47%	●	5.90%	5.10%
▼ Down	●	6.67%	5.47%	●	6.50%	3.42%	●	6.00%	10.10%	●	6.00%	4.15%
▼ Down	●	38.39%	25.00%	●	37.05%	25.00%	●	37.50%	32.00%	●	34.00%	34.00%
▲ Up	●	New Measure	n/a	●	2.00%	1.23%	●	2.00%	1.26%	●	2.50%	1.24%
	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL	COLOR	TARGET	ACTUAL
▲ Up	●	Baseline	n/a	●	100.00%	100.00%	●	55.00%	55.00%	●	55.00%	55.00%
▲ Up	●	Baseline	n/a	●	100.00%	100.00%	●	71.00%	71.00%	●	71.00%	71.00%
▲ Up	●	Baseline	n/a	●	100.00%	100.00%	●	80.00%	80.00%	●	80.00%	80.00%



United States Department of Agriculture

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