



United States  
Department of  
Agriculture

Office of the General Counsel  
1400 Independence Ave. SW  
Washington, DC 20250-1400

October 20, 2021

**Delivered via Electronic Mail**

Christine Monahan, American Oversight  
1030 15<sup>th</sup> Street NW  
Suite B255  
Washington, District of Columbia 20005  
[records@americanoversight.org](mailto:records@americanoversight.org)

**Re: Final Response to Freedom of Information Act (FOIA) Request No. 2021-OSEC-02405-F**

Dear Ms. Monahan:

This is the Office of Information Affairs (OIA), FOIA Division’s final response to the above-referenced FOIA request. The request sought:

All email communications (including email messages, complete email chains, email attachments, calendar invitations, and calendar invitation attachments) sent by the specified former USDA officials listed in Column A, below, and containing any of the key terms listed in Column B.

Column A: Former USDA Officials	Column B: Key Terms
1. Secretary Sonny Perdue, or anyone communicating on his behalf, such as a scheduler or assistant	1. NPIS
2. Chief of Staff Joby Young	2. @chickenusa.org
3. Deputy Secretary Stephen Censky	3. “line speed”
4. Senior Advisor Rebeckah Adcock	4. “chicken slaughter”
5. Senior Advisor Kristi Boswell	5. “poultry slaughter”
6. Senior Advisor Dudley Hoskins	6. Eviscerator
7. Under Secretary for Food Safety	7. Evisceration
Dr. Mindy Brashears	8. “140 birds”
8. Under Secretary for Marketing	9. “140 bpm”
and Regulatory Programs Greg	10. “175 birds”
Ibach	11. “175 bpm”
9. Director of Intergovernmental	
and External Affairs Lillie Brady	
10. Food Safety and Inspection	
Service Administrator Paul	
Kiecker	

**Christine H. Monahan**

FOIA Case No. 2021-OSEC-02405-F

Page 2

Please provide all responsive records from August 1, 2020, through January 20, 2021.

You also submitted this request to the USDA's Food Safety and Inspection Service (FSIS). Accordingly, FSIS is processing the portion of your request pertaining to custodian Paul Kiecker.

On March 19, 2021, this office issued a first interim response in this matter.

Your request is being processed under the FOIA, 5 U.S.C. § 552.

An electronic for responsive records was conducted by the Client Experience Center's (CEC) eComply team. The CEC provides comprehensive, fee-for-service information technology (IT) associated operations, security, and technical support services to USDA end users. The CEC also implements and manages enterprise IT solutions for users Department-wide. The CEC searched the email accounts associated with the custodians mentioned in your request for the time period from August 1, 2020 through January 20, 2021. The CEC search located records responsive to your FOIA request. Responsive records totaling one hundred thirty-five (135) pages were identified.

Following a review of the responsive records, the FOIA Division has determined that certain information contained therein should be withheld pursuant to U.S.C. § 552(b)(5) and (b)(6) (FOIA Exemptions 5 and 6). Additionally, forty-five (45) pages of records have been withheld in their entirety under FOIA Exemption 5. Below is an explanation of the information that has been withheld.

#### **FOIA Exemption 5 - Deliberative**

FOIA Exemption 5 protects from disclosure those "inter-agency or intra-agency memorandums or letters which would not be available by law to a party other than an agency in litigation with the agency." One of the frequently invoked FOIA Exemption 5 privileges is the deliberative process privilege. To fall within FOIA's deliberative process privilege, the records must be both pre-decisional and deliberative; the records must precede the adoption of an agency policy and include the opinions, recommendations, or deliberations on a legal or policy matter.

In this instance, the FOIA Division is withholding, under the deliberative process privilege, pre-decisional intra-agency discussions and briefings on agency actions and programs on issues relating to proposed legislation and regulations. These items are pre-decisional in that they are antecedent to any final agency decision. These items are also deliberative in that they reflect the evolving, back-and-forth process between agency employees that is so integral to the Executive Branch decision-making process; more specifically, the development of potential recommendations made by agency advisors for use in making policy decisions.

If these pre-decisional, deliberative communications were released to the public, USDA and other Executive Branch employees would be much more cautious in their discussions with each other, and in candidly discussing and providing all pertinent information and viewpoints in a timely manner to agency decision-makers. This lack of candor would also seriously impair the

Department's ability to engage in forthright, internal discussions necessary for efficient and proper agency decision-making.

### **FOIA Exemption 5 – Attorney-Client**

The FOIA Division is also withholding information under the attorney-client privilege. This privilege protects confidential communication between an attorney and his/her client relating to a legal matter for which the client has sought professional advice. Although this privilege fundamentally applies to facts divulged by a client to his/her attorney, this privilege also encompasses any opinion given by an attorney to his/her client based upon those facts, as well as communications between attorneys that reflect client supplied information.

In this instance, the FOIA Division is withholding information shared internally whereby legal advice is being sought from and provided by the Department's counsel. These confidential communications are shielded from disclosure in order to encourage open and frank discussions between the Department and its legal advisors. Ensuring the Department receives sound legal advice promotes public policy, and this advice depends on counsel being fully informed. The release of these confidential communications would inhibit the Department's ability to provide pertinent information and would impair the Department's counsel from making well-informed legal decisions.

### **FOIA Exemption 6**

Exemption 6 generally is referred to as the "personal privacy" exemption. It provides that the disclosure requirements of FOIA do not apply to "personnel and medical files and similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy." Application of the exemption involves balancing the public's interest in disclosure against individuals' privacy interests.

The information withheld under Exemption 6 consists of mobile phone numbers, direct phone numbers, personal email addresses, teleconference access codes, and other personal information. This information qualifies as "similar files" because it is information in which individuals have a privacy interest. Moreover, releasing the information could subject the individuals to unwarranted or unsolicited communications. The other information withheld is purely personal in nature and does not advance one's understanding of the government's operations. Because there is a viable privacy interest that would be threatened by disclosure, Exemption 6 authorizes this office to withhold the information. Accordingly, we have determined that the public interest in the information's release does not outweigh the overriding privacy interests in keeping it confidential.

You may appeal this response by email at [USDAFOIA@usda.gov](mailto:USDAFOIA@usda.gov). Your appeal must be in writing, and it must be received electronically no later than 90 calendar days from the date of this letter. The OGC will not consider appeals received after the 90 calendar-day limit. Appeals received after 5:00 p.m. EST will be considered received the next business day. The appeal letter should include the FOIA tracking number, a copy of the original request, the OIA's response to your original request, and a statement explaining the basis of your appeal. For quickest possible

**Christine H. Monahan**

FOIA Case No. 2021-OSEC-02405-F

Page 4

handling, the subject line of your email and the appeal letter should be marked “Freedom of Information Act Appeal” and reference FOIA No. 2021-OSEC-02405-F.

You may seek dispute resolution services from the OIA’s FOIA Public Liaison, Mr. Harald Fuller-Bennett. Mr. Fuller-Bennett may be contacted by telephone at 202-239-4522, or electronically at [Harald.FullerBennett@usda.gov](mailto:Harald.FullerBennett@usda.gov) or [USDAFOIA@usda.gov](mailto:USDAFOIA@usda.gov).

You also have the option to seek assistance from the Office of Government Information Services (OGIS). Please visit <https://www.archives.gov/ogis/mediation-program/request-assistance> for information about how to request OGIS assistance in relation to a FOIA request.

If you have any questions regarding the processing of this request, please contact Ms. Susan Ruppel at 540-257-6467 or electronically at [Susan.Ruppel@usda.gov](mailto:Susan.Ruppel@usda.gov) or [USDAFOIA@usda.gov](mailto:USDAFOIA@usda.gov).

For additional information regarding USDA FOIA regulations and processes, please refer to the information available online at [www.dm.usda.gov/foia](http://www.dm.usda.gov/foia).

The OIA appreciates the opportunity to assist you with this matter.

Sincerely,

*Alexis R. Graves*

Alexis R. Graves  
Director  
Office of Information Affairs

Enclosure: Responsive Records (90 pages)

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Brashears, Mindy](#)  
**Subject:** Fwd: January Stakeholder Meeting Agendas  
**Date:** Thursday, January 14, 2021 8:17:55 AM  
**Attachments:** [OFS-FSIS Collaborative Agenda 1-14-21 FINAL .doc](#) (b)(5)-Deliberative (9 pages )  
[OFS-FSIS Industry Agenda 1-14-21 FINAL.doc](#) Non-responsive attachment.

---

Get [Outlook for iOS](#)

---

**From:** Pretecum, Spencer - FSIS <Spencer.Pretecum@usda.gov>  
**Sent:** Wednesday, January 13, 2021 3:50:25 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>; Newsome, Shawna - OSEC, Washington, DC <Shawna.Newsome@usda.gov>  
**Cc:** Hunter, Karen - FSIS <karen.hunter@usda.gov>; Khan, Atiya - FSIS <atiya.khan@usda.gov>; Blake, Carol - FSIS <carol.blake@usda.gov>; Lavallee, Aaron - FSIS <aaron.lavallee@usda.gov>; Lastra, Julie - FSIS <Julie.Lastra@usda.gov>; Maggie Laing - OSEC, Washington, DC <Maggie.Laing@usda.gov>; Bailey, Shayla - FSIS <shayla.bailey@usda.gov>; Phillips, Brandyi - FSIS <Brandyi.Phillips@usda.gov>  
**Subject:** January Stakeholder Meeting Agendas

Hello Mindy and Shawna,

The stakeholder agendas and opening remarks are attached for tomorrow's industry and collaborative stakeholder meeting calls. Please let me know if you have any questions. Thank you.

Regards,  
Spencer Pretecum  
Public Affairs Specialist  
Congressional and Public Affairs Staff  
Office of Public Affairs and Consumer Education  
Food Safety and Inspection Service, USDA  
1400 Independence Avenue SW, 1180-South  
Washington, DC 20250-3766  
Office: (b) (6)  
Cell: (b) (6)  
[Spencer.Pretecum1@usda.gov](mailto:Spencer.Pretecum1@usda.gov)

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Machuca, Maria - FSIS](#); [Kiecker, Paul - FSIS](#); [Nintemann, Terri - FSIS](#); [Newsome, Shawna - OSEC, Washington, DC](#); [Hunter, Karen - FSIS](#); [Khan, Atiya - FSIS](#)  
**Cc:** [Blake, Carol - FSIS](#); [Lavalley, Aaron - FSIS](#); [Smith, Roxanne - FSIS](#)  
**Subject:** RE: [UPDATED] Higher line speeds do not increase salmonella risk in poultry: study  
**Date:** Monday, October 26, 2020 3:18:00 PM

---

Maria,  
 Thanks so much for getting this corrected. Thank you also for helping with the interviews on this topic. Much appreciated.  
 Mindy

---

**From:** Machuca, Maria - FSIS <maria.machuca@usda.gov>  
**Sent:** Monday, October 26, 2020 2:20 PM  
**To:** Kiecker, Paul - FSIS <paul.kiecker@usda.gov>; Nintemann, Terri - FSIS <terri.nintemann@usda.gov>; Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>; Newsome, Shawna - OSEC, Washington, DC <Shawna.Newsomed@usda.gov>; Hunter, Karen - FSIS <karen.hunter@usda.gov>; Khan, Atiya - FSIS <atiya.khan@usda.gov>  
**Cc:** Blake, Carol - FSIS <carol.blake@usda.gov>; Lavalley, Aaron - FSIS <aaron.lavalley@usda.gov>; Smith, Roxanne - FSIS <roxanne.smith@usda.gov>  
**Subject:** [UPDATED] Higher line speeds do not increase salmonella risk in poultry: study

Hi all,  
 Julie Bricher's article incorrectly identified the National Chicken Council as the author of a 30-year-old report conducted by the National Research Council. She has corrected the information and added an FTR note at the end. Thanks!

**[UPDATED] Higher line speeds do not increase salmonella risk in poultry: study**

By Julie Larson Bricher

New data show that faster slaughter line speeds for young chickens do not increase the risk of salmonella contamination, according to a new study contracted by USDA's Food Safety and Inspection Service (FSIS).

The findings, published in the journal Poultry Science on Oct. 20, were based on an analysis of data collected from 97 broiler processing facilities operating under the same inspection system between July 2018 and July 2019. In addition to the survey data collected from the Public Health Information system, the study authors applied statistical multivariate analysis and machine learning methods to confirm the results.

The establishment in August 2014 of the New Poultry Inspection System (NPIS) allows chicken and turkey processors to use a maximum line speed of 140 birds per minute. Previously, 20 plants operating under the Hazard Analysis and Critical Control Point (HACCP)-Based Inspection Models Project (HIMP) pilot study received waivers to operate at the originally proposed line speeds of up to 175 birds per minute. The HIMP plants demonstrated that they were capable of producing safe, wholesome and unadulterated product and meet pathogen reduction and other performance

standards at the higher line speeds.

According to USDA Under Secretary for Food Safety Mindy Brashears, the independent, peer-reviewed study is part of FSIS's ongoing efforts to evaluate how poultry line speeds of up to 175 birds per minute affect microbiological food safety.

"Public comments on the proposed rule asked us to do a formal study to demonstrate that when we increase line speed, it does not create a salmonella risk," Brashears told Meatingplace. "Our own internal data showed that the increased line speeds did not impact salmonella negatively, but we wanted to make sure we had that data from an independent source and the assurance [that] we were standing on science and the data."

Brashears added that among the important takeaways of the study is that poultry processors can be more confident about operating under FSIS regulatory guidelines while embracing advanced line speed technologies and equipment.

"One of the really important things about this [data] is that it puts to rest questions about our modernized system from any critics," she explained. "These independent data show that we are indeed able to operate under these modernized systems and still produce a safe product and provide the consumer with a product that is as safe as it can possibly be.

"We followed a very sound data-driven science-based policy to get to the answer, so we could conclude that our modernized systems are safe and they are good for our industry, good for food safety and that we had made a sound decision in increasing those line speeds," Brashears said.

According to the paper's author, this is the first study to provide recent survey data on today's establishments addressing the issue of line speed and salmonella contamination rates on chicken carcasses. The most recent similar survey was conducted by the National Research Council more than 30 years ago.

For the full study, click [here](#).

*(Editor's note: The original item identified the National Chicken Council as the authors of a previous study published 30 years ago. The text has been corrected to credit the National Research Council with that report. We apologize for any confusion this has caused.)*

Maria Machuca  
Public Affairs Specialist  
Office of Public Affairs and Consumer Education  
Food Safety and Inspection Service, USDA  
1400 Independence Ave., SW  
Room 1180 South Building  
Washington, DC 20250  
Office: (202) 720-4849

Cell: (b) (6)

[Maria.Machuca@usda.gov](mailto:Maria.Machuca@usda.gov)

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Lavallee, Aaron - FSIS](#); [Kiecker, Paul - FSIS](#); [Nintemann, Terri - FSIS](#); [Newsome, Shawna - OSEC, Washington, DC](#); [Khan, Atiya - FSIS](#); [Hunter, Karen - FSIS](#); [Edelstein, Rachel - FSIS](#)  
**Cc:** [Blake, Carol - FSIS](#); [Smith, Roxanne - FSIS](#); [Machuca, Maria - FSIS](#); [Lastra, Julie - FSIS](#); [McKay, Buckley - FSIS](#)  
**Subject:** RE: Readout  
**Date:** Monday, October 26, 2020 10:24:00 AM

---

Thanks. Can we get these points incorporated into the talking points?

---

**From:** Lavallee, Aaron - FSIS <aaron.lavallee@usda.gov>  
**Sent:** Friday, October 23, 2020 6:09 PM  
**To:** Kiecker, Paul - FSIS <paul.kiecker@usda.gov>; Nintemann, Terri - FSIS <terri.nintemann@usda.gov>; Newsome, Shawna - OSEC, Washington, DC <Shawna.Newsomes@usda.gov>; Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>; Khan, Atiya - FSIS <atiya.khan@usda.gov>; Hunter, Karen - FSIS <karen.hunter@usda.gov>; Edelstein, Rachel - FSIS <rachel.edelstein@usda.gov>  
**Cc:** Blake, Carol - FSIS <carol.blake@usda.gov>; Smith, Roxanne - FSIS <roxanne.smith@usda.gov>; Machuca, Maria - FSIS <maria.machuca@usda.gov>; Lavallee, Aaron - FSIS <aaron.lavallee@usda.gov>; Lastra, Julie - FSIS <Julie.Lastra@usda.gov>; McKay, Buckley - FSIS <buckley.mckay@usda.gov>  
**Subject:** Readout

## 1. IEG Policy

- a. As expected there was a lot of walking through the background.
  - i. IEG started with a few softball questions that Mindy followed with the talking points touching on the why, what does this show, etc
  - ii. She touched on what Paul anticipated "Didn't you already have this data?"
  - iii. Mindy responded that this built off of the data we had and was in response to comments
- b. She asked about worker safety and the lawsuits around worker safety
  - i. We deflected on the lawsuits and Mindy used the TPs
- c. She asked about this in the context of *Salmonella* and how this fit with the public meeting.
  - i. Asked about other technologies and interventions mentioned at the meeting
  - ii. We offered her an interview with Mindy focused on the public meeting and topics therein
- d. Overall this one was good, Mindy hit the key messages. We will see if IEG captured them all. The call was recorded on both sides

## 2. Meetingplace

- a. This one was very smooth, no controversy.

- b. Mindy touched on all of the same points.
- c. Julie is going to write a short summary piece that will go out soon then will likely do a larger Q&A format. She also asked if we could come back to do a podcast.

Items to note for future interviews:

1. The narrative for how we got here is necessary – outlining all the way from the pilots, to the proposal, final rule, preamble, etc. Both reporters asked questions that implied that they were not sure why we needed this or that they forgot how much controversy was around this. This is surprising given that these reporters have covered this issue but not given that it has been over 5 years since we started implementing NPIS.
2. We need to talk about the role of the waiver process, Mindy did this on the second interview. Waivers were necessary because without them we couldn't get the data, with the data...While it seemed like a very basic step by step walkthrough it helped frame out why the results of the study fit into everything we have done so far.

***Aaron Lavallee***

Deputy Assistant Administrator  
Office of Public Affairs and Consumer Education  
Food Safety and Inspection Service, USDA  
Room 3137 South Building  
Washington, DC 20250  
Phone: (b) (6)  
Cell: (b) (6)  
[aaron.lavallee@usda.gov](mailto:aaron.lavallee@usda.gov)

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Brashears, Mindy](#)  
**Subject:** FW: for clearance: Mindy's 10/27 NCC presentation  
**Date:** Monday, October 26, 2020 10:07:00 AM  
**Attachments:** [10.27.20 NCC Brashears\\_DRAFT.pptx](#) (b)(5)-Deliberative (17 pages)

---

**From:** Lanier, William - FSIS <william.lanier@usda.gov>  
**Sent:** Friday, October 23, 2020 4:36 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>  
**Cc:** Kiecker, Paul - FSIS <paul.kiecker@usda.gov>; Nintemann, Terri - FSIS <terri.nintemann@usda.gov>; Khan, Atiya - FSIS <atiya.khan@usda.gov>; Hunter, Karen - FSIS <karen.hunter@usda.gov>; Blake, Carol - FSIS <carol.blake@usda.gov>; Lavallee, Aaron - FSIS <aaron.lavallee@usda.gov>; Smith, Roxanne - FSIS <roxanne.smith@usda.gov>; Lastra, Julie - FSIS <Julie.Lastra@usda.gov>; Pretecum, Spencer - FSIS <Spencer.Pretecum@usda.gov>; Maggie Laing - OSEC, Washington, DC <Maggie.Laing@usda.gov>; Newsome, Shawna - OSEC, Washington, DC <Shawna.Nesome@usda.gov>  
**Subject:** for clearance: Mindy's 10/27 NCC presentation

Hi Mindy,

Attached for OFS clearance is a draft of your NCC presentation scheduled for 10/27.

Thank you,

Willy

***William A. Lanier, DVM, MPH, DACVPM***

CDR, [US Public Health Service](#) | Applied Epidemiology Staff, OPHS, [FSIS](#), USDA

*Detailed to the FSIS Office of Public Affairs and Consumer Education*

(503) 931-9131 | Bennett Federal Building | 125 South State Street, Salt Lake City, Utah 84138

[William.Lanier@usda.gov](mailto:William.Lanier@usda.gov) | [FoodborneDiseaseReports@usda.gov](mailto:FoodborneDiseaseReports@usda.gov) | [www.fsis.usda.gov/OutbreakOutcomes](http://www.fsis.usda.gov/OutbreakOutcomes)

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Brashears, Mindy](#)  
**Subject:** Fwd: Line Speed Study TPs draft  
**Date:** Friday, October 23, 2020 3:05:07 PM  
**Attachments:** [Line Speed Study talking points-final.docx](#) (b)(5)-Deliberative (3 pages)

---

Get [Outlook for iOS](#)

---

**From:** Machuca, Maria - FSIS <maria.machuca@usda.gov>  
**Sent:** Friday, October 23, 2020 2:30:07 PM  
**To:** Smith, Roxanne - FSIS <roxanne.smith@usda.gov>; Nintemann, Terri - FSIS <terri.nintemann@usda.gov>; Hunter, Karen - FSIS <karen.hunter@usda.gov>; Kiecker, Paul - FSIS <paul.kiecker@usda.gov>; Khan, Atiya - FSIS <atiya.khan@usda.gov>; Newsome, Shawna - OSEC, Washington, DC <Shawna.Nesome@usda.gov>; Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>  
**Cc:** Blake, Carol - FSIS <carol.blake@usda.gov>; Lavallee, Aaron - FSIS <aaron.lavallee@usda.gov>; Lastra, Julie - FSIS <Julie.Lastra@usda.gov>  
**Subject:** RE: Line Speed Study TPs draft

See attached talking points.

Maria Machuca  
 Public Affairs Specialist  
 Office of Public Affairs and Consumer Education  
 Food Safety and Inspection Service, USDA  
 1400 Independence Ave., SW  
 Room 1180 South Building  
 Washington, DC 20250  
 Office: (202) 720-4849  
 Cell: (b) (6)  
[Maria.Machuca@usda.gov](mailto:Maria.Machuca@usda.gov)

---

**From:** Smith, Roxanne - FSIS <roxanne.smith@usda.gov>  
**Sent:** Friday, October 23, 2020 2:28 PM  
**To:** Nintemann, Terri - FSIS <terri.nintemann@usda.gov>; Hunter, Karen - FSIS <karen.hunter@usda.gov>; Machuca, Maria - FSIS <maria.machuca@usda.gov>; Kiecker, Paul - FSIS <paul.kiecker@usda.gov>; Khan, Atiya - FSIS <atiya.khan@usda.gov>  
**Cc:** Blake, Carol - FSIS <carol.blake@usda.gov>; Lavallee, Aaron - FSIS <aaron.lavallee@usda.gov>; Lastra, Julie - FSIS <Julie.Lastra@usda.gov>  
**Subject:** RE: Line Speed Study TPs draft

Maria is adding that info and sending it around for the pre-meeting.

Roxanne Smith

Director, Congressional and Public Affairs Staff  
 Office of Public Affairs and Consumer Education  
 Food Safety and Inspection Service, USDA  
[1400 Independence Avenue, SW](#)  
[Room 1175 South Building](#)  
[Washington, DC 20250-3766](#)  
 Office: [202-720-4413](#)  
 Cell: (b) (6)  
[roxanne.smith@usda.gov](mailto:roxanne.smith@usda.gov)

---

**From:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>  
**Sent:** Friday, October 23, 2020 2:19 PM  
**To:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Machuca, Maria - FSIS <[maria.machuca@usda.gov](mailto:maria.machuca@usda.gov)>; Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>  
**Cc:** Blake, Carol - FSIS <[carol.blake@usda.gov](mailto:carol.blake@usda.gov)>; Lavallee, Aaron - FSIS <[aaron.lavallee@usda.gov](mailto:aaron.lavallee@usda.gov)>; Smith, Roxanne - FSIS <[roxanne.smith@usda.gov](mailto:roxanne.smith@usda.gov)>; Lastra, Julie - FSIS <[Julie.Lastra@usda.gov](mailto:Julie.Lastra@usda.gov)>  
**Subject:** Re: Line Speed Study TPs draft

Yes - agree

Terri Nintemann  
 Deputy Administrator  
 Food Safety and Inspection Service, USDA  
 Room 331-E Jamie Whitten Building  
 Washington, DC 20250  
 (b) (6) phone  
 (b) (6) cell  
[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)

---

**From:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>  
**Sent:** Friday, October 23, 2020 2:18:22 PM  
**To:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Machuca, Maria - FSIS <[maria.machuca@usda.gov](mailto:maria.machuca@usda.gov)>; Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>  
**Cc:** Blake, Carol - FSIS <[carol.blake@usda.gov](mailto:carol.blake@usda.gov)>; Lavallee, Aaron - FSIS <[aaron.lavallee@usda.gov](mailto:aaron.lavallee@usda.gov)>; Smith, Roxanne - FSIS <[roxanne.smith@usda.gov](mailto:roxanne.smith@usda.gov)>; Lastra, Julie - FSIS <[Julie.Lastra@usda.gov](mailto:Julie.Lastra@usda.gov)>  
**Subject:** RE: Line Speed Study TPs draft

Do we need one TP (for if-asked) about how COVID did not affect the waiver-granting/not-granting/ending decision status? I think we should have one already from earlier interviews/inquiries.

Karen Hunter  
 Acting Chief Operating Officer  
 Office of the Administrator  
 Food Safety and Inspection Service, USDA  
 Room 335-E Whitten Building  
 Washington, DC 20250  
 Phone: (202) 720-6618  
 Cell: (b) (6)  
[Karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)

---

**From:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>  
**Sent:** Friday, October 23, 2020 2:16 PM  
**To:** Machuca, Maria - FSIS <[maria.machuca@usda.gov](mailto:maria.machuca@usda.gov)>; Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>  
**Cc:** Blake, Carol - FSIS <[carol.blake@usda.gov](mailto:carol.blake@usda.gov)>; Lavallee, Aaron - FSIS <[aaron.lavallee@usda.gov](mailto:aaron.lavallee@usda.gov)>; Smith, Roxanne - FSIS <[roxanne.smith@usda.gov](mailto:roxanne.smith@usda.gov)>; Lastra, Julie - FSIS <[Julie.Lastra@usda.gov](mailto:Julie.Lastra@usda.gov)>  
**Subject:** RE: Line Speed Study TPs draft

Here are my edits. We need to have this finalized for OFS by 230. What else might come up that we should include?

Terri Nintemann  
 Deputy Administrator  
 Food Safety and Inspection Service, USDA  
 Room 331-E Jamie Whitten Building  
 Washington, DC 20250  
 (b) (6) phone  
 (b) (6) cell  
[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)

---

**From:** Machuca, Maria - FSIS <[maria.machuca@usda.gov](mailto:maria.machuca@usda.gov)>  
**Sent:** Friday, October 23, 2020 1:52 PM  
**To:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>; Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>  
**Cc:** Blake, Carol - FSIS <[carol.blake@usda.gov](mailto:carol.blake@usda.gov)>; Lavallee, Aaron - FSIS <[aaron.lavallee@usda.gov](mailto:aaron.lavallee@usda.gov)>; Smith, Roxanne - FSIS <[roxanne.smith@usda.gov](mailto:roxanne.smith@usda.gov)>; Lastra, Julie - FSIS <[Julie.Lastra@usda.gov](mailto:Julie.Lastra@usda.gov)>  
**Subject:** Line Speed Study TPs draft

Paul and Terri,

Attached are the talking points regarding the line speed study for your review and clearance.  
 Thanks!

Maria Machuca  
Public Affairs Specialist  
Office of Public Affairs and Consumer Education  
Food Safety and Inspection Service, USDA  
1400 Independence Ave., SW  
Room 1180 South Building  
Washington, DC 20250  
Office: (202) 720-4849  
Cell: (b) (6)  
[Maria.Machuca@usda.gov](mailto:Maria.Machuca@usda.gov)

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Smith, Roxanne - FSIS](#); [Kiecker, Paul - FSIS](#); [Nintemann, Terri - FSIS](#)  
**Cc:** [Blake, Carol - FSIS](#); [Lavallee, Aaron - FSIS](#); [Newsome, Shawna - OSEC, Washington, DC](#); [Hunter, Karen - FSIS](#); [Khan, Atiya - FSIS](#); [Lastra, Julie - FSIS](#); [Machuca, Maria - FSIS](#)  
**Subject:** Re: Next Steps on Line Speed Study  
**Date:** Friday, October 23, 2020 11:03:13 AM

---

I forgot

**(b) (5) DPP, (b) (6)**

Get [Outlook for iOS](#)

---

**From:** Smith, Roxanne - FSIS <roxanne.smith@usda.gov>  
**Sent:** Friday, October 23, 2020 11:02:04 AM  
**To:** Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>; Kiecker, Paul - FSIS <paul.kiecker@usda.gov>; Nintemann, Terri - FSIS <terri.nintemann@usda.gov>  
**Cc:** Blake, Carol - FSIS <carol.blake@usda.gov>; Lavallee, Aaron - FSIS <aaron.lavallee@usda.gov>; Newsome, Shawna - OSEC, Washington, DC <Shawna.Newsomed@usda.gov>; Hunter, Karen - FSIS <karen.hunter@usda.gov>; Khan, Atiya - FSIS <atiya.khan@usda.gov>; Lastra, Julie - FSIS <Julie.Lastra@usda.gov>; Machuca, Maria - FSIS <maria.machuca@usda.gov>  
**Subject:** RE: Next Steps on Line Speed Study

Thank you, Mindy. We will incorporate your edits.

Roxanne Smith  
 Director, Congressional and Public Affairs Staff  
 Office of Public Affairs and Consumer Education  
 Food Safety and Inspection Service, USDA  
[1400 Independence Avenue, SW](#)  
[Room 1175 South Building](#)  
[Washington, DC 20250-3766](#)  
 Office: [202-720-4413](#)  
 Cell: **(b) (6)**  
[roxanne.smith@usda.gov](mailto:roxanne.smith@usda.gov)

---

**From:** Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>  
**Sent:** Friday, October 23, 2020 10:45 AM  
**To:** Smith, Roxanne - FSIS <roxanne.smith@usda.gov>; Kiecker, Paul - FSIS <paul.kiecker@usda.gov>; Nintemann, Terri - FSIS <terri.nintemann@usda.gov>  
**Cc:** Blake, Carol - FSIS <carol.blake@usda.gov>; Lavallee, Aaron - FSIS <aaron.lavallee@usda.gov>; Newsome, Shawna - OSEC, Washington, DC <Shawna.Newsomed@usda.gov>; Hunter, Karen - FSIS <karen.hunter@usda.gov>; Khan, Atiya - FSIS <atiya.khan@usda.gov>; Lastra, Julie - FSIS <Julie.Lastra@usda.gov>; Machuca, Maria - FSIS <maria.machuca@usda.gov>  
**Subject:** Re: Next Steps on Line Speed Study

This looks great.

I would suggest **b(5) DPP**

[REDACTED]

[REDACTED]

[REDACTED]:

**b(5) DPP, (b) (6)**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED].

I know these individuals do in-plant research specific to poultry. They are well-known in the field as the “go to” poultry experts.

Thanks again!!! This is a good plan.

Get [Outlook for iOS](#)

---

**From:** Smith, Roxanne - FSIS <[roxanne.smith@usda.gov](mailto:roxanne.smith@usda.gov)>  
**Sent:** Friday, October 23, 2020 10:13:17 AM  
**To:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>; Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>; Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>  
**Cc:** Blake, Carol - FSIS <[carol.blake@usda.gov](mailto:carol.blake@usda.gov)>; Lavallee, Aaron - FSIS <[aaron.lavallee@usda.gov](mailto:aaron.lavallee@usda.gov)>; Newsome, Shawna - OSEC, Washington, DC <[Shawna.Newsomed@usda.gov](mailto:Shawna.Newsomed@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>; Lastra, Julie - FSIS <[Julie.Lastra@usda.gov](mailto:Julie.Lastra@usda.gov)>; Machuca, Maria - FSIS <[maria.machuca@usda.gov](mailto:maria.machuca@usda.gov)>  
**Subject:** Next Steps on Line Speed Study

Hi Mindy, Paul, and Terri:

As we discussed yesterday, attached is a quick plan of next steps regarding the line speed study. Please let us know your comments. Thanks.

Roxanne Smith  
 Director, Congressional and Public Affairs Staff  
 Office of Public Affairs and Consumer Education  
 Food Safety and Inspection Service, USDA  
[1400 Independence Avenue, SW](#)  
[Room 1175 South Building](#)  
[Washington, DC 20250-3766](#)  
 Office: [202-720-4413](tel:202-720-4413)  
 Cell: **(b) (6)**  
[roxanne.smith@usda.gov](mailto:roxanne.smith@usda.gov)

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Maggie Lainq - OSEC, Washington, DC](#)  
**Subject:** FW: Updated October Stakeholder Meeting Remarks  
**Date:** Thursday, October 22, 2020 9:36:00 AM  
**Attachments:** [OFS-FSIS Collaborative Agenda 10-22-20 FINAL.docx](#) (b)(5)-Deliberative (6 pages)  
[OFS-FSIS Industry Agenda 10-22-20 FINAL.docx](#) (b)(5)-Deliberative (8 pages)

---

**From:** Pretecrum, Spencer - FSIS <Spencer.Pretecrum@usda.gov>  
**Sent:** Wednesday, October 21, 2020 7:18 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>; Newsome, Shawna - OSEC, Washington, DC <Shawna.Newsome@usda.gov>; FSIS - FSIS Management Council <FSISManagementCouncil@usda.gov>  
**Cc:** Smith, Roxanne - FSIS <roxanne.smith@usda.gov>; Lastra, Julie - FSIS <Julie.Lastra@usda.gov>; Bailey, Shayla - FSIS <shayla.bailey@usda.gov>; Phillips, Brandyi - FSIS <Brandyi.Phillips@usda.gov>; Mitchell, Yolande - FSIS <yolande.mitchell@usda.gov>; Lanier, William - FSIS <william.lanier@usda.gov>  
**Subject:** Updated October Stakeholder Meeting Remarks  
**Importance:** High

Hello All,

I am sending out the latest October stakeholder meeting agenda's with updates to the consumer remarks and including management council. Please let me know if you have any questions. Thank you.

Regards,  
 Spencer Pretecrum  
 Public Affairs Specialist  
 Congressional and Public Affairs Staff  
 Office of Public Affairs and Consumer Education  
 Food Safety and Inspection Service, USDA  
 1400 Independence Avenue SW, 1180-South  
 Washington, DC 20250-3766  
 Office: (b) (6)  
 Cell: (b) (6)  
[Spencer.Pretecrum1@usda.gov](mailto:Spencer.Pretecrum1@usda.gov)

---

**From:** Pretecrum, Spencer - FSIS  
**Sent:** Wednesday, October 21, 2020 5:08 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>; Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>; Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>  
**Cc:** Newsome, Shawna - OSEC, Washington, DC <[Shawna.Newsome@usda.gov](mailto:Shawna.Newsome@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>; Blake, Carol - FSIS <[carol.blake@usda.gov](mailto:carol.blake@usda.gov)>; Lavallee, Aaron - FSIS <[aaron.lavallee@usda.gov](mailto:aaron.lavallee@usda.gov)>; Smith, Roxanne - FSIS

<[roxanne.smith@usda.gov](mailto:roxanne.smith@usda.gov)>; Lastra, Julie - FSIS <[Julie.Lastra@usda.gov](mailto:Julie.Lastra@usda.gov)>; Bailey, Shayla - FSIS <[shayla.bailey@usda.gov](mailto:shayla.bailey@usda.gov)>; Lanier, William - FSIS <[william.lanier@usda.gov](mailto:william.lanier@usda.gov)>

**Subject:** Updated October Stakeholder Meeting Remarks

Hello Mindy, Paul and Terri,

Please see the attached updated October stakeholder meeting remarks.

We have updated to included language on the line speed study. We currently have the Mindy discussing the study in the industry meeting and Rachel discussing the study in the consumer meeting. We can adjust as needed.

We are also still waiting on the final name for Dr. Kowalczyk's presentation. Please let me know if you have any questions. Thank you.

Regards,

Spencer Pretecrum

Public Affairs Specialist

Congressional and Public Affairs Staff

Office of Public Affairs and Consumer Education

Food Safety and Inspection Service, USDA

[1400 Independence Avenue SW, 1180-South](#)

[Washington, DC 20250-3766](#)

Office: (b) (6)

Cell: (b) (6)

[Spencer.Pretecrum1@usda.gov](mailto:Spencer.Pretecrum1@usda.gov)

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Lanier, William - FSIS](#)  
**Subject:** RE: Decision on submission to Poultry Science  
**Date:** Tuesday, October 20, 2020 4:55:00 PM

---

Hit the bullet points. They will likely be well versed in it by the time the meeting comes around. The figure that illustrates no correlation would be good.

---

**From:** Lanier, William - FSIS <[william.lanier@usda.gov](mailto:william.lanier@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 4:48 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

Great! Thanks, Mindy. I'm working on your NCC presentation right now, and I'll be sure to include this. If you have anything in particular that you'd like to highlight from the study, please send that along.

Willy

***William A. Lanier, DVM, MPH, DACVPM***

CDR, [US Public Health Service](#) | Applied Epidemiology Staff, OPHS, [FSIS](#), USDA

*Detailed to the FSIS Office of Public Affairs and Consumer Education*

(503) 931-9131 | Bennett Federal Building | 125 South State Street, Salt Lake City, Utah 84138

[William.Lanier@usda.gov](mailto:William.Lanier@usda.gov) | [FoodborneDiseaseReports@usda.gov](mailto:FoodborneDiseaseReports@usda.gov) | [www.fsis.usda.gov/OutbreakOutcomes](http://www.fsis.usda.gov/OutbreakOutcomes)

---

**From:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 2:43 PM  
**To:** Lanier, William - FSIS <[william.lanier@usda.gov](mailto:william.lanier@usda.gov)>  
**Subject:** FW: Decision on submission to Poultry Science

This is the line speed study. It's now public!

---

**From:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 3:44 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>; Newsome, Shawna - OSEC, Washington, DC <[Shawna.Newsome@usda.gov](mailto:Shawna.Newsome@usda.gov)>  
**Cc:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>; Eblen, Denise - FSIS <[denise.eblen@usda.gov](mailto:denise.eblen@usda.gov)>; Hale, Kis Robertson - FSIS <[Kis.Robertson1@usda.gov](mailto:Kis.Robertson1@usda.gov)>; Edelstein, Rachel - FSIS <[rachel.edelstein@usda.gov](mailto:rachel.edelstein@usda.gov)>; Regonlinski, April - FSIS <[april.regonlinski@usda.gov](mailto:april.regonlinski@usda.gov)>  
**Subject:** FW: Decision on submission to Poultry Science

The Tony Cox paper is now online and the link is below!

Thanks,

Paul Kiecker

Administrator  
 Food Safety and Inspection Service  
 1400 Independence Avenue, SW  
 Room 331-E, J.L. Whitten Building  
 Washington, DC 20250  
 Office: 202 720-7025  
 Cell: (b) (6)  
[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)

---

**From:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 2:56 PM  
**To:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Subject:** FW: Decision on submission to Poultry Science

Karen Hunter  
 Acting Chief Operating Officer  
 Office of the Administrator  
 Food Safety and Inspection Service, USDA  
 Room 335-E Whitten Building  
 Washington, DC 20250  
 Phone: (202) 720-6618  
 Cell: (b) (6)  
[Karen.hunter@usda.gov](mailto:Karen.hunter@usda.gov)

---

**From:** Stevens, Janet - FSIS <[janet.stevens@usda.gov](mailto:janet.stevens@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 2:55 PM  
**To:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>  
**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

All,

As an update, it was just posted online today:

<https://www.sciencedirect.com/science/article/pii/S0032579120307367>

**Janet B. Stevens, PMP, TKP**  
 Assistant Administrator  
 Office of Planning, Analysis and Risk Management

Food Safety and Inspection Service  
United States Department of Agriculture  
Room 3132-S  
Office: (202) 720-9599  
Cell: (b) (6)  
[Janet.Stevens@usda.gov](mailto:Janet.Stevens@usda.gov)

---

**From:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 2:40 PM  
**To:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>  
**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>; Stevens, Janet - FSIS <[janet.stevens@usda.gov](mailto:janet.stevens@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

Thanks, Julie.

I guess I was figuring by now they'd know if it was the October issue of Poultry Science or the November issue, but perhaps it's all rolling given that it's online.  
I appreciate the update.

Karen

Karen Hunter  
Acting Chief Operating Officer  
Office of the Administrator  
Food Safety and Inspection Service, USDA  
Room 335-E Whitten Building  
Washington, DC 20250  
Phone: (202) 720-6618  
Cell: (b) (6)  
[Karen.hunter@usda.gov](mailto:Karen.hunter@usda.gov)

---

**From:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 2:38 PM  
**To:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>  
**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>; Stevens, Janet - FSIS <[janet.stevens@usda.gov](mailto:janet.stevens@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

Hi Karen,

Per Tony, we can cite the paper now as "in press".

Production of the article started last Wednesday (see email excerpt below). Tony has already provided new file formats for tables, etc. as requested. He expects we should have a URL link to the on-line version of the paper soon (perhaps as early as next week, if it is like most Elsevier journals Tony has worked with) that we can cite along with the "in press" designation.

We will let you know as soon as we hear, since Poultry Science's timing may differ.

v/r,

Julie

-----Original Message-----

From: [S.Devarajan@elsevier.com](mailto:S.Devarajan@elsevier.com)

To: (b) (6) Tony Cox

Sent: Wed, Oct 14, 2020 12:21 am

Subject: Production has begun on your article [PSJ\_737] in Poultry Science

-----  
Our reference: PSJ 737

Article reference: psj\_P SJ-D-20-00558

Article title: Higher Line Speed in Young Chicken Slaughter Establishments Does Not Predict Increased Salmonella Contamination Risks

To be published in: Poultry Science  
-----

**Julie Smith**

Director, Inspection Data Analysis Staff  
Office of Planning, Analysis and Risk Management  
Food Safety and Inspection Service, USDA  
Room 3166 South Building  
Washington, DC 20250  
Phone: (202) 981-6837  
Cell: (b) (6)  
[julie.smith@usda.gov](mailto:julie.smith@usda.gov)

---

**From:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>

**Sent:** Tuesday, October 20, 2020 11:48 AM

**To:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>

**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>

**Subject:** RE: Decision on submission to Poultry Science

Hi, Julie,

Can you provide an update on the note below?

Do we know when the paper will actually be published?

OA is trying to get a straight answer and there seems to be quite a bit of confusion.

Many thanks in advance,

Karen

Karen Hunter  
Acting Chief Operating Officer  
Office of the Administrator  
Food Safety and Inspection Service, USDA  
Room 335-E Whitten Building  
Washington, DC 20250  
Phone: (202) 720-6618  
Cell: (b) (6)  
[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)

---

**From:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>  
**Sent:** Tuesday, September 29, 2020 5:47 PM  
**To:** Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>  
**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>  
**Subject:** FW: Decision on submission to Poultry Science

The paper is accepted.

**Julie Smith**  
Director, Inspection Data Analysis Staff  
Office of Planning, Analysis and Risk Management  
Food Safety and Inspection Service, USDA  
Room 3166 South Building  
Washington, DC 20250  
Phone: (202) 981-6837  
Cell: (b) (6)  
[julie.smith@usda.gov](mailto:julie.smith@usda.gov)

---

**From:** (b) (6) <(b) (6)> Tony Cox  
**Sent:** Tuesday, September 29, 2020 4:27 PM

**To:** McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>  
**Cc:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>; Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>  
**Subject:** Fwd: Decision on submission to Poultry Science

At long last, we have made it across this finish line! Something to celebrate!

Best,

Tony

-----Original Message-----

From: Poultry Science <[em@editorialmanager.com](mailto:em@editorialmanager.com)>  
To: Louis Anthony Cox <(b) (6)>  
Sent: Tue, Sep 29, 2020 1:45 pm  
Subject: Decision on submission to Poultry Science

Manuscript Number: PSJ-D-20-00558R2

Do Faster Line Speeds Increase Salmonella Risks in Young Chicken Slaughter Establishments?

Dear Dr. Cox,

Thank you for submitting your manuscript to Poultry Science.

I am pleased to inform you that your manuscript has been accepted for publication.

My comments, and any reviewer comments, are below.

Your accepted manuscript will now be transferred to our production department. We will create a proof which you will be asked to check, and you will also be asked to complete a number of online forms required for publication. If we need additional information from you during the production process, we will contact you directly.

We appreciate you submitting your manuscript to Poultry Science and hope you will consider us again for future submissions.

Kind regards,  
Robert L. Taylor  
Editor-in-Chief  
Poultry Science

Editor and Reviewer comments:

More information and support

FAQ: When and how will I receive the proofs of my article?

[https://service.elsevier.com/app/answers/detail/a\\_id/6007/p/10592/supporthub/publishing/related/](https://service.elsevier.com/app/answers/detail/a_id/6007/p/10592/supporthub/publishing/related/)

You will find information relevant for you as an author on Elsevier's Author Hub:

<https://www.elsevier.com/authors>

FAQ: How can I reset a forgotten password?

[https://service.elsevier.com/app/answers/detail/a\\_id/28452/supporthub/publishing/](https://service.elsevier.com/app/answers/detail/a_id/28452/supporthub/publishing/)

For further assistance, please visit our customer service site:

<https://service.elsevier.com/app/home/supporthub/publishing/>

Here you can search for solutions on a range of topics, find answers to frequently asked questions, and learn more about Editorial Manager via interactive tutorials. You can also talk 24/7 to our customer support team by phone and 24/7 by live chat and email

---

In compliance with data protection regulations, you may request that we remove your personal registration details at any time. (Use the following URL: <https://www.editorialmanager.com/psj/login.asp?a=r>). Please contact the publication office if you have any questions.

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Kiecker, Paul - FSIS](#); [Newsome, Shawna - OSEC, Washington, DC](#)  
**Cc:** [Nintemann, Terri - FSIS](#); [Hunter, Karen - FSIS](#); [Khan, Atiya - FSIS](#); [Eblen, Denise - FSIS](#); [Hale, Kis Robertson - FSIS](#); [Edelstein, Rachel - FSIS](#); [Regonlinski, April - FSIS](#)  
**Subject:** RE: Decision on submission to Poultry Science  
**Date:** Tuesday, October 20, 2020 4:53:00 PM

Maybe saying that **b(5) DPP** [REDACTED]  
 [REDACTED] ? Something like that and send the link to the study if they want it.

---

**From:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 4:51 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>; Newsome, Shawna - OSEC, Washington, DC <[Shawna.Newsome@usda.gov](mailto:Shawna.Newsome@usda.gov)>  
**Cc:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>; Eblen, Denise - FSIS <[denise.eblen@usda.gov](mailto:denise.eblen@usda.gov)>; Hale, Kis Robertson - FSIS <[Kis.Robertson1@usda.gov](mailto:Kis.Robertson1@usda.gov)>; Edelstein, Rachel - FSIS <[rachel.edelstein@usda.gov](mailto:rachel.edelstein@usda.gov)>; Regonlinski, April - FSIS <[april.regonlinski@usda.gov](mailto:april.regonlinski@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

I think you can mention it at a high level. Anyone else have thoughts?

Thanks,

Paul Kiecker  
 Administrator  
 Food Safety and Inspection Service  
 1400 Independence Avenue, SW  
 Room 331-E, J.L. Whitten Building  
 Washington, DC 20250  
 Office: 202 720-7025  
 Cell: **(b) (6)** [REDACTED]  
[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)

---

**From:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 4:45 PM  
**To:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>; Newsome, Shawna - OSEC, Washington, DC <[Shawna.Newsome@usda.gov](mailto:Shawna.Newsome@usda.gov)>  
**Cc:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>; Eblen, Denise - FSIS <[denise.eblen@usda.gov](mailto:denise.eblen@usda.gov)>; Hale, Kis Robertson - FSIS <[Kis.Robertson1@usda.gov](mailto:Kis.Robertson1@usda.gov)>; Edelstein, Rachel - FSIS <[rachel.edelstein@usda.gov](mailto:rachel.edelstein@usda.gov)>; Regonlinski, April - FSIS <[april.regonlinski@usda.gov](mailto:april.regonlinski@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

Can I talk about this at the stakeholder meetings on Thursday?

---

**From:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 3:44 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>; Newsome, Shawna - OSEC, Washington, DC <[Shawna.Newsome@usda.gov](mailto:Shawna.Newsome@usda.gov)>  
**Cc:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>; Eblen, Denise - FSIS <[denise.eblen@usda.gov](mailto:denise.eblen@usda.gov)>; Hale, Kis Robertson - FSIS <[Kis.Robertson1@usda.gov](mailto:Kis.Robertson1@usda.gov)>; Edelstein, Rachel - FSIS <[rachel.edelstein@usda.gov](mailto:rachel.edelstein@usda.gov)>; Regonlinski, April - FSIS <[april.regonlinski@usda.gov](mailto:april.regonlinski@usda.gov)>  
**Subject:** FW: Decision on submission to Poultry Science

The Tony Cox paper is now online and the link is below!

Thanks,

Paul Kiecker  
Administrator  
Food Safety and Inspection Service  
1400 Independence Avenue, SW  
Room 331-E, J.L. Whitten Building  
Washington, DC 20250  
Office: 202 720-7025  
Cell: (b) (6)  
[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)

---

**From:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 2:56 PM  
**To:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Subject:** FW: Decision on submission to Poultry Science

Karen Hunter  
Acting Chief Operating Officer  
Office of the Administrator  
Food Safety and Inspection Service, USDA  
Room 335-E Whitten Building  
Washington, DC 20250  
Phone: (202) 720-6618  
Cell: (b) (6)  
[Karen.hunter@usda.gov](mailto:Karen.hunter@usda.gov)

**From:** Stevens, Janet - FSIS <[janet.stevens@usda.gov](mailto:janet.stevens@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 2:55 PM  
**To:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>  
**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

All,

As an update, it was just posted online today:

<https://www.sciencedirect.com/science/article/pii/S0032579120307367>

**Janet B. Stevens, PMP, TKP**

Assistant Administrator  
 Office of Planning, Analysis and Risk Management

Food Safety and Inspection Service  
 United States Department of Agriculture  
 Room 3132-S  
 Office: (202) 720-9599  
 Cell: (b) (6)  
[Janet.Stevens@usda.gov](mailto:Janet.Stevens@usda.gov)

---

**From:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 2:40 PM  
**To:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>  
**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>; Stevens, Janet - FSIS <[janet.stevens@usda.gov](mailto:janet.stevens@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

Thanks, Julie.

I guess I was figuring by now they'd know if it was the October issue of Poultry Science or the November issue, but perhaps it's all rolling given that it's online.  
 I appreciate the update.

Karen

Karen Hunter  
 Acting Chief Operating Officer

Office of the Administrator  
 Food Safety and Inspection Service, USDA  
 Room 335-E Whitten Building  
 Washington, DC 20250  
 Phone: (202) 720-6618  
 Cell: (b) (6)  
[Karen.hunter@usda.gov](mailto:Karen.hunter@usda.gov)

---

**From:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 2:38 PM  
**To:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>  
**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>; Stevens, Janet - FSIS <[janet.stevens@usda.gov](mailto:janet.stevens@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

Hi Karen,

Per Tony, we can cite the paper now as "in press".

Production of the article started last Wednesday (see email excerpt below). Tony has already provided new file formats for tables, etc. as requested. He expects we should have a URL link to the on-line version of the paper soon (perhaps as early as next week, if it is like most Elsevier journals Tony has worked with) that we can cite along with the "in press" designation.

We will let you know as soon as we hear, since Poultry Science's timing may differ.

v/r,

Julie

-----Original Message-----

From: [S.Devarajan@elsevier.com](mailto:S.Devarajan@elsevier.com)  
 To: (b) (6) Tony Cox  
 Sent: Wed, Oct 14, 2020 12:21 am  
 Subject: Production has begun on your article [PSJ\_737] in Poultry Science

-----  
 Our reference: PSJ 737  
 Article reference: psj\_PSJ-D-20-00558  
 Article title: Higher Line Speed in Young Chicken Slaughter Establishments Does Not Predict Increased Salmonella Contamination Risks  
 To be published in: Poultry Science  
 -----

**Julie Smith**

Director, Inspection Data Analysis Staff  
 Office of Planning, Analysis and Risk Management  
 Food Safety and Inspection Service, USDA  
 Room 3166 South Building  
 Washington, DC 20250  
 Phone: (202) 981-6837  
 Cell: (b) (6)  
[julie.smith@usda.gov](mailto:julie.smith@usda.gov)

---

**From:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 11:48 AM  
**To:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>  
**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

Hi, Julie,

Can you provide an update on the note below?  
 Do we know when the paper will actually be published?  
 OA is trying to get a straight answer and there seems to be quite a bit of confusion.

Many thanks in advance,  
 Karen

Karen Hunter  
 Acting Chief Operating Officer  
 Office of the Administrator  
 Food Safety and Inspection Service, USDA  
 Room 335-E Whitten Building  
 Washington, DC 20250  
 Phone: (202) 720-6618  
 Cell: (b) (6)  
[Karen.hunter@usda.gov](mailto:Karen.hunter@usda.gov)

---

**From:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>  
**Sent:** Tuesday, September 29, 2020 5:47 PM  
**To:** Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>  
**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS

<[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>

**Subject:** FW: Decision on submission to Poultry Science

The paper is accepted.

**Julie Smith**

Director, Inspection Data Analysis Staff  
Office of Planning, Analysis and Risk Management  
Food Safety and Inspection Service, USDA  
Room 3166 South Building  
Washington, DC 20250  
Phone: (202) 981-6837  
Cell: (b) (6)  
[julie.smith@usda.gov](mailto:julie.smith@usda.gov)

---

**From:** (b) (6) <(b) (6)> Tony Cox  
**Sent:** Tuesday, September 29, 2020 4:27 PM  
**To:** McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>  
**Cc:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>; Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>  
**Subject:** Fwd: Decision on submission to Poultry Science

At long last, we have made it across this finish line! Something to celebrate!

Best,

Tony

-----Original Message-----

From: Poultry Science <[em@editorialmanager.com](mailto:em@editorialmanager.com)>  
To: Louis Anthony Cox <(b) (6)>  
Sent: Tue, Sep 29, 2020 1:45 pm  
Subject: Decision on submission to Poultry Science

Manuscript Number: PSJ-D-20-00558R2

Do Faster Line Speeds Increase Salmonella Risks in Young Chicken Slaughter Establishments?

Dear Dr. Cox,

Thank you for submitting your manuscript to Poultry Science.

I am pleased to inform you that your manuscript has been accepted for publication.

My comments, and any reviewer comments, are below.

Your accepted manuscript will now be transferred to our production department. We will create a proof which you will be asked to check, and you will also be asked to complete a number of online forms

required for publication. If we need additional information from you during the production process, we will contact you directly.

We appreciate you submitting your manuscript to Poultry Science and hope you will consider us again for future submissions.

Kind regards,  
Robert L. Taylor  
Editor-in-Chief  
Poultry Science

Editor and Reviewer comments:

More information and support

FAQ: When and how will I receive the proofs of my article?

[https://service.elsevier.com/app/answers/detail/a\\_id/6007/p/10592/supporthub/publishing/related/](https://service.elsevier.com/app/answers/detail/a_id/6007/p/10592/supporthub/publishing/related/)

You will find information relevant for you as an author on Elsevier's Author Hub:

<https://www.elsevier.com/authors>

FAQ: How can I reset a forgotten password?

[https://service.elsevier.com/app/answers/detail/a\\_id/28452/supporthub/publishing/](https://service.elsevier.com/app/answers/detail/a_id/28452/supporthub/publishing/)

For further assistance, please visit our customer service site:

<https://service.elsevier.com/app/home/supporthub/publishing/>

Here you can search for solutions on a range of topics, find answers to frequently asked questions, and learn more about Editorial Manager via interactive tutorials. You can also talk 24/7 to our customer support team by phone and 24/7 by live chat and email

---

In compliance with data protection regulations, you may request that we remove your personal registration details at any time. (Use the following URL: <https://www.editorialmanager.com/psj/login.asp?a=r>). Please contact the publication office if you have any questions.

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Nintemann, Terri - FSIS](#); [Kiecker, Paul - FSIS](#); [Newsome, Shawna - OSEC, Washington, DC](#)  
**Cc:** [Hunter, Karen - FSIS](#); [Khan, Atiya - FSIS](#); [Eblen, Denise - FSIS](#); [Hale, Kis Robertson - FSIS](#); [Edelstein, Rachel - FSIS](#); [Regonlinski, April - FSIS](#)  
**Subject:** RE: Decision on submission to Poultry Science  
**Date:** Tuesday, October 20, 2020 4:53:00 PM

---

I really want to tell them.

---

**From:** Nintemann, Terri - FSIS <terri.nintemann@usda.gov>  
**Sent:** Tuesday, October 20, 2020 4:53 PM  
**To:** Kiecker, Paul - FSIS <paul.kiecker@usda.gov>; Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>; Newsome, Shawna - OSEC, Washington, DC <Shawna.Newsomed@usda.gov>  
**Cc:** Hunter, Karen - FSIS <karen.hunter@usda.gov>; Khan, Atiya - FSIS <atiya.khan@usda.gov>; Eblen, Denise - FSIS <denise.eblen@usda.gov>; Hale, Kis Robertson - FSIS <Kis.Robertson1@usda.gov>; Edelstein, Rachel - FSIS <rachel.edelstein@usda.gov>; Regonlinski, April - FSIS <april.regonlinski@usda.gov>  
**Subject:** RE: Decision on submission to Poultry Science

We discussed having Rachel mention it when she addresses the status of the line speed rule.

Terri Nintemann  
 Deputy Administrator  
 Food Safety and Inspection Service, USDA  
 Room 331-E Jamie Whitten Building  
 Washington, DC 20250  
 (b) (6) phone  
 (b) (6) cell  
[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)

---

**From:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 4:51 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>; Newsome, Shawna - OSEC, Washington, DC <[Shawna.Newsomed@usda.gov](mailto:Shawna.Newsomed@usda.gov)>  
**Cc:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>; Eblen, Denise - FSIS <[denise.eblen@usda.gov](mailto:denise.eblen@usda.gov)>; Hale, Kis Robertson - FSIS <[Kis.Robertson1@usda.gov](mailto:Kis.Robertson1@usda.gov)>; Edelstein, Rachel - FSIS <[rachel.edelstein@usda.gov](mailto:rachel.edelstein@usda.gov)>; Regonlinski, April - FSIS <[april.regonlinski@usda.gov](mailto:april.regonlinski@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

I think you can mention it at a high level. Anyone else have thoughts?

Thanks,

Paul Kiecker

Administrator  
 Food Safety and Inspection Service  
 1400 Independence Avenue, SW  
 Room 331-E, J.L. Whitten Building  
 Washington, DC 20250  
 Office: 202 720-7025  
 Cell: (b) (6)  
[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)

---

**From:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 4:45 PM  
**To:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>; Newsome, Shawna - OSEC, Washington, DC <[Shawna.Newsome@usda.gov](mailto:Shawna.Newsome@usda.gov)>  
**Cc:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>; Eblen, Denise - FSIS <[denise.eblen@usda.gov](mailto:denise.eblen@usda.gov)>; Hale, Kis Robertson - FSIS <[Kis.Robertson1@usda.gov](mailto:Kis.Robertson1@usda.gov)>; Edelstein, Rachel - FSIS <[rachel.edelstein@usda.gov](mailto:rachel.edelstein@usda.gov)>; Regonlinski, April - FSIS <[april.regonlinski@usda.gov](mailto:april.regonlinski@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

Can I talk about this at the stakeholder meetings on Thursday?

---

**From:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 3:44 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>; Newsome, Shawna - OSEC, Washington, DC <[Shawna.Newsome@usda.gov](mailto:Shawna.Newsome@usda.gov)>  
**Cc:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>; Eblen, Denise - FSIS <[denise.eblen@usda.gov](mailto:denise.eblen@usda.gov)>; Hale, Kis Robertson - FSIS <[Kis.Robertson1@usda.gov](mailto:Kis.Robertson1@usda.gov)>; Edelstein, Rachel - FSIS <[rachel.edelstein@usda.gov](mailto:rachel.edelstein@usda.gov)>; Regonlinski, April - FSIS <[april.regonlinski@usda.gov](mailto:april.regonlinski@usda.gov)>  
**Subject:** FW: Decision on submission to Poultry Science

The Tony Cox paper is now online and the link is below!

Thanks,

Paul Kiecker  
 Administrator  
 Food Safety and Inspection Service  
 1400 Independence Avenue, SW  
 Room 331-E, J.L. Whitten Building  
 Washington, DC 20250  
 Office: 202 720-7025  
 Cell: (b) (6)  
[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)

---

**From:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 2:56 PM  
**To:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Subject:** FW: Decision on submission to Poultry Science

Karen Hunter  
Acting Chief Operating Officer  
Office of the Administrator  
Food Safety and Inspection Service, USDA  
Room 335-E Whitten Building  
Washington, DC 20250  
Phone: (202) 720-6618  
Cell: (b) (6)  
[Karen.hunter@usda.gov](mailto:Karen.hunter@usda.gov)

---

**From:** Stevens, Janet - FSIS <[janet.stevens@usda.gov](mailto:janet.stevens@usda.gov)>  
**Sent:** Tuesday, October 20, 2020 2:55 PM  
**To:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>  
**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>  
**Subject:** RE: Decision on submission to Poultry Science

All,

As an update, it was just posted online today:

<https://www.sciencedirect.com/science/article/pii/S0032579120307367>

**Janet B. Stevens, PMP, TKP**

Assistant Administrator  
Office of Planning, Analysis and Risk Management

Food Safety and Inspection Service  
United States Department of Agriculture  
Room 3132-S  
Office: (202) 720-9599  
Cell: (b) (6)  
[Janet.Stevens@usda.gov](mailto:Janet.Stevens@usda.gov)

---

**From:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>

**Sent:** Tuesday, October 20, 2020 2:40 PM

**To:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>

**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>; Stevens, Janet - FSIS <[janet.stevens@usda.gov](mailto:janet.stevens@usda.gov)>

**Subject:** RE: Decision on submission to Poultry Science

Thanks, Julie.

I guess I was figuring by now they'd know if it was the October issue of Poultry Science or the November issue, but perhaps it's all rolling given that it's online.

I appreciate the update.

Karen

Karen Hunter  
Acting Chief Operating Officer  
Office of the Administrator  
Food Safety and Inspection Service, USDA  
Room 335-E Whitten Building  
Washington, DC 20250  
Phone: (202) 720-6618  
Cell: (b) (6)  
[Karen.hunter@usda.gov](mailto:Karen.hunter@usda.gov)

---

**From:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>

**Sent:** Tuesday, October 20, 2020 2:38 PM

**To:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>

**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>; Stevens, Janet - FSIS <[janet.stevens@usda.gov](mailto:janet.stevens@usda.gov)>

**Subject:** RE: Decision on submission to Poultry Science

Hi Karen,

Per Tony, we can cite the paper now as "in press".

Production of the article started last Wednesday (see email excerpt below). Tony has already provided new file formats for tables, etc. as requested. He expects we should have a URL link to the on-line version of the paper soon (perhaps as early as next week, if it is like most Elsevier journals

Tony has worked with) that we can cite along with the "in press" designation.

We will let you know as soon as we hear, since Poultry Science's timing may differ.

v/r,

Julie

-----Original Message-----

From: [S.Devarajan@elsevier.com](mailto:S.Devarajan@elsevier.com)

To: (b) (6) Tony Cox

Sent: Wed, Oct 14, 2020 12:21 am

Subject: Production has begun on your article [PSJ\_737] in Poultry Science

-----  
Our reference: PSJ 737

Article reference: psj\_P SJ-D-20-00558

Article title: Higher Line Speed in Young Chicken Slaughter Establishments Does Not Predict Increased Salmonella Contamination Risks

To be published in: Poultry Science

**Julie Smith**

Director, Inspection Data Analysis Staff

Office of Planning, Analysis and Risk Management

Food Safety and Inspection Service, USDA

Room 3166 South Building

Washington, DC 20250

Phone: (202) 981-6837

Cell: (b) (6)

[julie.smith@usda.gov](mailto:julie.smith@usda.gov)

---

**From:** Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>

**Sent:** Tuesday, October 20, 2020 11:48 AM

**To:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>

**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>

**Subject:** RE: Decision on submission to Poultry Science

Hi, Julie,

Can you provide an update on the note below?

Do we know when the paper will actually be published?

OA is trying to get a straight answer and there seems to be quite a bit of confusion.

Many thanks in advance,  
Karen

Karen Hunter  
Acting Chief Operating Officer  
Office of the Administrator  
Food Safety and Inspection Service, USDA  
Room 335-E Whitten Building  
Washington, DC 20250  
Phone: (202) 720-6618  
Cell: (b) (6)  
[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)

---

**From:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>  
**Sent:** Tuesday, September 29, 2020 5:47 PM  
**To:** Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Michael, Matthew - FSIS <[matthew.michael@usda.gov](mailto:matthew.michael@usda.gov)>; Hammar, Melissa - FSIS <[melissa.hammar@usda.gov](mailto:melissa.hammar@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>  
**Cc:** Porretta, Mary - FSIS <[mary.porretta@usda.gov](mailto:mary.porretta@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; Mah, Ming Yi Kim - FSIS <[mingyikim.mah@usda.gov](mailto:mingyikim.mah@usda.gov)>  
**Subject:** FW: Decision on submission to Poultry Science

The paper is accepted.

***Julie Smith***

Director, Inspection Data Analysis Staff  
Office of Planning, Analysis and Risk Management  
Food Safety and Inspection Service, USDA  
Room 3166 South Building  
Washington, DC 20250  
Phone: (202) 981-6837  
Cell: (b) (6)  
[julie.smith@usda.gov](mailto:julie.smith@usda.gov)

---

**From:** (b) (6) <(b) (6)> Tony Cox  
**Sent:** Tuesday, September 29, 2020 4:27 PM  
**To:** McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>; McMillan, Sarah - FSIS <[sarah.mcmillan@usda.gov](mailto:sarah.mcmillan@usda.gov)>  
**Cc:** Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>; Smith, Julie - FSIS <[julie.smith@usda.gov](mailto:julie.smith@usda.gov)>  
**Subject:** Fwd: Decision on submission to Poultry Science

At long last, we have made it across this finish line! Something to celebrate!

Best,

Tony

-----Original Message-----

From: Poultry Science <[em@editorialmanager.com](mailto:em@editorialmanager.com)>

To: Louis Anthony Cox <(b) (6)>

Sent: Tue, Sep 29, 2020 1:45 pm

Subject: Decision on submission to Poultry Science

Manuscript Number: PSJ-D-20-00558R2

Do Faster Line Speeds Increase Salmonella Risks in Young Chicken Slaughter Establishments?

Dear Dr. Cox,

Thank you for submitting your manuscript to Poultry Science.

I am pleased to inform you that your manuscript has been accepted for publication.

My comments, and any reviewer comments, are below.

Your accepted manuscript will now be transferred to our production department. We will create a proof which you will be asked to check, and you will also be asked to complete a number of online forms required for publication. If we need additional information from you during the production process, we will contact you directly.

We appreciate you submitting your manuscript to Poultry Science and hope you will consider us again for future submissions.

Kind regards,  
Robert L. Taylor  
Editor-in-Chief  
Poultry Science

Editor and Reviewer comments:

More information and support

FAQ: When and how will I receive the proofs of my article?

[https://service.elsevier.com/app/answers/detail/a\\_id/6007/p/10592/supporthub/publishing/related/](https://service.elsevier.com/app/answers/detail/a_id/6007/p/10592/supporthub/publishing/related/)

You will find information relevant for you as an author on Elsevier's Author Hub:

<https://www.elsevier.com/authors>

FAQ: How can I reset a forgotten password?

[https://service.elsevier.com/app/answers/detail/a\\_id/28452/supporthub/publishing/](https://service.elsevier.com/app/answers/detail/a_id/28452/supporthub/publishing/)

For further assistance, please visit our customer service site:

<https://service.elsevier.com/app/home/supporthub/publishing/>

Here you can search for solutions on a range of topics, find answers to frequently asked questions, and

learn more about Editorial Manager via interactive tutorials. You can also talk 24/7 to our customer support team by phone and 24/7 by live chat and email

---

In compliance with data protection regulations, you may request that we remove your personal registration details at any time. (Use the following URL: <https://www.editorialmanager.com/psj/login.asp?a=r>). Please contact the publication office if you have any questions.

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Lavallee, Aaron - FSIS](#); [Newsome, Shawna - OSEC, Washington, DC](#); [Kiecker, Paul - FSIS](#); [Nintemann, Terri - FSIS](#); [Hunter, Karen - FSIS](#); [Khan, Atiya - FSIS](#)  
**Cc:** [Blake, Carol - FSIS](#); [Smith, Roxanne - FSIS](#); [Lavallee, Aaron - FSIS](#); [McKay, Buckley - FSIS](#)  
**Subject:** Re: Notes from NSIS hearing  
**Date:** Wednesday, October 14, 2020 7:49:53 AM

---

Thank you. Is there more to come or has it wrapped up?

Get [Outlook for iOS](#)

---

**From:** Lavallee, Aaron - FSIS <aaron.lavallee@usda.gov>  
**Sent:** Tuesday, October 13, 2020 6:04:47 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>; Newsome, Shawna - OSEC, Washington, DC <Shawna.Newsone@usda.gov>; Kiecker, Paul - FSIS <paul.kiecker@usda.gov>; Nintemann, Terri - FSIS <terri.nintemann@usda.gov>; Hunter, Karen - FSIS <karen.hunter@usda.gov>; Khan, Atiya - FSIS <atiya.khan@usda.gov>  
**Cc:** Blake, Carol - FSIS <carol.blake@usda.gov>; Smith, Roxanne - FSIS <roxanne.smith@usda.gov>; Lavallee, Aaron - FSIS <aaron.lavallee@usda.gov>; McKay, Buckley - FSIS <buckley.mckay@usda.gov>  
**Subject:** Notes from NSIS hearing

OFS, OA,

Buck listened in to the hearing today as it was posted publicly on the court website. Here are some notes he took about the arguments from DOJ and Public Citizen.

Below are his notes from the NSIS lawsuit hearing.

### **Public Citizen**

USDA recognized worker safety issues in the proposed rule for NSIS, and asked for comments. In final rule, FSIS dropped all acknowledgment of worker safety.

USDA's stance is they lack authority on worker safety.

We find this to not be sufficient reasoning and irrational.

There is clear evidence that faster line speeds will result in more injuries.

An increased risk of harm is all that is required to strike a rule, per previous Army Corps of Engineers case .

An evaluation of worker safety with a control group is not needed.

The argument that establishments will need to employ more people to keep up with the production load has not come to fruition.

There is no support for the argument that USDA cannot consider worker safety.

USDA considered worker safety for NPIS.

### **DOJ**

9 of the 10 personnel that provided testimonies do not work at NSIS plants. 9 are from traditional inspection system plants.

The thought that dangerous tasks will be done more quickly is speculative; what matters is how

many people are on the line.

Personnel will not be closer, because it is standard for plants to reconfigure lines.

NSIS Plant manager "Because of NSIS we have brought on 22 new personnel to handle workload".

DOJ cited a statement from Hany, "That is what we expect facilities to do."

Of the 2,000 people Public Citizen claim to rep, only one is named and he is a swine tongue x-ray tech.

FSIS considers worker safety, but it cannot regulate it.

FSIS stated that the agency expects plants to hire more line workers, but never said that it could require the action.

A remand is possible, but it should be done for food safety issues.

### **Public Citizen**

The 22 additional employees referenced is coincidentally the same amount of people need to take over the inspection duties that FSIS was doing.

It is odd that FSIS would ask for worker safety comments if it could not do anything about it.

### **DOJ**

Not accurate that the 22 are replacing FSIS inspectors. Some of their work is prescreening, but not a 1-fo-1 replacement.

### ***Aaron Lavallee***

Deputy Assistant Administrator

Office of Public Affairs and Consumer Education

Food Safety and Inspection Service, USDA

Room 3137 South Building

Washington, DC 20250

Phone: (b) (6)

Cell: (b) (6)

[aaron.lavallee@usda.gov](mailto:aaron.lavallee@usda.gov)

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Kiecker, Paul - FSIS](#)  
**Subject:** Re: Frontiers | COVID-19 Effects on Livestock Production: A One Welfare Issue | Veterinary Science  
**Date:** Friday, October 9, 2020 10:50:40 PM

---

Thanks Paul. Much appreciated.

Get [Outlook for iOS](#)

---

**From:** Kiecker, Paul - FSIS <paul.kiecker@usda.gov>  
**Sent:** Friday, October 9, 2020 8:12:50 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>  
**Subject:** Fwd: Frontiers | COVID-19 Effects on Livestock Production: A One Welfare Issue | Veterinary Science

See below. Interesting.

Thanks

Paul Kiecker  
 Administrator  
 Food Safety and Inspection Service  
 1400 Independence Avenue, SW  
 Room 331-E, J.L. Whitten Building  
 Washington, DC 20250  
 Office: 202 720-7025  
 Cell: (b) (6)  
 paul.kiecker@usda.gov

---

**From:** McKay, Buckley - FSIS <buckley.mckay@usda.gov>  
**Sent:** Friday, October 9, 2020 5:46:56 PM  
**To:** Smith, Roxanne - FSIS <roxanne.smith@usda.gov>; Kiecker, Paul - FSIS <paul.kiecker@usda.gov>  
**Cc:** Nintemann, Terri - FSIS <terri.nintemann@usda.gov>; Blake, Carol - FSIS <carol.blake@usda.gov>; Lavallee, Aaron - FSIS <aaron.lavallee@usda.gov>  
**Subject:** RE: Frontiers | COVID-19 Effects on Livestock Production: A One Welfare Issue | Veterinary Science

Good afternoon Paul,

Per Denise:

“When last we met with ARS food safety leaders (a few weeks ago) they agreed to flag out any food safety/FSIS - related publications to us - however, Isabel Walls pointed out that this paper however comes from a non-food safety part of ARS. So we need to consider how best to collaborate and communicate with ARS more broadly and establish expectations that we will provide review and context on food safety issues as documents are developed.”

Thank you

Buck McKay  
 Public Affairs Specialist  
 Congressional and Public Affairs  
 Office of Public Affairs and Consumer Education  
 Food Safety and Inspection Service, USDA  
 1400 Independence Avenue SW, 1180-South  
 Washington, DC 20250-3766  
 Phone: 202-720-0284  
 Cell: (b) (6)  
[buckley.mckay@usda.gov](mailto:buckley.mckay@usda.gov)

---

**From:** Smith, Roxanne - FSIS <roxanne.smith@usda.gov>  
**Sent:** Friday, October 9, 2020 15:15  
**To:** McKay, Buckley - FSIS <buckley.mckay@usda.gov>; Kiecker, Paul - FSIS <paul.kiecker@usda.gov>  
**Cc:** Nintemann, Terri - FSIS <terri.nintemann@usda.gov>  
**Subject:** RE: Frontiers | COVID-19 Effects on Livestock Production: A One Welfare Issue | Veterinary Science

Hi Paul & Terri:

Buck is following up on this because one of the authors of this paper is from ARS. We're checking with several offices to see if ARS made them aware. We will let you know what we find out.

Roxanne Smith  
 Director, Congressional and Public Affairs Staff  
 Office of Public Affairs and Consumer Education  
 Food Safety and Inspection Service, USDA  
[1400 Independence Avenue, SW](#)  
[Room 1175 South Building](#)  
[Washington, DC 20250-3766](#)  
 Office: [202-720-4413](tel:202-720-4413)  
 Cell: (b) (6)  
[roxanne.smith@usda.gov](mailto:roxanne.smith@usda.gov)

---

**From:** McKay, Buckley - FSIS <[buckley.mckay@usda.gov](mailto:buckley.mckay@usda.gov)>  
**Sent:** Friday, October 9, 2020 1:15 PM  
**To:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Cc:** Smith, Roxanne - FSIS <[roxanne.smith@usda.gov](mailto:roxanne.smith@usda.gov)>; Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>  
**Subject:** RE: Frontiers | COVID-19 Effects on Livestock Production: A One Welfare Issue | Veterinary Science

Good afternoon Paul,

This is not who I spoke with. I spoke with Lewis Kendall, a freelancer writing for the Guardian. This publication never reached out to FSIS. It may be that a special interest group pitched this same story to multiple publications.

Thank you

Buck McKay  
 Public Affairs Specialist  
 Congressional and Public Affairs  
 Office of Public Affairs and Consumer Education  
 Food Safety and Inspection Service, USDA  
 1400 Independence Avenue SW, 1180-South  
 Washington, DC 20250-3766  
 Phone: 202-720-0284  
 Cell: (b) (6)  
[buckley.mckay@usda.gov](mailto:buckley.mckay@usda.gov)

---

**From:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Sent:** Friday, October 9, 2020 13:07  
**To:** McKay, Buckley - FSIS <[buckley.mckay@usda.gov](mailto:buckley.mckay@usda.gov)>  
**Cc:** Smith, Roxanne - FSIS <[roxanne.smith@usda.gov](mailto:roxanne.smith@usda.gov)>; Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>  
**Subject:** FW: Frontiers | COVID-19 Effects on Livestock Production: A One Welfare Issue | Veterinary Science

Appears this may be the person you spoke with yesterday. The link to the full story is below.

When processing plants started closing down, the affected workers faced financial uncertainty. Workers elsewhere in the supply chain also faced a period of insecurity when the effects of plant closures became apparent, including job losses, financial impacts, loss of animals, etc. Where plants were still working but with reduced staffing, workloads were increased or duties changed, both likely to increase risk of injury. In some instances, the limits on line speeds were raised by waivers from the USDA-FSIS, again likely increasing worker stress and injury risk, and with potential impacts on animal welfare (stunning effectiveness) and food safety. A record number of 16 poultry processing plants acquired line speed waivers in March and April 2020 (27). This allowed the number of birds being stunned and killed to increase from 140 birds/min to 175 birds/min. **Faster line speeds likely contributed to the reduction in the post-mortem condemnation percent**

which fell 7.7% (a monthly record) to a record low of 0.60% condemned meat by weight ([Figure 1](#)) in April 2020. After a slight rebound in May, a new record low of 0.58% condemned meat by weight was set in June and July 2020. This indication of possible reduced inspection oversight is supported by the fact that between 2017 and 2020, there is a strong negative correlation between the number of plants with line speed waivers and percent of weight condemned ([Figure 1](#)). Ultimately, this represents a major threat to public health (and welfare) through reduced food safety ([29](#)).

Thanks,

Paul Kiecker  
 Administrator  
 Food Safety and Inspection Service  
 1400 Independence Avenue, SW  
 Room 331-E, J.L. Whitten Building  
 Washington, DC 20250  
 Office: 202 720-7025  
 Cell: (b) (6)  
[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)

---

**From:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>  
**Sent:** Friday, October 9, 2020 11:58 AM  
**To:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>; Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Newsome, Shawna - OSEC, Washington, DC <[Shawna.Nesome@usda.gov](mailto:Shawna.Nesome@usda.gov)>; Esteban, Emilio - FSIS <[emilio.esteban@usda.gov](mailto:emilio.esteban@usda.gov)>; Eblen, Denise - FSIS <[denise.eblen@usda.gov](mailto:denise.eblen@usda.gov)>  
**Subject:** Fwd: Frontiers | COVID-19 Effects on Livestock Production: A One Welfare Issue | Veterinary Science

Please distribute and let's discuss.

This paper suggests line speed waivers and modernized inspection systems are bad for food safety. USDA authorship.

Get [Outlook for iOS](#)

---

**From:** Brashears, Mindy <[Mindy.Brashears@ttu.edu](mailto:Mindy.Brashears@ttu.edu)>  
**Sent:** Friday, October 9, 2020 11:08 AM  
**To:** Brashears, Mindy - OSEC, Washington, DC  
**Subject:** Frontiers | COVID-19 Effects on Livestock Production: A One Welfare Issue | Veterinary Science

<https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.frontiersin.org%2Farticles%2F10.3389%2Fvets.2020.585787%2Ffull&mp;data=02%7C01%7C%7C2224e1a992ac4260b95b08d86c652b20%7Ced5b36e701ee4ebc867ee03cfa0d4697%7C0%7C0%7C637378529055527279&mp;sdata=PZMgSlkfPQUiswGdZlqD5xp9rNoHCcNnOTqqKZYjg6c%3D&mp;reserved=0>

Sent from my iPhone

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Nintemann, Terri - FSIS](#); [Newsome, Shawna - OSEC, Washington, DC](#)  
**Cc:** [Bronstein, Philip - FSIS](#); [Kiecker, Paul - FSIS](#); [Hunter, Karen - FSIS](#); [Khan, Atiya - FSIS](#); [Reed, Jeremy Todd - FSIS](#); [Greenwell, Nathan - FSIS](#); [Stevens, Janet - FSIS](#)  
**Subject:** RE: Total facilities in US  
**Date:** Monday, October 5, 2020 12:13:00 PM

Thanks This is great  
 Mindy

**From:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>  
**Sent:** Monday, October 5, 2020 10:20 AM  
**To:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>; Newsome, Shawna - OSEC, Washington, DC <[Shawna.Nesome@usda.gov](mailto:Shawna.Nesome@usda.gov)>  
**Cc:** Bronstein, Philip - FSIS <[philip.bronstein@usda.gov](mailto:philip.bronstein@usda.gov)>; Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>; Reed, Jeremy Todd - FSIS <[jeremy.reed@usda.gov](mailto:jeremy.reed@usda.gov)>; Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>; Stevens, Janet - FSIS <[janet.stevens@usda.gov](mailto:janet.stevens@usda.gov)>  
**Subject:** FW: Total facilities in US

Good morning Mindy – slaughter #s are below Please let us know if you have questions

Terri Nintemann  
 Deputy Administrator  
 Food Safety and Inspection Service, USDA  
 Room 331-E Jamie Whitten Building  
 Washington, DC 20250  
 (b) (6) phone  
 (b) (6) cell  
[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)

**From:** Greenwell, Nathan - FSIS <[nathan.greenwell@usda.gov](mailto:nathan.greenwell@usda.gov)>  
**Sent:** Monday, October 5, 2020 9:31 AM  
**To:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>; Reed, Jeremy Todd - FSIS <[jeremy.reed@usda.gov](mailto:jeremy.reed@usda.gov)>; Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>; Hunter, Karen - FSIS <[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>  
**Cc:** Stevens, Janet - FSIS <[janet.stevens@usda.gov](mailto:janet.stevens@usda.gov)>  
**Subject:** RE: Total facilities in US

Good Morning All:

Here is the requested data as of 10/4/2020

HACCP Size	Count of Federally Regulated Establishments
Large	232
Small	273
Very Small	604
Grand Total	1109

The next table provides a further breakdown by species slaughter This information provided comes straight from the Establishment Demographic Data (MPI Directory Supplement) for your awareness Please do not add up the row totals, for they will not match the table above Species slaughter is not mutually exclusive It is very possible that an establishment can slaughter both pork and chicken When reading the table, please read each column exclusively For example, there are total of 607 federally regulated establishments that slaughter beef Out of these establishments, there are 40 large, 111 small, and 456 very small

HACCP Size	Count of Federally Regulated Establishments by Species Slaughtered													
	Beef Slaughter	Pork Slaughter	Sheep Slaughter	Goat Slaughter	Lamb Slaughter	Rabbit Slaughter	Other Meat Slaughter	Chicken Slaughter	Turkey Slaughter	Duck Slaughter	Goose Slaughter	Pheasant Slaughter	Quail Slaughter	Other Poultry Slaughter
Large	40	31	0	0	0	0	0	137	23	1	1	0	0	0
Small	111	98	45	55	64	0	17	58	32	16	5	2	1	13
Very Small	456	412	233	292	383	6	92	50	45	19	9	2	1	13
Grand Total	607	541	278	347	447	6	109	245	100	36	15	4	2	26

Please let me know if you have any questions

Thanks

Nathan

**Nathan Greenwell**  
 Deputy Assistant Administrator  
 Office of Planning, Analysis and Risk Management  
 Food Safety and Inspection Service, USDA  
 Room 3128 South Building  
 Washington, D.C. 20250  
 Phone: (202) 981-6836  
 Cell: (b) (6)  
[Nathan.greenwell@usda.gov](mailto:Nathan.greenwell@usda.gov)

**From:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>  
**Sent:** Saturday, October 3, 2020 11:15 AM  
**To:** Bronstein, Philip - FSIS <[philip.bronstein@usda.gov](mailto:philip.bronstein@usda.gov)>; Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>; Khan, Atiya - FSIS <[atiya.khan@usda.gov](mailto:atiya.khan@usda.gov)>; Hunter, Karen - FSIS

<[karen.hunter@usda.gov](mailto:karen.hunter@usda.gov)>; Newsome, Shawna - OSEC, Washington, DC <[Shawna.Newsome@usda.gov](mailto:Shawna.Newsome@usda.gov)>

**Subject:** Total facilities in US

Can I get a list of the total number of facilities broken down by species and size (large, Small and very small)

Thanks

Get [Outlook for iOS](#)

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Maggie Laing - OSEC, Washington, DC](#)  
**Subject:** RE: ECM#8672270 FSIS-2020-0006 Proposed NPIS Line Speed  
**Date:** Tuesday, September 29, 2020 10:26:00 AM

---

This isn't a major issue and I was going to let it slide but I want to point out that on p. 14 we use the term "preventative". This is linguistically correct but the word really should be "preventive" to be grammatically correct and also should be used in professional writing instead of "preventative". If changing this one word is going to cause a delay then just leave it as it is, if no delay, then please change.

---

**From:** Maggie Laing - OSEC, Washington, DC <[Maggie.Laing@usda.gov](mailto:Maggie.Laing@usda.gov)>  
**Sent:** Tuesday, September 29, 2020 8:45 AM  
**To:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>  
**Subject:** FW: ECM#8672270 FSIS-2020-0006 Proposed NPIS Line Speed

Hi Mindy,

Here's an ECM document to review when you get a chance. Thanks!

-Maggie

---

**From:** Laskowski, Breanna - FSIS <[Breanna.Laskowski@usda.gov](mailto:Breanna.Laskowski@usda.gov)>  
**Sent:** Tuesday, September 29, 2020 8:35 AM  
**To:** Maggie Laing - OSEC, Washington, DC <[Maggie.Laing@usda.gov](mailto:Maggie.Laing@usda.gov)>  
**Cc:** Newsome, Shawna - OSEC, Washington, DC <[Shawna.Newsome@usda.gov](mailto:Shawna.Newsome@usda.gov)>; Williams, Shantel - OSEC, Washington, DC <[shantel.williams@usda.gov](mailto:shantel.williams@usda.gov)>  
**Subject:** ECM#8672270 FSIS-2020-0006 Proposed NPIS Line Speed

Hi Maggie,

Attached is an FSIS proposed rule for OFS review/clearance. OA cleared yesterday.

Thanks,  
 Bre

Breanna Laskowski  
 Management Analyst  
 Office of the Administrator  
 Food Safety and Inspection Service, USDA  
 Room 326-E, Whitten Building  
 Washington, DC 20250  
 Phone: (b) (6)  
 Cell: (b) (6)  
[Breanna.Laskowski@usda.gov](mailto:Breanna.Laskowski@usda.gov)

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Newsome, Shawna - OSEC, Washington, DC](#)  
**Subject:** Re: WaPo media inquiry  
**Date:** Friday, September 11, 2020 5:59:59 PM

I guess my biggest issue is the fact that b(5) DPP [REDACTED]

I'll review in detail over the weekend.

Get [Outlook for iOS](#)

---

**From:** Newsome, Shawna - OSEC, Washington, DC <Shawna.Newsme@usda.gov>  
**Sent:** Friday, September 11, 2020 5:18:28 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>  
**Subject:** WaPo media inquiry

Mindy – Kim Kindy reached out about line speeds. Below is the response FSIS plans to send back to her. They are running it through OC now.

**KK's questions:**

I am working on a story that will mention FSIS's plans to propose a rule to allow line speeds to rise to 175 per minute in poultry plants, not just the ones who have secured a waiver.

When do you plan to propose the rule?

Why are you doing it now? In what way does this benefit the consumer?

There has been some criticism from worker safety groups about the uptick in granting waivers during the pandemic and those same folks are being critical of your timing regarding this proposed rule. Faster line speeds makes social distancing more difficult. OSHA said so in its citation to Smithfield the other day. The Smithfield CEO himself said so in a letter to the governor of Nebraska in mid-March.

**FSIS Response:**

Kimberly,

You reached out to us on this same issue about line speeds over 8 years ago. We have been piloting an inspection program for plants running at 175 BPM for over two decades. In other words, for over two decades we have been talking, publishing, telegraphing in a very public way that USDA personnel can inspect birds at the higher speeds and plants can maintain process control and food safety standards.

Modernizing of our inspection processes predate the pandemic by decades, our mission continues through the pandemic and the critical role of food safety will continue beyond the pandemic.

Our mission to keep food safe and have the best inspection system possible must continue regardless of a pandemic. While FSIS recently announced in the regulatory agenda that the agency

plans to propose a rule to amend the poultry products inspection regulations to permit young chicken slaughter establishments operating under the NPIS to operate at line speeds up to 175 bpm, the agency's plan to publish a proposed rule is not new. The [September 2018 Federal Register Notice \(FRN\)](#) on the line speed waiver criteria explained that FSIS intended to use the data collected from young chicken plants that were granted line speed waivers to inform future rulemaking. On April 24, 2020, FSIS announced in the [Constituent Update](#) that it had stopped accepting additional requests for waivers on March 20, 2020. FSIS explained that based on the waivers FSIS had approved, the agency will have enough data from establishments to assess and determine whether to move forward with rulemaking.

As is stated in the [unified regulatory agenda](#), FSIS intends to propose to amend the poultry products inspection regulations to permit young chicken slaughter establishments operating under the NPIS to operate at line speeds up to 175 bpm if certain criteria are met. The proposed amendments would allow certain young chicken establishments to slaughter birds more efficiently while continuing to ensure food safety and effective online carcass inspection. Currently, some young chicken slaughter establishments operate under a waiver that allows them to maintain these higher line speeds. In the [September 2018 FRN](#), FSIS explained that "the waivers are time limited in that if the data generated under the waivers support regulatory changes, i.e., the establishments are able to consistently maintain process control at the higher line speeds, the waivers will be in effect only until the rulemaking process is complete. If the data generated do not support regulatory changes, the waivers will be terminated."

But as a reminder, we have talked to you yearly and answered these same questions and given you the same answers. You will recall – because you wrote about it numerous times - that the 2014 final rule for the Modernization of Poultry Slaughter Inspection made clear that we would be gathering data related to line speeds and revisiting the issue in the future.

Further, you have covered our past proposed and final rules, so you understand that the rulemaking process can take several years. Your own stories on this issue span the better part of a decade because the rulemaking process takes time. FSIS will publish the proposed rule in the *Federal Register* and solicit public comments. FSIS will then review and analyze comments received and make appropriate changes to any final rule before publishing it in the *Federal Register*.

**Shawna Newsome**

*Chief of Staff*

Office of Food Safety, USDA  
1400 Independence Ave., SW  
Washington, D.C. 20250

Cell: (b) (6)

Email: (b) (6)

**From:** [Brashears\\_Mindy - OSEC\\_Washington\\_DC](#)  
**To:** [Kiecker\\_Paul - FSIS; Newsome\\_Shawna - OSEC\\_Washington\\_DC](#)  
**Cc:** [Nintemann\\_Terri - FSIS](#)  
**Subject:** RE: Rule  
**Date:** Thursday, September 10, 2020 1:30:00 PM

Thanks!

---

**From:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Sent:** Thursday, September 10, 2020 12:44 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <[Mindy.Brashears@usda.gov](mailto:Mindy.Brashears@usda.gov)>; Newsome, Shawna - OSEC, Washington, DC <[Shawna.Newsme@usda.gov](mailto:Shawna.Newsme@usda.gov)>  
**Cc:** Nintemann, Terri - FSIS <[terri.nintemann@usda.gov](mailto:terri.nintemann@usda.gov)>  
**Subject:** FW: Rule

An update as requested. With OGC.

Thanks,

Paul Kiecker  
Administrator  
Food Safety and Inspection Service  
1400 Independence Avenue, SW  
Room 331-E, J.L. Whitten Building  
Washington, DC 20250  
Office: 202 720-7025  
Cell: (b) (6)  
[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)

---

**From:** Edelstein, Rachel - FSIS <[rachel.edelstein@usda.gov](mailto:rachel.edelstein@usda.gov)>  
**Sent:** Thursday, September 10, 2020 12:15 PM  
**To:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Subject:** RE: Rule

It is with OGC. We have addressed their written comments but haven't heard whether they have cleared it. OGC sent comments on 7/8/20; we sent it back to OGC on 7/16/20. We let them know it's the top priority of documents from FSIS.

**(b)(5)(ACP), b(5) DPP**

**Rachel Edelstein**  
Assistant Administrator  
Office of Policy and Program Development  
Food Safety and Inspection Service, USDA  
202-720-0399 (Office)  
(b) (6) (Cell)  
[rachel.edelstein@usda.gov](mailto:rachel.edelstein@usda.gov)

---

**From:** Kiecker, Paul - FSIS <[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)>  
**Sent:** Thursday, September 10, 2020 12:09 PM  
**To:** Edelstein, Rachel - FSIS <[rachel.edelstein@usda.gov](mailto:rachel.edelstein@usda.gov)>  
**Subject:** Rule

Where exactly is the line speed rule in the process?

Thanks.

Paul Kiecker  
Administrator  
Food Safety and Inspection Service  
1400 Independence Avenue, SW  
Room 331-E, J.L. Whitten Building  
Washington, DC 20250  
Office: 202 720-7025  
Cell: (b) (6)  
[paul.kiecker@usda.gov](mailto:paul.kiecker@usda.gov)

**From:** [Brashears, Mindy - OSEC, Washington, DC](#)  
**To:** [Brashears, Mindy](#)  
**Subject:** Fwd: QSR  
**Date:** Friday, August 28, 2020 8:04:20 PM  
**Attachments:** [FY20 Q3 OFS QSR ver6.pptx](#)  
[QSR Screenshots.docx](#) Non-responsive attachment.

---

Get [Outlook for iOS](#)

---

**From:** Hunter, Karen - FSIS <karen.hunter@usda.gov>  
**Sent:** Friday, August 28, 2020 8:02:26 PM  
**To:** Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>  
**Subject:** RE: QSR

Hi, Mindy,

It's attached here, plus the screenshots from the dashboards.

Let me know if you need anything additional.

Best,  
Karen

Karen Hunter  
Chief of Staff  
Office of the Administrator  
Food Safety and Inspection Service, USDA  
Room 335-E Whitten Building  
Washington, DC 20250  
Phone: (202) 720-6618  
Cell: (b) (6)  
[Karen.hunter@usda.gov](mailto:Karen.hunter@usda.gov)

---

**From:** Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>  
**Sent:** Friday, August 28, 2020 7:51 PM  
**To:** Hunter, Karen - FSIS <karen.hunter@usda.gov>  
**Subject:** QSR

Can you please send me the QSR presentation again? Thanks.

Get [Outlook for iOS](#)



# Food Safety FY 2020 Q3: Quarterly Strategic Review

September 1, 2020

# Table of Contents

# Follow Up Items from Previous Session

Follow Up Item	Description	Proposed Due Date	Owner/ POC	Status
Very small/small processing plant fee reductions	Funding request to decrease overtime fees for Small and Very Small producers			Included in FSIS FY2022 budget request
Line speed data OIG investigation	The OIG report contains four recommendations for FSIS.	8/21	OCFO	The Agency received management decision on the final two recommendations on 8/25/20.

# Performance Metrics

Metric	FY20 Target	FY20 Q1 Actual	FY20 Q2 Actual	FY20 Q3 Actual	Frequency	POC	Purpose
Percentage of establishments that meet pathogen reduction performance standards	87%	85%	85%	85%	Quarterly	Yolanda K. Edwards	Prevent Foodborne Illness and Protect Public Health
% of establishments whose PHR non-compliance rate decreases below the early warning cut point 120 days after receiving an EWA	74%	74%	74%	74%	Quarterly	Yolanda K. Edwards	Prevent Foodborne Illness and Protect Public Health

## FSIS Agency Priority Goal Statement

- The Food Safety and Inspection Service (FSIS) will reduce consumer risk from FSIS-regulated products by systematically controlling and preventing hazards through the use of modernized systems, policies, and scientific approaches. By September 30, 2021, the Department intends to propose or implement eight modernization initiatives.

## Modernization Efforts

- Swine Modernization
- Egg Products Hazard Analysis Critical Control Point (HACCP)
- Expanding the Accredited Laboratories Program
- Poultry line-speed rulemaking
- Beef Salmonella performance standards
- Pork Salmonella performance standards
- Poultry Campylobacter performance standards (both comminuted and carcasses/parts)
- Beef modernization

# Summary of Priority Projects

Priority Project	Deadline/ End Date	Status	Notes	Included in Presentation ?
Road Map to Reducing <i>Salmonella</i>	September 2020	In Process		Yes
Low-Dose Irradiation	TBD	In Process	FDA must undertake rulemaking.	Yes
Consumer Education	September 2020	In Process		Yes
Meat and Poultry Products Derived from the Cells of Animals	TBD	In Process	FDA's RFI on labeling now will not publish until the fall.	Yes
Direct Hire Authority	October 2021	In Process		Yes

# Road Map to Reducing *Salmonella*

2021-OSEC-02405-F

<b>Project Name / Status</b>	Road Map to Reducing <i>Salmonella</i> (previously Pathogen Reduction Plan)
<b>Goal</b>	Communicate a strong message that we are ramping up efforts to combat <i>Salmonella</i> and other pathogens
<b>Description / Accomplishments</b> What is it? If new, include desired impact. What is success?	<ul style="list-style-type: none"> <li>Recent high-profile outbreaks and misperceptions about modernized inspection have heightened the public's concern about food safety. A public meeting and plan focused on pathogen reduction will enable FSIS to demonstrate it takes concerns seriously and will increase visibility of FSIS activities.</li> <li>The "Road Map to Reducing <i>Salmonella</i>" document describes current FSIS programs and future activities that address <i>Salmonella</i>, highlighting initiatives in a way that helps to "tell our story" to stakeholders.</li> <li>A virtual public meeting, "<i>Salmonella</i> – State of the Science," will present the road map document, highlight FSIS programs, and describe the science and data that supports them.</li> </ul>
<b>Status Update</b> Context, external factors, non-milestone updates	<ul style="list-style-type: none"> <li>The virtual public meeting is scheduled for 9/22/2020; the FRN was published on August 14.</li> <li>The "Road Map to Reducing <i>Salmonella</i>" will be made public in coordination with the public meeting (pending OFS review)</li> </ul>

FY 2020 Key Milestones	Due Date	Revised Due Date	Status (%)	Status last round (%)	Lead Person	Anticipated Barriers
<i>Salmonella</i> Public Meeting	9/2020		75%		Isabel Walls and Jennifer Freiman	
Finalize Road Map to Reducing <i>Salmonella</i>	3/2020	9/2020	90%	90%	Jennifer Freiman	
Publish plan and issue press release	4/2020	9/2020	0%		Jennifer Freiman	
Monitoring Plan	Ongoing		40%		Jennifer Freiman	

# Low-Dose Irradiation

<b>Project Name / Status</b>	Low-Dose Irradiation
<b>Goal</b>	Publish a <i>Federal Register</i> notice (FRN) seeking comment on revisiting the petition described below.
<b>Description / Accomplishments</b> What is it? If new, include desired impact. What is success?	An FSIS FRN requesting comment on the use of low-dose irradiation as a processing aid, not requiring labeling disclosure, but providing potentially significant public health benefits. FSIS will work with FDA to ensure that the FRN accurately discusses needed amendments to FDA regulations and FDA's position on this issue. The FSIS FRN could publish after FDA is petitioned for rulemaking.
<b>Status Update</b> Context, external factors, non-milestone updates	In 2005, the American Meat Institute submitted a <a href="#">petition</a> requesting that FSIS consider low dose, low penetration e-beam irradiation applied to the surface of chilled beef carcasses be considered a processing aid. FSIS denied the petition, without prejudice, in 2011, citing needed information on ensuring that 1) the appropriate dosage would be applied to the uneven surfaces of carcasses and 2) cuts from treated carcasses would not be re-irradiated and ultimately receive dosages exceeding the allowed limits.

FY 2020 Key Milestones	Due Date	Revised Due Date	Status (%)	Status last round (%)	Lead Person	Anticipated Barriers
Consult with FDA on legal requirements	3/2020	7/2020	100%		Matthew Michael	
FDA Rulemaking (NEW)	TBD					FDA will need to conduct rulemaking and needs to be petitioned to initiate rulemaking before FSIS can pursue a FRN.
Submit FSIS FRN to OGC and OMB						
Publish FR notice and request comment						

# Consumer Education Plan

2021-OSEC-02405-F

<b>Project Name / Status</b>	Food Safety Outreach to Promote Positive Behavior Change
<b>Goal</b>	Create, expand and launch innovative consumer food safety education initiatives to influence behavior change and reduce foodborne illness
<b>Description / Accomplishments What is it? If new, include desired impact. What is success?</b>	Use insights gained from safe food handling research to foster a culture shift for consumer food safety practices with strategic engagement across various sectors, including media, major technology companies, conferences and academic partners, and influencers and culinary professionals.
<b>Status Update Context, external factors, non-milestone updates</b>	Coordinating the presentation of a public meeting on consumer food safety education efforts, to highlight recent accomplishments and discuss the future of food safety behavior change.

FY 2020 Key Milestones	Due Date	Revised Due Date	Status (%)	Status last round (%)	Lead Person	Anticipated Barriers
Tech Companies: search engines; automated assistants; PSAs	Ongoing				Chris Bernstein	Lack of responsiveness from companies after initial engagement.
Conduct research to understand the feasibility and impact updated labeling may have on consumer food safety behaviors in the kitchen	8/2020	9/2020	95	85	Chris Bernstein	COVID-19 delaying subcontractor data analysis by 1 month, new due date 9/20
Announce recent food safety research results	9/2020	9/2020	75	0	Dr. Mindy Brashears	Communications material currently in clearance.
<b>Consumer Education Public Meeting (NEW)</b>	10/6/2020	10/6/2020	40	N/A	Chris Bernstein	None

# Meat and Poultry Products Derived from the Cells of Animals

<b>Project Name / Status</b>	Meat and Poultry Products Derived from the Cells of Animals
<b>Goal</b>	Propose to require qualifying statements for the labels of such products
<b>Description / Accomplishments</b> <b>What is it? If new, include desired impact. What is success?</b>	FSIS would propose to require that product derived from the cells of livestock or poultry be identified through labeling as “cellular,” “cell-cultured,” or “cultivated” followed by the product name, e.g. “beef” or “chicken.” A joint USDA/FDA workgroup is actively developing the appropriate qualifying term. In an FRN proposing the required naming convention, FSIS also would request comment on whether the Agency should establish standards of identify for this type of product.
<b>Status Update</b> <b>Context, external factors, non-milestone updates</b>	FSIS continues to work with FDA on this issue. FDA is planning to publish a request for information (RFI) concerning how this type of product should be labeled. FSIS will work with FDA to incorporate input from the RFI and from comments from the U.S. Cattlemen’s Association petition on related issues. USDA and FDA released a pre-recorded joint webinar, as well as linked FDA and FSIS webpages about cell cultured foods in July.

<b>FY 2020 Key Milestones</b>	<b>Due Date</b>	<b>Revised Due Date</b>	<b>Status (%)</b>	<b>Status last round (%)</b>	<b>Lead Person</b>	<b>Anticipated Barriers</b>
Coordinate and consult with FDA on approaches to rulemaking.	6/2020	9/2020	50%		Matthew Michael	FDA is issuing an RFI in the fall with a 120-day comment period
Develop workplan for out-of-cycle submission	10/2020	4/2021				Development contingent on real-time review of RFI comments.
Submit proposed rule to OGC/Agency clearance	11/2020	6/2021				
Department clearance	1/2021	8/2021				
Submit rule to OMB	3/2020	8/2021				USDA-21-0255-B-000061 Following OMB clearance

# Direct Hire Authority

<b>Project Name</b>	Update on Direct Hire Authority (DHA) for Food Inspectors (FI) and Consumer Safety Inspector (CSI) Positions
<b>Goal</b>	Fill 310 FI and 536 CSI positions by Sept. 30, 2020
<b>Description / Accomplishments</b> What is it? If new, include desired impact. What is success?	<p>OPM granted DHA to FSIS on Sept. 25, 2019 to fill the Agency's FI and CSI positions. The Agency already uses DHA to fill veterinarian positions.</p> <ul style="list-style-type: none"> <li>– 846 total positions, comprised of 310 FI positions and 536 CSI positions</li> <li>– Merit System Principles still apply--must advertise, be fair, and not pre-select</li> <li>– Veterans selected when they apply and are qualified</li> <li>– DHA expires on Sept. 24, 2020</li> <li>– FSIS Target: Fill 30% of CSI hires through DHA; no more than 70% filled through Merit Promotion</li> </ul>
<b>Status Update</b> Context, external factors, non-milestone updates	<ul style="list-style-type: none"> <li>• OPM approved FI DHA allocation increase (160) &amp; CSI/FI timeline extension to 9/30/2021.</li> <li>• 28% of CSI positions filled through DHA and 72% filled through internal promotions.</li> </ul>

Position	Vacancies Advertised	Tentative Offers Issued	Scheduled Start Dates	Already On Board
<b>Food Inspector</b>	502	72	27	177
	106.8%	15.3%	5.7%	37.7%
<b>Consumer Safety Inspector</b>	354	67	16	160
	66%	12.5%	3%	29.9%

# Animal Biotech Regulation and Oversight

<b>Project Name</b>	Animal Biotech
<b>Goal</b>	Advance USDA efforts in the regulation of animal biotech
<b>Description / Accomplishments</b> <b>What is it? If new, include desired impact. What is success?</b>	FSIS is collaborating with APHIS to develop proposed rulemaking for USDA oversight of animal biotech. In July 2020, USDA and FDA entered negotiations on a draft MOU describing the expected terms of their relationship w/r/t gene-edited amenable species used for agricultural purposes. FSIS and APHIS have also drafted an Advanced Notice of Proposed Rulemaking (ANPR) to elicit public comment on USDA's intent to enter this regulatory space. Target date for signing and clearing these documents was the end of Q3 (July 31).
<b>Status Update</b> <b>Context, external factors, non-milestone updates</b>	Disagreement with FDA on the terms of the MOU has been escalated to the White House; resolution is pending. Draft ANPR has been completed but will not be shared with FDA for review until MOU is signed.

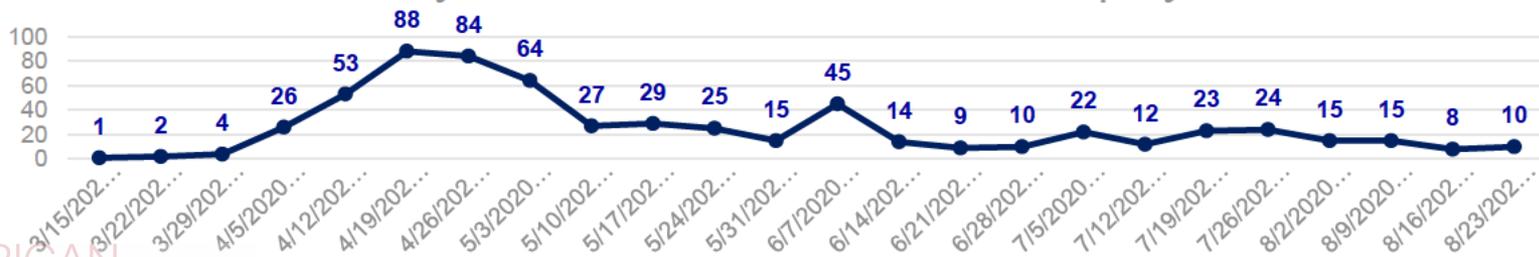
FY 2020 Key Milestones	Due Date	Revised Due Date	Status (%)	Status last round (%)	Lead Person	Anticipated Barriers
Signed MOU between USDA and FDA	8/2020	TBD	90%	n/a	Kis Hale	FDA disagreements may further delay signing
Draft Advanced Notice of Proposed Rulemaking submitted	8/2020	TBD	90%	n/a	Kis Hale	FDA disagreements may further delay signing

# Covid-19 Update

<b>Project Name / Status</b>	FSIS Covid-19 Update
<b>Goals</b>	FSIS's priority has been to protect the health and safety of our employees while ensuring that we can continue to meet our food safety mission.
<b>Status Update</b>	<ul style="list-style-type: none"> <li>• FSIS has not seen a dramatic uptick in COVID-19 positives among its inspection personnel since distributing face masks and shields.</li> <li>• As of August 28, 2020, one establishment is closed (small in size and not due to COVID-19).</li> <li>• FSIS provided requested technical assistance on hazard pay to the Senate Agriculture Appropriations Subcommittee in July 2020.</li> </ul>

Total # of Employees Tested Positive for COVID-19	Total # of Employees Diagnosed with COVID-19 and have returned to work	Total # of Employees currently self-quarantining.	Current # of Self-Certified Employees on Weather/ Safety Leave	Current # of Establishments Closed	Current # of Establishments with Reduced Operations
625	596	13	0	1	29

Weekly Number of FSIS COVID+ Employees



# Outreach to Small and Very Small Plants

2021-OSEC-02405-F

<b>Project Name / Status</b>	Outreach to small and very small plants
<b>Goals</b>	Improve compliance with food safety regulations to ensure safety of the food supply
<b>Topics</b>	<ul style="list-style-type: none"><li>• More than 90% of federally inspected establishments, about 5,200 establishments, are small (10-499 employees) or very small (less than 10 employees or doing business less than \$2.5 million/year).</li><li>• FSIS prioritizes outreach to these establishments to communicate policies and regulations and provide necessary tools and resources to improve compliance.<ul style="list-style-type: none"><li>• Enforcement, Investigations and Analysis Officers (EIAOs) dedicate up to 25 percent of their work time to perform outreach.</li><li>• Technical support and resources<ul style="list-style-type: none"><li>• Small Plant Help Desk</li><li>• AskFSIS</li><li>• Compliance guidelines.</li><li>• Educational materials</li><li>• Training resources</li></ul></li><li>• Small plant roundtables and listening sessions across the country</li></ul></li><li>• FSIS and RD co-hosted a webinar on USDA Assistance for Small Scale Meat Processing on July 28, 2020 with over 1,000 attendees<ul style="list-style-type: none"><li>• Process for obtaining a Federal Grant of Inspection</li><li>• Funding available for small scale meat processors</li></ul></li></ul>

# Discounted Rate for Small & Very Small Establishments

2021-OSEC-02405-F

<b>Project Name</b>	Discounted Overtime and Holiday Rate for Small and Very Small Establishments
<b>Goal</b>	Reduce the financial burden to small and very small establishments operating on holidays and in an overtime status
<b>Description / Accomplishments</b> What is it? If new, include desired impact. What is success?	<p>By law FSIS charges establishments that work more than their allotted hours of no-fee inspection (8hrs/day, 40hrs/week) and for work on Federal holidays. The set rate for all establishments has a disproportionate financial impact on small and very small establishments compared to large establishments who can more easily absorb the extra charges due to their production volume. FSIS hopes to address this disproportionate impact to small and very small plants while not causing a cut to FSIS mission funding.</p> <ul style="list-style-type: none"> <li>• Rates are set based on FSIS actual costs and Agency funding level is based on receiving full reimbursement at the published rate</li> <li>• FSIS is requesting \$43M to offset lost revenue in order to offer the discount rates without having to cut core government mission</li> <li>• Very small establishments have fewer than 10 employees or earn less than \$2.5M in revenue per year and small establishments have fewer than 500 employees</li> </ul>
<b>Status Update</b> Context, external factors, non-milestone updates	<ul style="list-style-type: none"> <li>• Small and very small establishments already have smaller margins and the full rate charge further cuts into their ability to continue operating</li> <li>• Larger plants also have the option of running a second shift and inspection is provided without a fee or charge by FSIS</li> <li>• Senate is pursuing this relief through lower rates during COVID and this funding would allow the reduced rates continue into FY22</li> </ul>

	Hours	Revenue	Billing Rate	Annual Revenue Lost at Reduced Rate
Very Small	107,211	\$ 10,714,360	25%	\$ 8,035,770
Small	1,180,325	\$ 117,957,972	70%	\$ 35,387,391
Total				\$ 43,423,161



# Open Mic – Key Policy Items

Rulemaking Stage	Title	Description	Fall Agenda Date	Spring Agenda Date	Notes
Proposed Rule	Changes to Accreditation of Non-Federal Laboratories for Analytical Testing of Meat, Poultry, and Processed Egg Products	FSIS is proposing to revise the regulations prescribing the statistical methods used in measuring the performance of chemistry laboratories in its voluntary Accredited Laboratory Program (ALP) and to expand the ALP to include pathogen testing.	12/2019	5/2020	With OGC
Final Rule	Egg Products Inspection Regulations	FSIS is amending the egg products inspection regulations to require official plants that process egg products (herein also referred to as “egg products plants” or “plants”) to develop and implement Hazard Analysis and Critical Control Point (HACCP) Systems and Sanitation Standard Operating Procedures (Sanitation SOPs) and to meet other sanitation requirements consistent with FSIS’s meat and poultry regulations.	3/2020	5/2020	Cleared OMB 8/13/20. Should publish soon.
Proposed Rule	Maximum Line Speed Rates for Young Chicken Establishments Operating Under the New Poultry Inspection System	FSIS is proposing to amend the regulations that prescribe maximum line speed rates under the New Poultry Inspection System (NPIS) to allow NPIS young chicken establishments to operate at line speeds up to 175 birds per minute (bpm) if they meet certain criteria.	N/A	6/2020	Workplan sent to OMB out of cycle and designated significant. Draft rule with OGC.

# Open Mic - Key Policy Items

Rulemaking Stage	Title	Description	Fall Agenda Date	Spring Agenda Date	Notes
Notice	Expanding FSIS non-O157 STEC testing to additional products	FSIS is announcing plans to expand its routine verification testing for six Shiga toxin-producing Escherichia coli (non-O157 STEC) , in addition to the adulterant Escherichia coli (E. coli) O157:H7, to ground beef, bench trim, and raw ground beef components other than raw beef manufacturing trimmings. Additionally, FSIS making available its updated costs-benefit analysis on the implementation of its non-O157 STEC testing on raw beef manufacturing trimmings and the expansion of its non-O157 STEC testing to ground beef, bench trim, and other raw ground beef components.	N/A	N/A	Published 6/4/2020; comment period extended to 9/3/2020.

# Staff Office Measures — Hiring Progress

# Staff Office Measures- Fleet Targets

# Staff Office Measures Obligation Rate

# Staff Office Measures Data and Analytics Progress

2021-OSEC-02405-F

MISSION AREA	DATA OFFICER	Q1		Q2			Q3		Q4	
		ACDO	ENTERPRISE WORKING GROUP CO-LEAD	DG BOARD	DATA STEWARDS	DASHBOARD ADOPTION STRATEGY	CENTRALIZED ANALYTICS TEAM	DATA STRATEGY	DATA QUALITY STANDARDS / PROGRAM	DATA CATALOG
DASO	Chris Alvares, Deputy CDO							*		
FPAC	Paul Chevalier									
RD	Jim Barham									
NRE	Julie Nygard								<b>WILL BE EVALUATED IN Q4 &amp; Q1 FY21</b>	
FNCS	Christopher Rottler									
REE	Cyndy Parr									
TFAA	Paola Felix									
MRP	John Brewer									
FSIS	Justin Ronca									

\* USDA Data Strategy to be developed in Q4 using mission area inputs

Development of the FSIS Data Strategy and Data Steward Programs are in process. Both are expected to be completed in Q1 FY2021

# Program Management Implementation Actions

Milestones				Mission Area								
Not completed	In progress	Completed	To be completed	DASO	FPAC	RD	NRE	FNCS	REE	TFAA	MRP	FSIS
<b>PMIAA Phase 1 (FY19-20)</b>												
MASPM Designated and Collaborates with COO and Exec Leadership				Chris Wren & Joseph Schulte	Anthony Pelczynski	Douglas Long	Karen Vaughn Peck	Inna Lloyd	Keith Adams	Ted Goldammer & Ron Croushom	Jason Traquair	Carl A. Mayes
Initial Major Acquisitions Identified												
Identify Current Certified PM												
SES Acquisition Plan Reviews												
Major Acquisition Portfolio Reviews				FY21Q1	FY21Q1	FY21Q1		FY21Q1	FY21Q1	N/A	FY21Q1	N/A
Identify Current Program Manager Positions				FY21Q1	FY21Q1	FY21Q1	FY21Q1	FY21Q1	FY21Q1	FY21Q1	FY21Q1	FY21Q1
Consolidated Acquisition Major Programs Identified												
<b>PMIAA Phase 2 (FY21-22)</b>												
Increase Certified Program/Project Managers				Q1	Q1	Q1	Q1	Q1	Q1	Q1	Q1	Q1
Define Major Grant Programs				Q1	Q1	Q1	Q1	Q1	Q1	Q1	Q1	Q1
Define/Align all Combined Acquisition and Grant Programs to Strategic Goals				Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2
Grant Portfolio Reviews				Q3	Q3	Q3	Q3	Q3	Q3	Q3	Q3	Q3
Increase Acquisition Program Reviews				Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4	Q4

# Currently Identified Major Programs

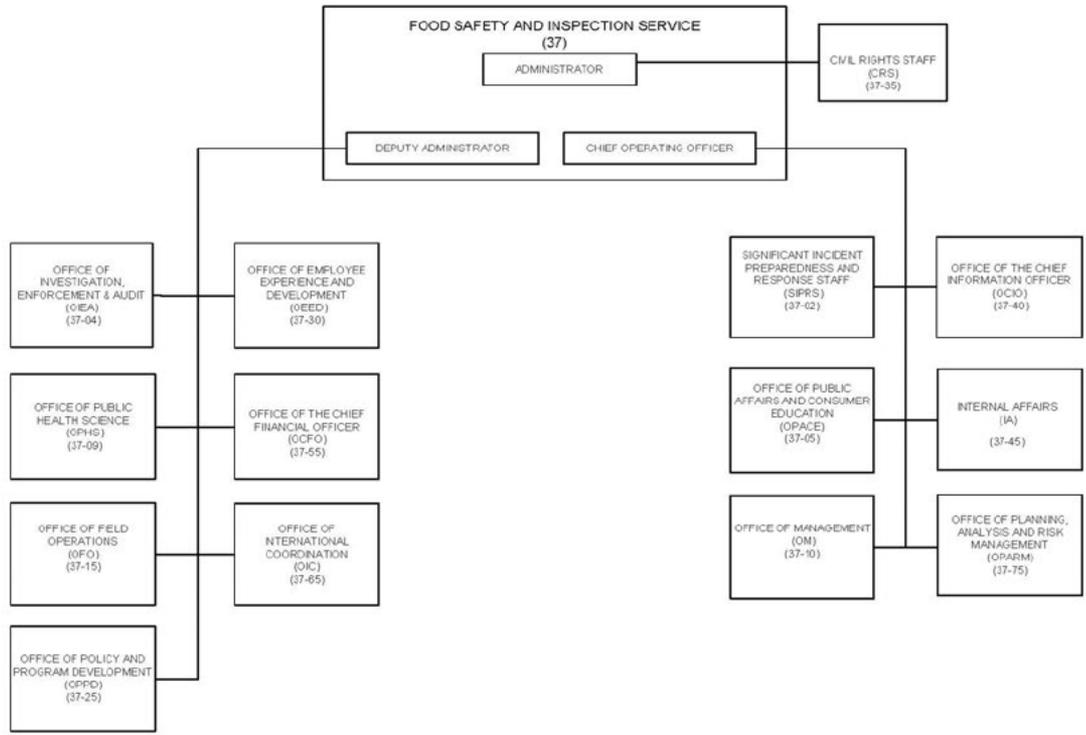
<b>DASO</b>	None Identified		One Neighborhood?		
<b>FPAC</b>	Pending				
<b>RD</b>	Circuit Rider	National Default Management Services (NDMS)	REO / Property Preservation	Broadband (Reconnect)	Uniform Residential Loan Application
<b>NRE</b>	Aviation	Retardant	4FRI Stewardship		Great American Outdoors Act
<b>FNCS</b>	Supplemental Nutrition Assistance Program	Child Nutrition Program	Special Supplemental Nutrition Program for Women, Infants, and Children		
<b>REE</b>	NBAF	Dairy Forge Research Center Prairie Du Sac, WI Grape Genetics Research Unit, Geneva NY Crop & Land Management Research, Pullman, WA Knipling-Bushland U.S. Livestock Insects Research Laboratory, Kerrville, TX Foreign Disease-Weed Research Unit Ft. Detrick, Frederick, MD Crop Pathology and Genetics Research Unit Davis, CA Forage Animal Research Laboratory Lexington, KY			
<b>TFAA</b>	None Identified				
<b>MRP</b>	NBAF	Foot and Mouth Vaccine			Commodities?
<b>FSIS</b>	None Identified		Page 74	USDA-21-0255-B-000074	

# Org Charts

U.S. DEPARTMENT OF AGRICULTURE  
 FOOD SAFETY AND INSPECTION SERVICE  
 (37)

RECOMMENDED: \_\_\_\_\_ DATE \_\_\_\_\_

APPROVED: \_\_\_\_\_ DATE \_\_\_\_\_



FSIS ensures that the nation's commercial supply of meat, poultry, egg products, and catfish is safe, wholesome, and correctly labeled and packaged as required by the Federal Meat Inspection Act, the Poultry Products Inspection Act, the Egg Products Inspection Act, and Catfish Regulations. Supersedes Chart approved 12/10/2015.

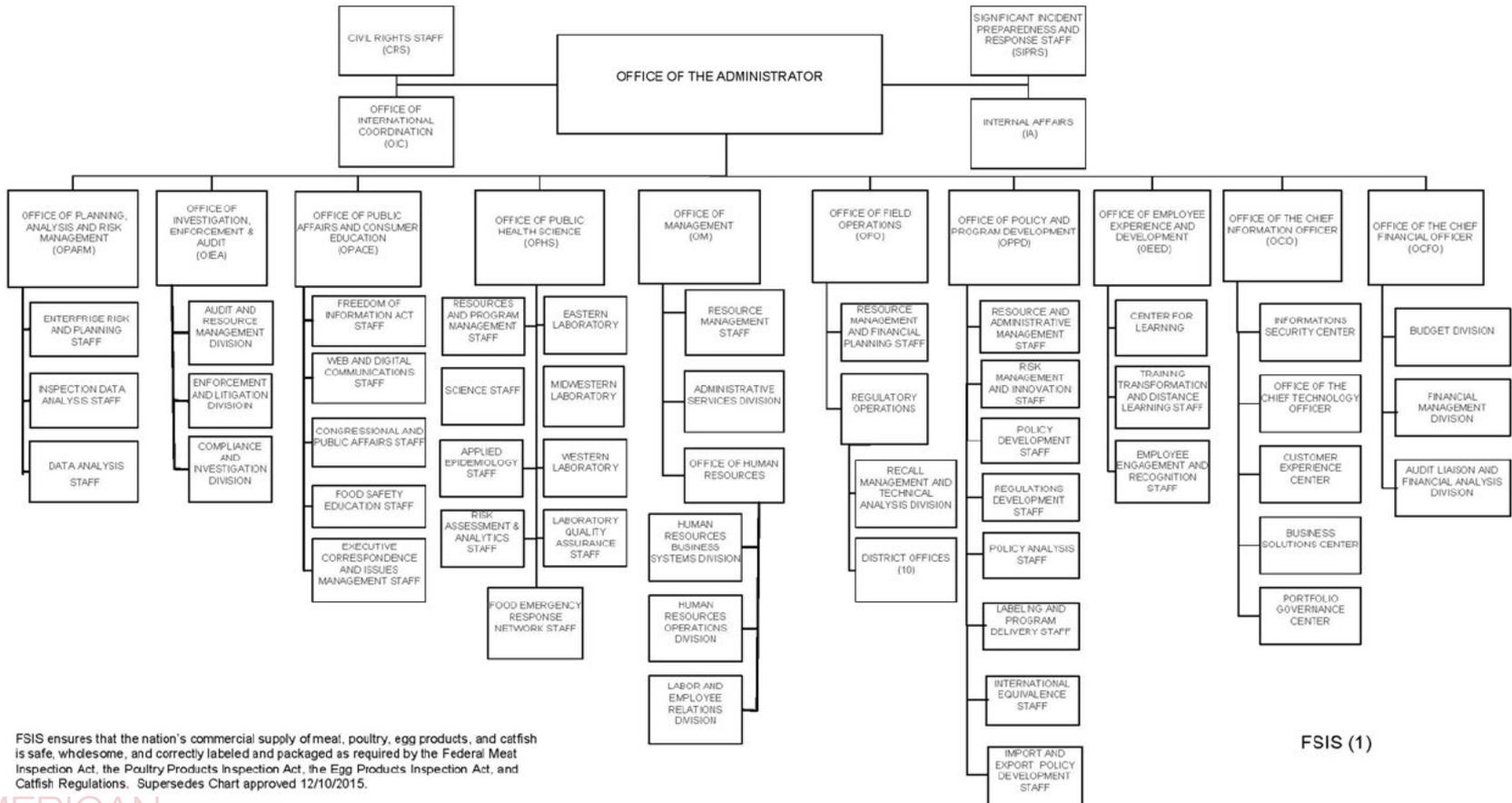
FSIS (1)

# Org Chart Details

U.S. DEPARTMENT OF AGRICULTURE  
FOOD SAFETY AND INSPECTION SERVICE  
(37)

RECOMMENDED: \_\_\_\_\_ DATE \_\_\_\_\_

APPROVED: \_\_\_\_\_ DATE \_\_\_\_\_



FSIS (1)

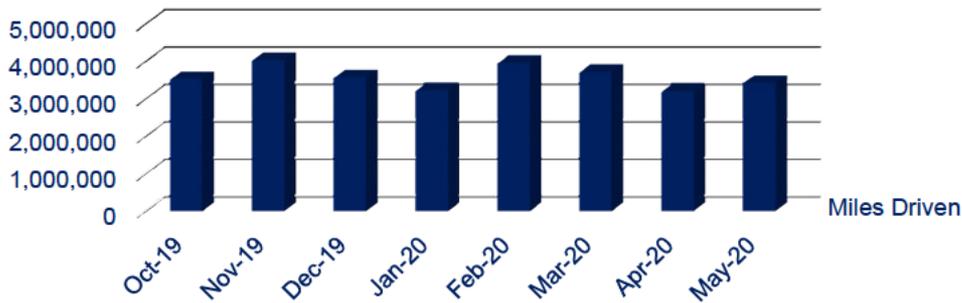
FSIS ensures that the nation's commercial supply of meat, poultry, egg products, and catfish is safe, wholesome, and correctly labeled and packaged as required by the Federal Meat Inspection Act, the Poultry Products Inspection Act, the Egg Products Inspection Act, and Catfish Regulations. Supersedes Chart approved 12/10/2015.

# BACKUP

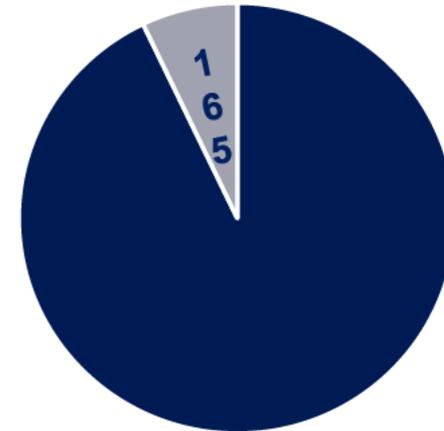
# Fleet Overview

## MILES DRIVEN

Monthly AVG  
1,530



## VEHICLE TYPE



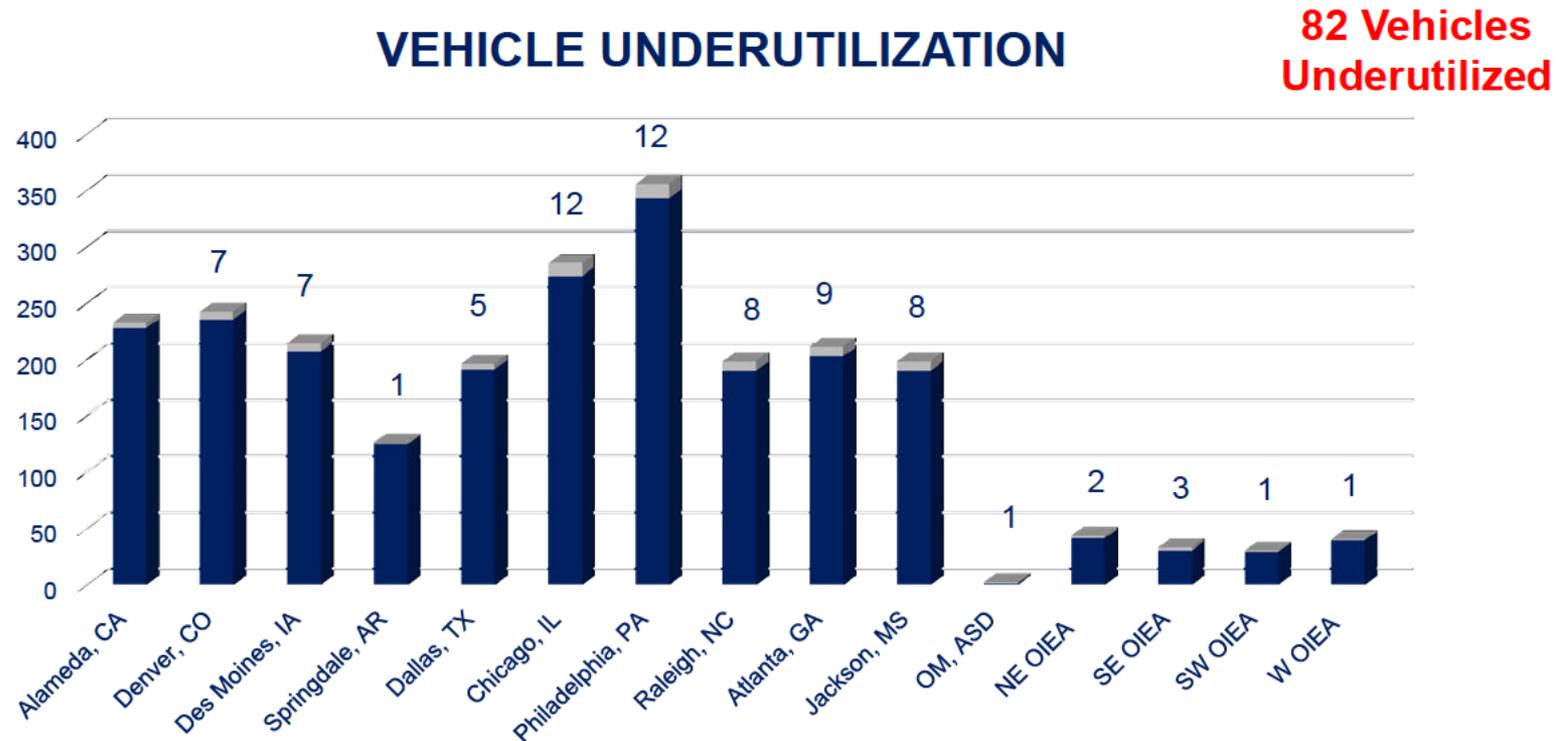
■ Passenger Vehicles    ■ Light Duty Vehicles

<b>OWNERSHIP TYPE</b>
<b>100% LEASED</b>

<b>TOTAL COSTS FYTD</b>
<b>\$9,634,415.75</b>

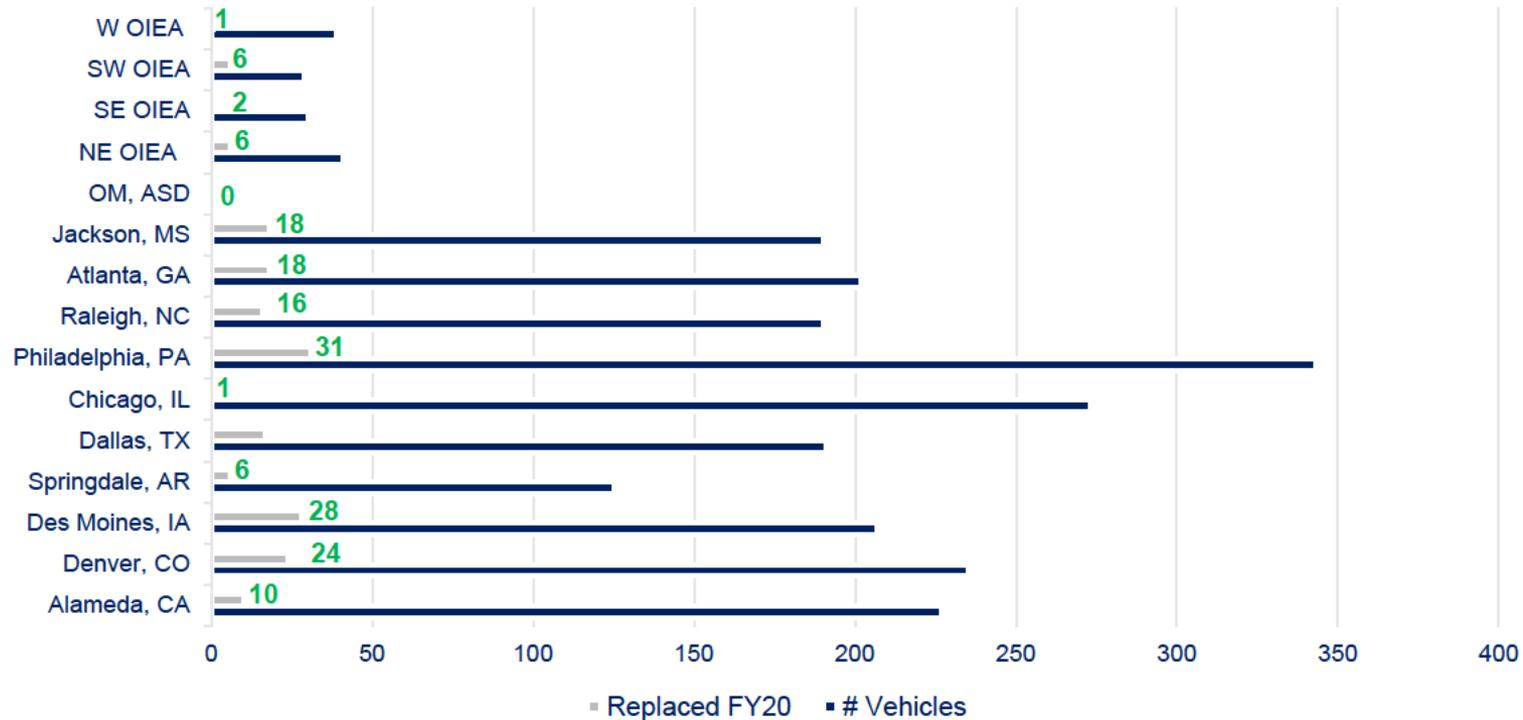
<b>TOTAL ACTIVE VEHICLES</b>
<b>2,323</b>

# Vehicle Underutilization

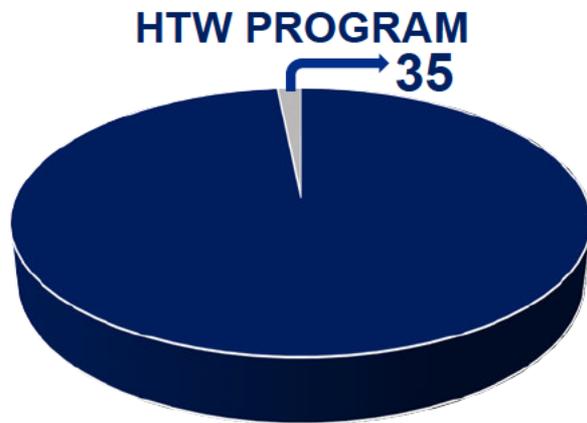


**3.5% Vehicle Underutilization Rate**

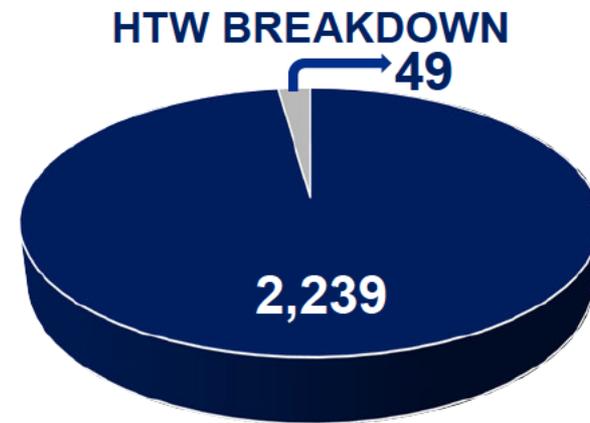
# Vehicle Lifecycle Replacements



# Home To Work (HTW)



▪ # HtW Vehicles    ▪ Shared vehicles



▪ Field Work    ▪ Official Duty Station

# Fleet Costs

FC	DISTRICT	OCT .19	NOV .19	DEC. 19	JAN. 20	FEB. 20	MAR. 20	APR. 20	MAY. 20	JUNE.20	TOTAL
01	ALAMEDA	\$91,218.33	\$96,355.40	\$77,958.99	\$99,803.41	\$100,885.29	\$98,159.78	\$101,451.11	\$98,363.49	\$95,553.96	\$859,749.76
03	DENVER	\$109,490.32	\$97,150.07	\$114,061.69	\$90,840.14	\$109,802.13	\$118,553.70	\$98,423.30	\$111,956.76	\$97,449.76	\$947,727.87
05	DES MOINES	\$100,605.61	\$99,982.64	\$107,931.82	\$103,225.70	\$106,391.26	\$115,712.05	\$103,467.79	\$92,431.77	\$103,886.24	\$933,634.88
07	SPRINGDALE	\$51,919.22	\$70,647.35	\$49,544.68	\$47,591.36	\$66,032.62	\$59,644.49	\$49,896.49	\$52,219.38	\$67,503.20	\$514,998.79
08	DALLAS	\$82,866.89	\$107,558.14	\$83,922.47	\$81,923.26	\$89,927.80	\$101,879.31	\$101,323.10	\$92,587.82	\$92,179.75	\$834,168.54
10	CHICAGO	\$140,609.12	\$144,688.55	\$131,458.00	\$125,170.59	\$137,708.13	\$121,669.37	\$141,216.74	\$114,390.04	\$130,450.28	\$1,187,360.82
12	PHILADELPHIA	\$151,319.50	\$177,540.66	\$154,416.62	\$167,610.38	\$167,572.88	\$149,070.62	\$142,845.23	\$166,926.97	\$154,281.80	\$1,431,584.66
16	RALEIGH	\$99,559.61	\$96,503.32	\$94,608.29	\$90,894.79	\$96,144.83	\$85,182.74	\$87,490.97	\$83,939.98	\$86,962.08	\$821,286.61
17	ATLANTA	\$100,743.90	\$87,542.78	\$96,503.69	\$101,109.66	\$90,717.04	\$111,084.17	\$95,116.79	\$82,609.28	\$85,679.47	\$851,106.78
18	JACKSON	\$79,400.62	\$85,764.51	\$85,748.64	\$73,190.59	\$105,538.26	\$69,087.96	\$87,297.30	\$86,266.95	\$92,707.79	\$765,002.62
23	OM-HQTRS	\$263.68	\$250.97	\$260.42	\$261.68	\$287.76	\$269.18	\$246.60	\$246.60	\$251.60	\$2,338.49
26	NE OIEA	\$16,761.60	\$17,670.30	\$17,479.84	\$17,997.36	\$18,593.85	\$17,297.31	\$13,080.81	\$15,824.74	\$17,073.01	\$151,778.82
27	SE OIEA	\$17,917.63	\$10,986.75	\$11,898.69	\$11,857.07	\$15,117.36	\$13,436.29	\$9,802.99	\$10,041.31	\$10,462.47	\$111,520.56
28	SW OIEA	\$13,164.64	\$14,633.62	\$15,920.74	\$11,461.11	\$12,938.86	\$13,209.74	\$10,220.08	\$10,119.59	\$9,847.00	\$111,515.38
30	WEST OIEA	\$11,819.99	\$11,422.82	\$11,716.97	\$11,174.55	\$13,478.60	\$14,491.58	\$11,441.74	\$13,148.37	\$11,946.55	\$110,641.17
	<b>TOTAL:</b>	<b>\$1,067,660.66</b>	<b>\$1,118,697.88</b>	<b>\$1,053,431.55</b>	<b>\$1,034,111.65</b>	<b>\$1,131,136.67</b>	<b>\$1,088,748.29</b>	<b>\$1,053,321.04</b>	<b>\$1,031,073.05</b>	<b>\$1,056,234.96</b>	<b>\$9,634,415.75</b>

# Fleet Costs - Repairs

FC	DISTRICT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
01	ALAMEDA	\$2,487.89	\$2,091.04	-\$10,483.82	\$7,894.12	\$2,465.14	\$4,842.46	\$13,183.98	\$5,136.70	\$4,152.30	\$31,769.81
03	DENVER	\$13,208.05	-\$3,389.35	\$18,724.12	\$853.30	\$10,705.04	\$21,472.06	\$6,019.42	\$17,458.22	\$963.97	\$86,014.83
05	DES MOINES	\$11,109.19	\$1,921.86	\$8,498.65	\$16,263.09	\$14,283.74	\$22,945.65	\$16,773.54	\$1,195.25	\$14,259.40	\$107,250.37
07	SPRINGDALE	\$2,003.98	\$15,750.63	\$853.06	\$628.18	\$15,507.02	\$8,458.59	\$115.52	\$2,626.93	\$14,309.94	\$60,253.85
08	DALLAS	\$1,200.00	\$21,271.62	\$1,295.64	\$4,139.25	\$1,271.00	\$6,953.81	\$24,825.50	\$12,209.40	\$9,221.24	\$82,387.46
10	CHICAGO	\$20,197.87	\$19,466.50	\$9,540.68	\$13,005.66	\$14,676.15	\$1,666.60	\$27,302.19	-\$614.64*	\$11,053.73	\$116,294.74
12	PHILADELPHIA	\$10,175.87	\$5,676.68	\$4,262.50	\$28,897.87	\$15,887.13	\$303.97	\$5,886.09	\$24,413.79	\$9,461.39	\$104,965.29
16	RALEIGH	\$19,589.78	\$10,366.71	\$12,032.60	\$15,591.92	\$8,649.76	\$1,846.60	\$9,623.29	\$3,489.08	\$6,132.25	\$87,321.99
17	ATLANTA	\$17,964.61	\$2,242.68	\$11,993.91	\$19,503.30	\$744.68	\$27,570.38	\$11,445.93	\$583.70	\$3,264.79	\$95,313.98
18	JACKSON	\$3,851.54	\$2,755.99	\$9,854.90	\$1,150.85	\$24,489.18	-\$5,355.66*	\$10,523.15	\$8,817.95	\$13,998.46	\$70,086.36
23	OM-HQTRS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
26	NE OIEA	\$85.60	\$0.00	\$387.08	\$1,532.70	\$0.00	\$0.00	\$469.80	\$1,465.76	\$1,157.34	\$5,098.28
27	SE OIEA	\$5,071.28	\$0.00	\$0.00	\$0.00	\$378.26	\$0.00	\$0.00	\$0.00	\$0.00	\$5,449.54
28	SW OIEA	\$332.21	\$0.00	\$3,851.35	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00	\$0.00	\$4,483.56
30	WEST OIEA	\$0.00	\$0.00	\$0.00	\$300.00	\$0.00	\$2,582.71	\$0.00	\$1,850.50	\$0.00	\$4,733.21
	<b>TOTAL:</b>	<b>\$107,277.87</b>	<b>\$78,154.36</b>	<b>\$70,810.67</b>	<b>\$109,760.24</b>	<b>\$109,057.10</b>	<b>\$93,287.17</b>	<b>\$126,168.41</b>	<b>\$78,932.64</b>	<b>\$87,974.81</b>	<b>\$861,423.27</b>

\* Denotes GSA reimbursement adjustments

**From:** [Ashley Peterson](#)  
**To:** [Hoskins, Dudley - OSEC, Washington, DC](#)  
**Cc:** [Shuford, Campbell - OSEC, Washington, DC](#)  
**Subject:** RE: Checking in  
**Date:** Thursday, August 27, 2020 5:04:23 PM

---

Thank you, Dudley. It was nice to catch up with you this morning and I appreciate your time.

Campbell, it is nice to e-meet you. I would like the opportunity to talk tomorrow for a few minutes if you have any availability. My schedule is fairly flexible.

Thank you again and have a great evening,  
 Ashley

-----Original Message-----

From: Hoskins, Dudley - OSEC, Washington, DC <dudley.hoskins@usda.gov>  
 Sent: Thursday, August 27, 2020 2:08 PM  
 To: Ashley Peterson <apeterson@chickenusa.org>  
 Cc: Shuford, Campbell - OSEC, Washington, DC <campbell.shuford@usda.gov>  
 Subject: RE: Checking in

Hi Ashley --

It was great connecting with you this morning. I will make sure to pass along your kind words and compliments to the AMS Team and Dr. Brashears.

I also wanted to facilitate this e-introduction to my colleague, Campbell Shuford, who is the Senior Advisor over Food Safety. Campbell works directly with Dr. Brashears and Shawna on the Food Safety/FSIS portfolio.

Hope all is well on your end these days, and please advise if I can be of assistance on any fronts going forward. - dudley

-----Original Message-----

From: Ashley Peterson <apeterson@chickenusa.org>  
 Sent: Wednesday, August 26, 2020 8:56 AM  
 To: Hoskins, Dudley - OSEC, Washington, DC <dudley.hoskins@usda.gov>  
 Subject: Checking in

Hi Dudley -

I hope all is going well with you - I am certain you are keeping busy. Might you have a few minutes today for a quick chat? If so, my cell is (b) (6).

Thank you,  
 Ashley

Ashley Peterson  
 National Chicken Council

This electronic message contains information generated by the USDA solely for the intended recipients. Any unauthorized interception of this message or the use or disclosure of the information it contains may violate the law

and subject the violator to civil or criminal penalties. If you believe you have received this message in error, please notify the sender and delete the email immediately.

**From:** [Hoskins, Dudley - OSEC, Washington, DC](#)  
**To:** [Shuford, Campbell - OSEC, Washington, DC](#)  
**Subject:** FW: Checking in  
**Date:** Thursday, August 27, 2020 10:54:00 AM

---

I connected with Ashley (National Chicken Council) earlier today.

She's good people. Had some questions on FSIS stuff. Can give you a quick readout at your convenience.

I let her know you are the SA over Food Safety and offered to connect you all on email as an e-introduction. I can make good on that later today if that's ok with you?

---

**From:** Ashley Peterson <[apeterson@chickenusa.org](mailto:apeterson@chickenusa.org)>  
**Sent:** Thursday, August 27, 2020 6:20 AM  
**To:** Hoskins, Dudley - OSEC, Washington, DC <[dudley.hoskins@usda.gov](mailto:dudley.hoskins@usda.gov)>  
**Subject:** Re: Checking in

Absolutely! Do you have a window of time this morning?

Thank you,  
 Ashley

On Aug 26, 2020, at 10:35 PM, Hoskins, Dudley - OSEC, Washington, DC <[dudley.hoskins@usda.gov](mailto:dudley.hoskins@usda.gov)> wrote:

Hey Ashley — maybe tomorrow or Fri work for you?

---

**From:** Ashley Peterson <[apeterson@chickenusa.org](mailto:apeterson@chickenusa.org)>  
**Sent:** Wednesday, August 26, 2020 8:56 AM  
**To:** Hoskins, Dudley - OSEC, Washington, DC  
**Subject:** Checking in

Hi Dudley -

I hope all is going well with you - I am certain you are keeping busy. Might you have a few minutes today for a quick chat? If so, my cell is (b) (6).

Thank you,  
 Ashley

Ashley Peterson

National Chicken Council

This electronic message contains information generated by the USDA solely for the intended recipients. Any unauthorized interception of this message or the use or disclosure of the information it contains may violate the law and subject the violator to civil or criminal penalties. If you believe you have received this message in error, please notify the sender and delete the email immediately.

**From:** [Clarkson, Tyler - OGC, Washington, DC](#)  
**To:** [Boswell, Kristi - OSEC, Washington, DC](#); [Hoskins, Dudley - OSEC, Washington, DC](#); [Young, Joby - OSEC, Washington, DC](#); [Shuford, Campbell - OSEC, Washington, DC](#); [Liske, Kyle - OSEC, Washington, DC](#); [Beal, Mary Dee - OSEC, Washington, DC](#)  
**Subject:** USDA Reg. Priorities  
**Date:** Friday, August 7, 2020 3:20:01 PM  
**Attachments:** [image001.png](#)

Senior Advisors,

Do you have any additional priorities to add to the below list? **b(5) DPP, b(5) ACP**

Thanks!

Sincerely,

Tyler



Tyler S. Clarkson  
 Deputy General Counsel  
 U.S. Department of Agriculture  
 Office of the General Counsel  
 Immediate Office  
 1400 Independence Ave., SW, Room 102W  
 Washington, DC 20250-1401  
 ☎ 202-720-3351 (Voice)  
 1-844-354-1112 (Fax)  
 ✉ [Tyler.Clarkson@ogc.usda.gov](mailto:Tyler.Clarkson@ogc.usda.gov)

**From:** CLS1, SLC1 - OSEC, Washington, DC <SLC1@usda.gov>  
**Sent:** Wednesday, July 29, 2020 5:50 PM  
**To:** Boswell, Kristi - OSEC, Washington, DC <kristi.boswell@usda.gov>; Hoskins, Dudley - OSEC, Washington, DC <dudley.hoskins@usda.gov>; Young, Joby - OSEC, Washington, DC <joby.young@usda.gov>; Shuford, Campbell - OSEC, Washington, DC <campbell.shuford@usda.gov>; Liske, Kyle - OSEC, Washington, DC <Kyle.Liske@usda.gov>; Beal, Mary Dee - OSEC, Washington, DC <MaryDee.Beal@usda.gov>; Tkacz, Kailee - OSEC, Washington, DC <kailee.tkacz@usda.gov>; Hoskins, Dudley - OSEC, Washington, DC <dudley.hoskins@usda.gov>; Clarkson, Tyler - OGC, Washington, DC <tyler.clarkson@usda.gov>  
**Subject:** Convo with OMB Brian McCormack

Thanks for everyone's input on the key issues in Q3 and Q4 that were suggested be raised during my call with Brian McCormack of OMB. Below is the final list I sent over **b(5) DPP**. Below and added to the list in red are follow-up items that I wanted to flag for your attention.

**b(5) DPP**

**b(5) DPP**

Best regards,

Steve

Stephen L. Censky  
Deputy Secretary  
U.S. Department of Agriculture  
202-720-6052  
[Stephen.Censky@usda.gov](mailto:Stephen.Censky@usda.gov)