FY 2016-2018
ADVANCING ANIMAL DISEASE TRACEABILITY
ROAD MAP FOR MASSACHUSETTS

A Three-Year Plan

Submitted by:
MICHAEL CAHILL

DIRECTOR, ANIMAL HEALTH
MASSACHUSETTS DEPARTMENT OF AGRICULTURAL RESOURCES
251 CAUSEWAY STREET, SUITE 500
617-626-1794

Submitted to:
THOMAS S. MCKENNA, DVM, PhD
ASSISTANT DISTRICT DIRECTOR FOR NEW ENGLAND
SPRS, DISTRICT 1
VETERINARY SERVICES
ANIMAL AND PLANT HEALTH INSPECTION SERVICE
UNITED STATES DEPARTMENT OF AGRICULTURE

160 WORCESTER-PROVIDENCE TURNPIKE
SUTTON, MA 01590
(508) 363-2290

February 12, 2016
CURRENT TRACEABILITY SITUATION

Who are we?
Animal Disease Traceability (ADT) in Massachusetts is within the purview of Massachusetts Department of Agriculture (MDAR), Division of Animal Health, an agency of the Executive Office of Energy and Environmental Affairs. Animal Health currently has 13 staff members, of which the Director, the State Veterinarian, the ADT Coordinator, two additional members of the office staff, and the five animal inspectors, either conduct traceability-related activities as part of their normal job roles, or may do so during foreign animal disease events. The ADT Coordinator is the only staff member specific to the program.

According to 2012 departmental data (the latest full-year available) the Commonwealth is home to 11,235 individual farms and producers. The number of known producers with at least on animal of each species is as follows:

<table>
<thead>
<tr>
<th>Species</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bovine- Beef:</td>
<td>1232</td>
</tr>
<tr>
<td>Bovine- Dairy:</td>
<td>386</td>
</tr>
<tr>
<td>Equine:</td>
<td>6472</td>
</tr>
<tr>
<td>Caprine:</td>
<td>1749</td>
</tr>
<tr>
<td>Ovine:</td>
<td>842</td>
</tr>
<tr>
<td>Swine:</td>
<td>495</td>
</tr>
<tr>
<td>Poultry- Chicken:</td>
<td>5028</td>
</tr>
<tr>
<td>Poultry- Turkey:</td>
<td>369</td>
</tr>
</tbody>
</table>

In 2015, Massachusetts has 139 bovine dairies milking 10,500 of 14,125 cows, and 16 caprine dairies milking 354 of 458 goats. There are 2325 licensed riding instructors, 472 licensed commercial stables, of which 454 house 7800 horses and mules. The reported market value of all agricultural products produced in the state was approximately $492 million, with livestock sales contributing $109, 296,000 (22%), according to the 2012 US Census of Agriculture.

Stakeholders in ADT include MDAR and the USDA who administer and enforce the regulations, producers; sister agencies providing support and services during animal disease outbreaks; veterinarians; markets; transporters; breed associations; sales and shows; and others that have both direct contact and economic dependence on livestock within the Commonwealth. Indirectly affected are food processing, distribution, and sales organizations and companies; the public who consume livestock products; and anyone potentially affected by the limitations on movement and trade in the event of a foreign animal disease outbreak. Those directly involved in animal agriculture are essential collaborators in a successful animal disease traceability program.

Preparation for a potential High Path Avian influenza outbreak within the state has demonstrated to leadership and sister agencies the critical importance of knowing where livestock are within the state, and being able to trace their movements during animal disease response.

Where are we now?
Traceability data has been used to conduct traces (trace-forward and trace-back) when the need has arisen within Massachusetts, and when working in coordination with other states tracing animals that have moved into or out of the Commonwealth. These traces have been related to animal health or welfare investigations. In addition, MDAR has participated in several trace exercises in coordination
with the APHIS. Improving performance by completing a higher percentage of traces and needing less
time to do them is a primary goal of the Massachusetts program. Traceability data is kept confidential,
with the necessary information provided only in response to official inquiries. Protecting producer
information that has been entrusted to the Commonwealth is a both a core value and a high priority.
Establishing Information security and redundancy, with an eye on continuation-of-business needs in
addition to confidentiality, are also a priority moving forward.

Historically, traceability data in MA has been recorded on paper, in the form of interstate certificates of
veterinary inspection (ICVIs) for animals imported to and exported from the state, being exhibited, or
consigned to sale; test records from disease programs; and records of NUES tags assigned to
veterinarian or producers, with basic information as to the owners of and the animals to which they are
applied. These are kept on site in file folders. The volume of interstate movements by number of
animals moved and number of ICVIs has not been officially measured or recorded.

MDAR has made two significant changes and investments in FY2015 in service to its strategic goal for
animal disease traceability: to develop and implement a State-wide infrastructure for advancing animal
disease traceability compatible with State and USDA standards. These additions are critical to reaching
the state’s goals for ADT.

First, MDAR hired a FTE (37.5 hours/week) as the animal disease traceability coordinator in August 2015,
with the expectation of USDA cooperative agreement funding supporting the salary. The ADT
coordinator is the first and only staff member whose intended duties are 100% ADT and will be primarily
responsible for the program. Five inspectors, one office staff person, the state veterinarian and the
Animal Health director also devote part of their time to ADT-related activities. MDAR Animal Health lost
approximately one-quarter of its staff in 2015 to an incentivized retirement program for MA employees.
The department is currently limited as to the number and nature of the positions that can now be filled;
existing staff, including the ADT coordinator, are challenged with added responsibilities as a result.

Second, MDAR contracted with Trace First to create a custom incidence of CoreOne/SCS. Upon
implementation, MA will be moving from a wholly-paper based system to a combination paper/
electronic system. CoreOne/SCS will be utilized to store and integrate tag distribution, individual animal
and movement records, and premises and barn book data, and to allocate new PINs. It offers additional
functionality, integration, improved efficiency, redundancy, and reduced physical storage on a shared,
standardized, and Federally-supported platform. The Trace First contract includes the migration of
“Barn Book” data (statutorily required annual animal inventory taken by local animal inspectors in each
municipality) through 2012, the last full year available electronically, at a cost to the state of $8,000.

With these new resources, and upon entering annual cooperative agreements with USDA APHIS, MDAR
is in a position to begin meaningful measurement of its traceability performance. Beginning with FY
2016, MDAR will fully participate in quarterly traceability exercises, with the first full year’s reported
measurements (#1-#4, as recommended) to be used as a performance baseline. In addition, MDAR will
begin to measure and report interstate animal movements on a quarterly basis.

The Division of Animal Health works to establish and enforce the necessary regulations to meet both the
Commonwealth’s needs and Federal requirements with regard to ADT as part of its larger, overall animal
health responsibilities. The perception of ADT is being transformed from a stand-alone initiative to
integrated piece of the animal health program. A traceability advisory group has not been formally established, although input and feedback from stakeholders has been sought and considered as the program has evolved, beginning under the National Animal Identification Program. The appropriateness of establishing an advisory group will be considered as improvements are made and any changes are implemented.

As of February 2015, traceability request are typically received and handled during office hours, as all records are on paper and are stored in the MDAR offices. The Animal Health after-hours message provides the Director’s and State Veterinarian’s pager numbers, and they can initiate response to emergency ADT requests. Once ADT information is entered into CoreOne/SCS and available via the internet, after hours requests may be accommodated more easily by the ADT coordinator.

Until FY 2016, all funding for ADT has been provided by the Commonwealth through the MDAR budget. This is anticipated to continue to be the case, with the addition of APHIS Cooperative Agreement funds. Personnel, supplies, travel, information systems, and other associated costs of maintaining and approving the ADT program are expected to be very limited in the short term, as cutbacks are expected MA faces budget shortfalls. Funding limitations will likely prevent or delay implementing highly desirable technological solutions, including automated scanning and storage of ICVIs and developing the use of RFID tags and readers within the state during the term and scope of this Roadmap, and are not included herein.

Massachusetts’ commitment and efforts to conduct surveillance for and control and eradicate foreign animal diseases in general, are dependent on the state’s animal health officials’ ability to locate premises with at-risk animals. The vast majority of livestock owners are backyard hobbyists or small producers, as opposed to the large, production agriculture found in many states; for example, there are 8-10 large poultry farms in the state with at least 3,000 birds year-round (one at 80,000 year round) and up to 125,000 birds seasonally, with 4,500+ known backyard flocks.

Strengths/Weaknesses/ Opportunities/ Threats
The Commonwealth has a unique and essential tool for supporting animal health efforts with limited human resources: an annual inventory of the species found at each address where livestock (including poultry and horses) are present, taken by the municipal animal inspectors employed by each municipality, per Massachusetts’ General Law 129, section 19. These local livestock inventories, referred to as “Barn Books,” are in hard-copy form and are maintained in the Animal Health Division office. The resulting confidential Barn Book data is currently held in an Access database, where it is used for premises mapping; emergency response and planning; response to animal health and welfare concerns; to assist in determining staffing needs and distribution; and reporting to state, USDA, and other entities. Using avian influenza preparedness as an example, Barn Book data is used to identify and verify the locations of flocks in High Risk Areas for active surveillance; has provided critical information about flock locations; which premises have both poultry and additional agricultural production that could be affected by movement restrictions and quarantines (e.g. dairies); locations for potential resources and staging needs; to provide outreach and biosecurity education to known poultry owners; and would be used to locate potentially-at risk flocks in the event of outbreak, profoundly lessening the response burden related to door-to-door searches in control zones.
Having the advantage of the Barn Book database, when participating in the National Animal Identification System in 2007, Massachusetts was able to use this information to assign premises identification numbers (PINs) to all but the approximately 1700 producers who opted out. PINS have also been issued upon request to producers participating in programs for which they are required.

Due to budget cuts, incentivized retirement, and elimination of some departmental positions, the Division of Animal Health has not been able to enter Barn Book data into the database since the 2012 animal inventory. Although information about some new producers and premises have been captured through first-time testing requests and premises registration, the data contained in the database and heavily relied-upon for avian influenza preparedness and other foreign animal disease-related needs is increasingly incomplete and inaccurate. Based on prior years, it is expected that one full-time data entry person would need approximately 4-6 months to enter one year’s worth of Barn Book records, and 10-12 months to complete the entry of all historical data. Under the current and projected budget and with staffing constraints, the Division of Animal Health does not expect to be able to accomplish any additional Barn Book data entry in 2016.

The ADT program described in this plan is critical to fully realizing the benefits of utilizing animal movement information to protect animal health. Through its implementation, high-quality data about the livestock within the state and moved into and out of it will be readily available in a timely fashion, to be used in preparedness and response for animal disease outbreaks or all-hazards events that threaten Massachusetts. The implementation of the plan will result in process improvements in the areas of data quality, searchability and redundancy, information sharing, continuation of business, animal health inspection and investigation, and emergency preparedness and response. These improvements will be measurable and can be communicated and evaluated at both the state-level and as part of a nationwide system through the Traceability Exercise program.

Without completing the activities described in the plan, the state’s ability to trace animal movements and locations would remain limited in scope, efficiency, and effectiveness due to lack of resources and the inherent inefficiencies of an incomplete, paper-based system.

VISION AND MISSION CONTEXT FOR ADVANCING TRACEABILITY

Vision and Mission Statements

Animal Disease Traceability in Massachusetts is within the purview of Massachusetts Department of Agriculture (MDAR), Division of Animal Health, an agency of the Executive Office of Energy and Environmental Affairs. MDAR’s mission is to ensure the long-term viability of agriculture in Massachusetts. Through its four divisions- Agricultural Conservation and Technical Assistance, Agricultural Markets, Animal Health, and Crop and Pest Services- MDAR strives to support, regulate, and enhance the rich diversity of the Commonwealth’s agricultural community to promote economically and environmentally sound food safety and animal health measures, and fulfill agriculture’s role in energy conservation and production.
DIVISION OF ANIMAL HEALTH
The Division of Animal Health focuses its efforts on ensuring the health and safety of the Commonwealth’s domestic animals. Animal Health staff work closely with the Department of Public Health, the Animal Rescue League of Boston, the MSPCA, local veterinarians, local health departments, municipal animal inspectors and animal control officers when responding to possible disease situations. Rapid response to potential outbreaks ensures the fewest number of animals and animal owners are affected. Working in concert with the Divisions of Agricultural Technical Assistance, Crop and Pest Services, and Agricultural Markets, through diligent inspection, examination and licensing, Animal Health promotes the health and welfare of companion and food-producing animals in Massachusetts.

TRACEABILITY REQUIREMENTS
Strategic goal
To develop and implement a State-wide infrastructure for advancing animal disease traceability compatible with State and USDA standards.

Programmatic goals (objectives)
The overall goals for ADT in the Commonwealth are:

1. To develop a system of traceability that increases the success rate for trace-back and trace-forward activities involving MA livestock, while decreasing the time and resources needed to perform traces.
   Objectives:
   • Improve retrieval of available traceability information.
     FY 2016-2018
   • Integrate surveillance and traceability data.
     FY 2016

2. To assist out-of-state and Tribal agencies with traces involving livestock that have been imported into or exported from MA in a timely and efficient manner.
   Objectives:
   • Provide MA traceability information to other state and Tribal agencies and USDA upon request.
     FY2016-2018
   • Participate in meetings, workshops, and working groups with other states, Tribes, and professional organizations to develop data sharing methods and standards.
     FY 2016-2018

3. To update and improve the administration of Official Identification Devices.
   Objectives:
   • Establish, communicate, and implement updated procedures and standards for NUDES tag distribution and record-keeping.
     FY 2016
• Move from paper-only records to integration of tag distribution records into CoreOne/SCS.
  FY 2016
• Integrate records of non-NUES tag distribution from AIMS into CoreOne/SCS.
  FY 2016
• Monitor tag distribution record and tagged animal record quality.
  FY 2016-2018

4. To promote the correct usage of individual animal identification, movement records, and premises identification among veterinarians, local animal health inspectors and animal control officers, livestock producers, exhibitors, marketers, transporters, and processors, through outreach, education, and technical assistance.

Objectives:
• Provide training on appropriate aspects of ADT to municipal animal inspectors, animal control officers, and state fair and exhibition officials as part of MDAR and Animal Health scheduled training for these groups. FY 2016-2017
• Provide education and technical assistance to veterinarians, producers, marketers, transporters, and processors through mailers, one-on-one conversations, exhibits and presentations.
  FY 2016-2017
• Perform outreach and provide technical assistance to veterinarians, producers, and markets regarding the requirements for information gathering and reporting to MDAR for each animal tagged.
  FY 2016-2017

5. To implement and utilize available e-functionality, including databases (e.g. Core One), electronic interstate certificates of veterinary inspection (ICVIs) and other electronic forms and communication; animal identification; and other related technology; in order to support and improve ADT processes and records, and to create system redundancy and security, supplementing the paper-only system MA has used historically.

Objectives:
• Integrate into and maintain premises information, individual animal records, movement and testing records, and “Barn Book” (local animal inspection records) data in CoreOne/SCS.
  FY 2016-2018
• Evaluate and select eICVI and electronic tagging record products acceptable for use in the state.
  FY 2017

6. To use ADT data to support animal health investigations, and response, preparation, and mitigation of foreign animal disease or other animal health events or all-hazards emergencies.

Objective:
• Work with sister agencies (e.g., MA Emergency Management Agency, MA Dept. of Environmental Protection, MA Dept. of Public Health) in support of Emergency
Support Function #11 to develop, exercise, update, and implement emergency response plans.
Highly Pathogenic Avian Influenza Plan: FY 2016
Additional plans, as needed: FY 2017-2018

7. To measure and report traceability performance according to established measures via quarterly traceability exercises as required by APHIS. Measure and report interstate animal movement metrics.

Objectives:
- Determine performance baselines for MA: FY2016
- Measure and report interstate animal movement metrics: FY2016
- Measure performance improvement compared to these baselines and to national results: FY 2017-2018
- Report results to APHIS via the traceability recording system or EMRS 2.0. FY 2016-2018

8. To evaluate and update as needed existing MA regulations related to ADT (e.g., import/export requirements, movement records) in order to improve traceability effectiveness or to remain in compliance with Federal ADT regulations.

Objective:
- Review and determine efficacy of ADT-related regulations annually. Note-- Any updates determined to be necessary will be subject to the Commonwealth’s promulgation process for Animal Health regulatory development and approval. FY 2017-2018

9. To identify, implement, and report the state’s processes used to determine the compliance of ICVI requirements defined in 9 CFR Part 86 and for state and Federal livestock identification and movement, record-keeping, and reporting regulations.

Objectives:
- Determine and facilitate MA stakeholder compliance with state and Federal livestock identification and movement, record-keeping, and reporting regulations. FY 2016-2018
- Develop and implement MA standards for response to stakeholder non-compliance. FY 2017
- Cooperate with APHIS in investigations and enforcement actions. FY 2016-2018

Please see the Cooperative Agreement Work Plan for each year within the term of this Roadmap for specific annual goals, objectives, and deliverables.
Animal disease traceability performance measures

Historically, movement documentation, including movement permits, ICVIs, and show and sale records, have been issued and/or received by MDAR, with the paper copies filed by the type of movement activity (e.g. ICVI, sales report, etc.) by year. Utilizing this traceability data, MDAR has participated in several APHIS ADT exercises, has performed traces, and assisted states and USDA by providing requested traceability information. These traces have all been made using an entirely paper-based system. No official record of the results has been kept by Animal Health.

MDAR will participate in the quarterly APHIS traceability exercises (utilizing ADT Performance Standards #1-4), meeting the state’s assigned quota of attempted traces, and reporting using the method employed by APHIS at that time (e.g. EMRS 2.0). In addition, MDAR will time real-life trace activities. The resultant measures from FY 2016 will become the baseline trace measures for the ADT system utilizing CoreOne/SCS.

Data requirements

ADT information reaches MDAR in the form of ICVIs for animals imported and exported from the state, import permit request forms, health certificates for MA animals shown or sold within the state, tagged animal records (either NUES tags issued by MDAR or 840 tags recorded in AIMS), and test records from program disease surveillance. Copies of the ICVIs for animals exported to other states are mailed to the receiving state veterinarian’s office and a copy kept on file in house. Through the beginning of 2016, all of these are either paper records, with the exception of a small number of ICVIs received via email through Global Vet Link; however, even these electronic ICVIs do not have searchable fields, and are printed when used in traces. Thus, handwritten, printed records are the current standard. These are filed by type and by year and stored in the MDAR office.

ADT documents are reviewed before filing. Import ICVIs may be rejected and returned to the exporting state with an explanation of what must be included or corrected. Periodically, ICVIs submitted by MA veterinarians are reviewed for completeness and correctness and filed. However, due to staffing limitations, this review process has been substantially delayed in many cases, and the submitting veterinarians have not always been made aware of the changes needed.

Massachusetts does not have approved commuter herd agreements, and group lot number will be identified as such on the CoreOne/SCS system.

Premises ID numbers are issued via the PIN allocator. LIDS are not used.

NUES tags for cattle or swine are available to accredited veterinarians in MA and adjacent states who practice in MA, up to 100 at a time. Producers with Premises Identification Numbers for the locations where animals are housed and tagged may also receive up to 50 NUES tags at a time. The tag distribution records have been maintained in a notebook, but will be moved to CoreOne/SCS as soon as possible upon its implementation. Veterinarians
and producers must return records of the animals tagged, including date, ID number, owner, location, and description, before additional tags are sent out. This form is currently a one page sheet Word document distributed in hard copy along with the NUES tags. In addition to using these records to create farm and individual animal records going forward using CoreOne/SCS, the forms will be revised to better capture necessary traceability information, provide multiple copies for owner, veterinarian, and state records, and, eventually, provide an electronic reporting option. As of 2016, 200-500 tags are distributed monthly. It is not anticipated that MA will provide non-NUES tags to producers or veterinarians during the term and scope of this Roadmap.

MA has received a monthly email of the 840 tags report from AIMS from the ADT help desk. This report has also been filed in the office. Going forward, we will be utilizing Cognos reporting to enter that information into CoreOne/SCS.

It is anticipated that all data entry into CoreOne/SCS will be done manually from these paper and a selected few electronic documents and records through FY 2017. MDAR will review forms, products, and services available to move to automated data capture of field-searchable information with the anticipation of beginning integration of the systems selected in FY 2017-2018, as funds are available. Budgets and user reservations are anticipated to be the primary obstacles to utilizing additional technological solutions.

In addition, the Commonwealth has a unique and essential tool for supporting animal health efforts with limited human resources: an annual inventory of the species found at each address where livestock (including poultry and horses) are present, taken by the municipal animal inspectors employed by each municipality, per Massachusetts’ General Law 129, section 19. These local livestock inventories, referred to as “Barn Books,” are in hard-copy form and are maintained in the Animal Health Division office. All premises are matched with GIS coordinates. The resulting confidential Barn Book data is considered to be traceability information. It currently held in an Access database, where it is used for premises mapping; emergency response and planning; response to animal health and welfare concerns; to assist in determining staffing needs and distribution; and reporting to state, USDA, and other entities.

Due to limited staffing, the last full year of Barn Book data that has been entered into the database (as of 4Q FY 2015) is 2012. Per state contract with Trace First, this data will be seeded into CoreOne/SCS for the time of delivery to MDAR. Going forward, Barn Book data will be entered directly into CoreOne, beginning with the most recent year, as resources are available. MDAR has requested funding equal to ½ of a PTE through the Avian Influenza component of the 2016 Umbrella Agreement, as Barn Book data is being used extensively in High Path Avian Influenza preparedness, and would be critical to HPAI surveillance and response.

Traceability and animal location information will be provided by MDAR to requesting state and Tribal agencies as needed, by request. Premises information will remain confidential.
With the exception of a laptop to accommodate the ADT coordinator using CoreOne from the field, the state anticipates providing all information systems resources necessary for the initial system implementation. Funding for additional modules or for automatic data capture will be submitted as needs are identified as part of the FY 2017-2018 Cooperative Agreement Process.

Outreach

MDAR will perform outreach and provide technical assistance to accredited veterinarians and livestock markets regarding the requirements for information gathering, reporting, and record-keeping to MDAR for each animal tagged, moved, or sold. The priority will be to educate and to achieve compliance. The outreach plan will include:

- Providing up-to-date policy and requirement documents.
- Placing articles and notices in trade and industry publications, including the Massachusetts Veterinary Medical Association.
- Reviewing ICVIs and tagging records, and contacting veterinarians by phone or email when standards for completeness and timeliness are not met.
- Issuing letters or working with accrediting boards with regard to the status of veterinarians and/or markets with repeated or uncorrected compliance violations.
- Requesting, reviewing, and discussing records kept by the states three approved livestock markets with their owners and management.

In addition, MDAR will provide training on appropriate aspects of ADT to municipal animal instructors, animal control officers, and state fair and exhibition officials as part of MDAR and Animal Health scheduled training for these groups. These local and fair officials will be part of the outreach effort as they have direct contact with livestock producers. Education and technical assistance on appropriate aspects of ADT to all stakeholders, including producers, stable owners, trainers, transporters, and processors through mailers, one-on-one conversations, exhibits and presentations. Particular attention will be paid to underserved communities, especially Portuguese and Spanish speakers and tenant-farmers.

The ADT coordinator will make presentations or provide information at the following scheduled trainings/workshops annually: MA State Fair Officials Training, Animal Control Officer Training and Municipal Animal Inspector Training. In addition, mailers/flyers regarding updates to policies and letters regarding information and record-keeping standards will be sent to appropriate stakeholders, or other current issues, annually.

MDAR staff will be available to respond to questions from interested parties as they arise. In addition, the MDAR website will be kept up to date with current policies and regulations regarding animal identification and movement.

Monitoring and reporting interstate movement activity (required [to be reported through cooperative agreements])
Historically, movement documentation, including movement permits, ICVIs, and show and sale records, have been issued and/or received by MDAR, with the paper copies filed by the type of movement activity (e.g. ICVI, sales report, etc.) by year. No measurements have been made or recorded regarding the volumes associated with these interstate animal movement activities. MDAR will track, measure, and report interstate movement activities, as required per the ADT cooperative agreement, upon implementation of CoreOne/SCS. Interstate animal movements to/from MA will be recorded and reported quarterly, per cooperative agreement requirements.

The following will be measured, reported, and tracked:

- Number of ICVIs and other interstate movement documents created within the State/Tribe/Territory on a year-to-date basis for move-out animals.
- Number of ICVIs and other interstate movement documents received for move-in animals.
- Number of animals by species and class for move-in events associated with ICVIs and other interstate movement documents, indicating the number of animals officially identified and the number not officially identified.
- Number of animals by species and class for move-out events associated with ICVIs and other interstate movement documents, indicating the number of animals officially identified and the number not officially identified.
- Volume of distribution for each official numbering system/device issued by the State/Tribe/Territory and/or AVIC office, including backtags by market or processing (slaughter) facility.

TRACEABILITY IMPLEMENTATION

The highest priorities for ADT in Massachusetts are to develop, implement, improve, and measure the performance of an IS-based traceability system with a goal of improving the efficiency and effectiveness of trace activities. As such, the scope of this Roadmap is focused on the implementation of CoreOne/SCS, data entry into the system on a go-forward basis followed by the addition of historical traceability information, and education and outreach to ADT stakeholders in Massachusetts. These first three years will be used to create and evaluate the program. In future years, process improvement will become the key objective.