U.S. Department of Agriculture
Food Safety and Inspection Service

DEVELOPING A FOOD DEFENSE PLAN

FOR

MEAT AND POULTRY

SLAUGHTER AND PROCESSING PLANTS

JANUARY 2007

(UPDATED JUNE 2008)

BY COMPLETING PAGES 13 THROUGH 16 IN THIS GUIDE, SLAUGHTER AND PROCESSING PLANTS WILL HAVE A FOOD DEFENSE PLAN FOR THEIR OPERATION

What is Food Defense?

Food defense is *not* the same as food safety. Food defense focuses on protecting the food supply from intentional contamination, with a variety of chemicals, biological agents or other harmful substances by people who want to do us harm. These agents could include materials that are not naturally-occurring or are not routinely tested for. An attacker's goal might be to kill people or disrupt our economy. Intentional acts are generally not reasonable and are hard to predict.

Food safety addresses the accidental contamination of food products during processing or storage by biological, chemical or physical hazards. The main types of food safety hazards are microbes, chemicals and foreign objects. This unintentional contamination of food products can be reasonably anticipated based on the type of processing. This principle is the foundation of the Hazard Analysis Critical Control Point (HACCP) process used to ensure food safety.

Who Might Adulterate a Food Product?

The table below lists some examples of the types of individuals who might be motivated to adulterate food products. You should contact your local law enforcement community for additional information about potential local threats to your facility.

Examples of Potential Internal and External Threats

Internal	External
Disgruntled employee	Organized terrorist or activist groups
Cleaning crew	Truck drivers (shipping and receiving)
Contractors	Contractors
Temporary employees	Suspect suppliers
Members of terrorist groups posing as employees	Visitors

Individuals motivated to attack a plant/product that do not have authorized access are considered to be intruders. Another threat may come from an internal source, such as disgruntled employees and other insiders, who typically know what procedures are followed in the plant and often know how to bypass many security controls that would detect or delay an outside intruder.

Why Develop a Food Defense Plan?

A Food Defense Plan helps you identify steps you can take to minimize the risk that food products in your establishment will be intentionally contaminated or tampered with. A plan increases preparedness. Although the plan should be in place at all times, it may be particularly helpful during emergencies. During a crisis, when stress is high and response time is at a premium, a documented set of procedures improves your ability to respond quickly. **A Food Defense Plan will help you maintain a safe working environment for your employees, provide a quality product to your customers, and protect your bottom line.**

Note that because of the differences between food safety and food defense your plant's HACCP plan should not be used as a substitute for a Food Defense Plan because not all of the Critical Control Points will be the same. **However, creating a Food Defense Plan does not require development of another HACCP-type document. Some of the information you may use to create a plan will possibly exist in your HACCP plan, SSOPs, and other documents such as emergency response procedures.** Make sure to consult these documents for information. There is no need to "reinvent the wheel" when developing your Food Defense Plan.

To help plants, USDA's Food Safety Inspection Service (FSIS) has created this guide to assist you in developing a cost-effective Food Defense Plan for your facility. This guide was developed in consultation with very small, small and large meat and poultry processing establishments in an attempt to ensure that the information presented is beneficial, practical and achievable.

By using this guide, you will be able to develop a food defense plan specific to your facility. **Complete Pages 13 through 16 and you will have your functional plan**. Keep in mind that not all of the guidance contained in this document may be appropriate or practical for every FSIS regulated facility. FSIS recommends you review the guidance and assess which preventive measures are suitable for your operation. You should determine the most cost-effective way to achieve food defense goals based on your plant's situation. **It is important to remember that there is no "one size fits all" approach to creating your Food Defense Plan. The plan can be as long or as short as is appropriate for your operation.**

Steps in Developing a Food Defense Plan

FSIS recommends using the following three steps when developing a Food Defense Plan. If you follow and complete these steps and use the forms provided as a template, you will have developed a food defense plan for your facility.

Should you need help using or have questions about this guidance, please contact the FSIS Policy Development Division at 1-800-233-3935 or AskFSIS@fsis.usda.gov.

Step 1 – Conduct a Food Defense Assessment

Begin by choosing a person or team to be responsible for the security of your plant. The team or responsible person will answer the questions in the assessment below to help you understand which parts of your facility may be more vulnerable. When completing this assessment remember to consider both potential internal and external threats. The results of the assessment should be kept confidential so that they do not provide a roadmap for future attacks.

To use the following Facility Food Defense Assessment, read each question and check the response that best describes how your process operates. **Keep in mind that not all questions will be appropriate for all facilities.** If a question does not apply, check "N/A". For example, if your plant only conducts processing activities, then questions that ask about live animals or slaughter operations would not apply. A "Yes" response for every question is desirable but not expected. **A "No" answer on a question does not necessarily mean there is a serious problem with security at your plant. A "No" should trigger some thinking about whether**

additional security measures are needed. Some questions provide a website address for additional information that might help you formulate your plan.

Outside Security

1. What food defense measures does your plant have in place for the exterior of the building?

	Yes	No	N/A
Is the plant's exterior secured to prevent entry by unauthorized persons (*e.g.,* by locked fence, gate or entry/exit doors)?			
Is there enough lighting outside the building to properly monitor the plant at night/early morning?			
Do emergency exits have self-locking doors and/or alarms?			

2. Are the following secured with locks, seals, or sensors when unattended (after hours/weekends) to prevent entry by unauthorized persons?

	Yes	No	N/A
Outside doors and gates?			
Windows?			
Roof openings?			
Vent openings?			
Trailer (truck) bodies?			
Tanker truck hatches?			
Railcars?			
Bulk storage tanks/Silos?			

3. Does your facility have food defense procedures for people and/or vehicles entering the plant and/or parking in your lot?

	Yes	No	N/A
Does the property have a controlled or guarded entrance?			
Are employee vehicles identified using placards, decals, or some other form of visual identification?			
Are authorized visitor/guest vehicles identified using placards, decals, or some other form of visual identification?			

General Inside Security

4. Does your facility have food defense measures inside the establishment?

	Yes	No	N/A
Is there an emergency lighting system in the facility?			
Does your plant have <u>monitored</u> security cameras (CCTV)?			
Does your plant have an emergency alert system that is tested regularly?			
Are the locations of controls for emergency alert systems clearly marked?			
Are all restricted areas (*i.e.,* areas where only authorized employees have access) clearly marked?			
Are visitors, guests, and other non-employees (*e.g.,* contractors, salespeople, truck drivers) restricted to non-product areas unless accompanied by an authorized employee?			
Does local law enforcement (including the fire department) have up-to-date copies of facility layouts/blueprints?			
Are procedures in place to check toilets, maintenance closets, personal lockers, and storage areas for suspicious packages?			
Do you regularly take inventory of potentially dangerous tools and utensils (*e.g.*, knives)?			
Do you regularly take inventory of keys to secured/sensitive areas of the facility?			
Are ventilation systems constructed in a manner that provides for immediate isolation of contaminated areas or rooms?			

5. Are the controls for the following systems restricted (*e.g*., by locked door/gate or limiting access to designated employees) to prevent access by unauthorized persons? (Helpful information is provided at the following website: www.cdc.gov/niosh/bldvent/2002-139.html)

	Yes	No	N/A
Heating, Ventilation, and Air Conditioning systems?			
Propane Gas?			
Water systems?			
Electricity?			
Disinfection systems?			
Clean-in-place (CIP) systems or other centralized chemical systems?			

6. Does your plant collect and analyze samples in-house for microbiological, chemical or physical hazards?

☐ Yes

☐ No [Go to Question 8]

7. Which of the following food defense procedures does your facility have in place for its in-plant laboratory facilities, equipment, and operations?

	Yes	No	N/A
Is access to the in-plant laboratory facility restricted to authorized employees? (*e.g.,* by locked door, pass card, etc.)			
Is a procedure in place to control receipt of samples received from other establishments?			
Is a procedure in place to receive and securely store reagents?			
Is a procedure in place to control and dispose of reagents?			

8. Does your facility use a computer system to monitor processing operations?

☐ Yes

☐ No [Go to Question 10 under Slaughter and Processing Security]

9. Does your facility have food defense procedures in place for its computer systems?

	Yes	No	N/A
Is the access to the system password-protected? (Helpful information is provided at the following website: http://www.umich.edu/~policies/pw-security.html)			
Are firewalls built into the computer network?			
Is the system using a current virus detection system?			

Slaughter and Processing Security

10. Which of the following food defense procedures does this facility have in place for its slaughter and processing operations?

	Yes	No	N/A
Is access to product production/slaughter and holding pen areas restricted to establishment employees and FSIS inspection personnel only?			
Are lines that handle and transfer products, water, oil, or other ingredients monitored to ensure integrity?			
Are packages of ingredients examined for evidence of tampering before use?			
Is access to in-plant irradiation equipment and materials restricted?			
Are records maintained to allow easy trace-back of raw materials to suppliers?			
Are records maintained so as to allow easy trace-forward of finished products to vendors?			

Storage Security

11. Which of the following food defense procedures does your facility have in place for its storage areas?

	Yes	No	N/A
Is access to raw product storage areas, including cold and dry storage areas restricted (*e.g*., by locked door/gate or other) to designated employees?			
Is an access log maintained for raw product storage areas?			
Is access to non-meat ingredient storage areas restricted to designated employees only?			
Is an access log maintained for non-meat ingredient storage areas?			
Is access to finished product storage areas restricted to designated employees?			
Is access to external storage facilities restricted to designated employees only?			
Do you conduct regular security inspections of storage facilities (including temporary storage vehicles)?			
Do you maintain records on facility security inspections results?			
Is the inventory of restricted ingredients (i.e., nitrites, etc) checked against the actual use of such ingredients on a regular basis?			
Are product labels and packaging held in a controlled manner to prevent theft and misuse?			
Is the inventory of finished products regularly checked for unexplained additions and withdrawals from existing stock?			

12. Which of the following food defense procedures does your facility have in place for the storage of hazardous materials/chemicals such as pesticides, industrial chemicals, cleaning materials, sanitizers, and disinfectants?

	Yes	No	N/A
Is the access to inside and outside storage areas for hazardous materials/chemicals such as pesticides, industrial chemicals, cleaning materials, sanitizers, and disinfectants restricted in some manner to allow use by designated employees only?			
Is a regular inventory of hazardous materials/chemicals maintained?			
Are discrepancies in daily inventory of hazardous materials/chemicals immediately investigated?			
Are the storage areas for hazardous materials/chemicals constructed and safely vented in accordance with national or local building codes?			
Is a procedure in place to receive and securely store hazardous chemicals?			
Is a procedure in place to control disposition of hazardous chemicals?			

Shipping and Receiving Security

13. Does your facility have food defense procedures in place for its shipping and receiving operations? (Helpful information is provided at the following website: http://www.fsis.usda.gov/oa/topics/transportguide.htm)

	Yes	No	N/A
Are trailers on the premises maintained under lock and/or seal when not being loaded or unloaded?			
Are tanker trucks on the premises maintained under lock and seal when not being loaded or unloaded?			
Is the loading and unloading of vehicles transporting raw materials, finished products, or other materials used in food processing closely monitored?			

14. Does your facility have food defense procedures in place for handling outgoing shipments?

	Yes	No	N/A
Are outgoing shipments sealed with tamper-evident seals?			
Are the seal numbers on outgoing shipments documented on the shipping documents?			
Are tanker trucks and/or rail cars inspected to detect the presence of any material, solid or liquid, in tanks prior to loading liquid products?			
Do you keep records of the above-referenced inspections of tanker trucks and/or rail cars?			
Are chain-of-custody records maintained for tanker trucks and/or rail cars?			

15. Which of the following food defense procedures does your facility have in place for handling incoming shipments?

	Yes	No	N/A
Is access to loading docks controlled to avoid unverified or unauthorized deliveries?			
Is advance notification from suppliers (by phone, e-mail, or fax) required for all incoming deliveries?			
Are suspicious alterations in the shipping documents immediately investigated?			
Are all deliveries checked against the roster of scheduled deliveries?			
Are unscheduled deliveries held outside facility premises pending verification?			
Are off-hour deliveries accepted?			
If off-hour deliveries are accepted, is prior notice of the delivery required?			
If off-hour deliveries are accepted, is the presence of an authorized individual to verify and receive the delivery required?			
Are less-than-truckload (LTL) or partial load shipments vehicles checked?			
Are incoming shipments of raw product, ingredients, and finished products required to be sealed with tamper-evident or numbered seals (and documented in the shipping documents)? Are these seals verified prior to entry?			
Do you check incoming shipments of raw product, ingredients, and finished products at the receiving dock for evidence of tampering?			
Is the FSIS Public Health Veterinarian notified immediately when animals with unusual behavior and/or symptoms are received?			
Are the feed and drinking water supplies for live animals protected from possible intentional contamination?			
Are transportation companies selected with consideration of the company's ability to safeguard the security of product/animals being shipped?			
Do the transportation companies perform background checks on drivers and other employees who have access to product/animals?			
Have your ingredient suppliers taken steps to strengthen food defense in their facilities and during transport?			
When choosing your compressed gas vendor do you consider whether or not they have implemented food defense measures?			
When choosing your packaging materials and labels vendor do you consider whether or not they have implemented food defense measures?			

16. Does this facility allow returned goods, including returns of U.S. exported products, to enter the plant?

☐ Yes

☐ No [GO Question 18 under Water and Ice Security]

17. Which of the following food defense procedures does this facility have in place for returned goods?

	Yes	No	N/A
Are all returned goods examined at a separate designated location in the plant for evidence of possible tampering before salvage or use in rework?			
Are records maintained of returned goods used in rework?			
Does the plant follow the procedures outlined in FSIS Directive 9010.1 for return of U.S. exported products? (Helpful information is provided at the following website: http://www.fsis.usda.gov/opped/rdad/fsisdirectives/9010-1.pdf)			

Water and Ice Security

18. Which of the following food defense procedures does your facility have in place for its water and ice supply? (Helpful information is provided at the following website: http://www.epa.gov/region1/eco/drinkwater/pdfs/drinkingH2Ofactsheet.pdf)

	Yes	No	N/A
Is access to water wells restricted? (*e.g.*, by locked door/gate or limiting access to designated employees)			
Is access to ice-making equipment restricted?			
Is access to ice storage facilities restricted?			
Is access to storage tanks for potable water restricted?			
Is access to water reuse systems restricted?			
Are potable water lines periodically inspected for possible tampering? (i.e., visual inspection for physical integrity of infrastructure etc.)?			
Are non-potable water lines inspected for possible tampering (i.e., visual inspection for physical integrity of infrastructure, connection to potable lines, etc.)?			
Have arrangements been made with local health officials to ensure immediate notification of the plant if the potability of the public water supply is compromised?			

Mail Handling Security

19. Which of the following food defense procedures does this facility have in place to ensure mail handling security?

	Yes	No	N/A
Is mail handling activity conducted in a separate room or facility away from in-plant food production/processing operations?			
Are mail-handlers trained to recognize and handle suspicious pieces of mail using U.S. Postal Service guidelines? (Helpful information is provided at the following website: http://www.usps.com/news/2001/press/serviceupdates.htm)			

Personnel Security

20. Which of the following food defense procedures does your facility have in place for ensuring that personnel adhere to the security requirements?

	Yes	No	N/A
Are background checks conducted on all employees and contractors (both permanent and seasonal) who will be working in sensitive operations?			
Do all plant employees receive training on security procedures as part of their orientation training?			
Are employees, visitors, and contractors (including construction workers, cleaning crews, and truck drivers) identified in some manner at all times while on the premises?			
Does your plant control access by employees and contractors entering the plant during <u>working</u> hours (*e.g.* coded doors, receptionist on duty, swipe card, etc.)?			
Does your plant control entry of employees and contractors into the plant during <u>non-working</u> hours (*e.g.* access limited by key card or code number)?			
Does your plant have a way to restrict temporary employees and contractors (including construction workers, cleaning crews, and truck drivers) to areas of the plant relevant to their work?			
Is there some manner to identify personnel with their specific functions/assignments/departments (*e.g.*, corresponding colored uniforms)?			
Is an updated shift roster (i.e., who is absent, who the replacements are, and when new employees are being integrated into the workforce) kept by management for each shift?			
Does your plant allow personal items within production areas?			
Do you inspect employee lockers?			
Are employees and/or visitors restricted as to what they can bring (cameras, etc.) into the plant?			
Are employees prohibited from removing company-provided clothing or protective gear from the premises?			

Step 2 – Develop a Food Defense Plan

Now that you have identified some areas outside or inside your plant, or procedures used in daily operations that may be more vulnerable than others, you will need to **identify <u>cost-effective</u> preventive actions that can be taken to minimize those vulnerabilities.**

At a minimum, your Food Defense Plan should address:

- processing security
- storage security
- shipping and receiving security
- water and ice security

Some examples of potential vulnerabilities and food defense measures are listed below. Additional defense measures may be found in trade association guidance material.

Processing Security	
Sample Vulnerabilities	**Potential Food Defense Measures**
Threat agents introduced at critical points in the process	Restrict access at critical operations to employees that receive additional training and/or background investigations. Increase employee food defense awareness. Monitor process at ballast tanks, grinding/emulsification of meat and poultry products, meat storage coolers, and solution injection. Routinely calibrate equipment such as temperature gauges, pH meters, and scales.
Access from retail shop to critical areas	Monitor customer activity and restrict access to receiving, storage, processing and shipping areas.
In-house analytical laboratory access unsecured	Utilize interior access controls to restrict all but authorized and trained personnel.
Temporary employees with access to critical process areas	Train permanent employees on food defense to raise their food defense awareness. Consider the use of color-coded uniforms, hats, jackets, etc. (e.g. blue uniforms only in raw product area).

Storage Security	
Sample Vulnerabilities	**Potential Food Defense Measures**
Threat agents placed in non-meat ingredients (spices, additives) and non-food items (disinfectants, cleaners, packaging materials) Threat agents placed in combo bins containing trim, variety meats, or parts destined for further processing	Secure access to all points of building entry during non-operating hours. Keep storage areas locked and limit access based on job function. Monitor access to storage areas by issuing keys to only those who should have access. Consider use of logs for inventory material control. Make periodic checks of inventories and examine integrity of packaging.
Cleaning supplies, pest control chemicals and other hazardous material may become agents.	Secure access to all points of building entry during non-operating hours. Control use and storage of hazardous materials by locking in area away from other inventory. Allow access to only those who should have access.

Shipping and Receiving Security	
Sample Vulnerabilities	**Potential Food Defense Measures**
Unscheduled deliveries	Purchase materials only from recognized vendors. Accept receipt of only scheduled deliveries. Inventory packages against manifest and order forms and examine package integrity. Request that vendors ship materials in tamper-evident packaging.
Products shipped in unsecured trucks, or multiple deliveries per shipment (less-than-truckload)	All truck shipments should be secured by use of tamper-evident seals. Drivers should be trained regarding proper shipping documentation.
Truck drivers on dock with access to plant	Have drivers sign in and escort them at all times while inside the facility.

Water and Ice Security	
Sample Vulnerabilities	**Potential Food Defense Measures**
Threat agents are put into well water	Lock well house and restrict access.
Threat agents are introduced into ice used in emulsification or other applications.	Secure ice storage facilities.
Threat agents placed in water supply used to prepare marinade	Secure potable water lines and storage tanks.

Using the above information, you are now ready to complete your plan. **After completing the following pages you will have successfully developed a Food Defense Plan for your specific operation.** Congratulations!

Food Defense Plan

for

(Your plant's name) _____

Once completed, ***this will become your Food Defense Plan.*** Review the assessment questions listed in Step 1 to find your "No" answers to determine if changes should be made to your current practices. Copy any potential vulnerabilities you have identified into the second column of the table below and then list what food defense measures you plan to use to reduce them. You may find suggested defense measures in the previous table or from guidance through your trade association.

Area	Identified Vulnerability	Planned Defense Measure to Counter Vulnerability
Outside Security		
Inside Security		
Slaughter/Processing Security		
Storage Security		
Shipping/Receiving Security		
Water/Ice Security		
Personnel Security		
Mail Handling Security		

Step 3 – Implement the Food Defense Plan

Once you have a written Food Defense Plan, these questions will help you to ensure that it is functional and up-to-date.

	Yes	No	N/A
Is there a designated person or team to implement, manage and update the Food Defense Plan?			
Have appropriate personnel been trained in food defense?			
Do you conduct regular food defense drills?			
Is the Food Defense Plan reviewed (and revised if necessary) periodically?			
Are the details of food defense procedures kept confidential?			
Is the emergency contact information for local, state, and federal government homeland security authorities and public health officials included in the food defense plan? (Helpful information is provided at the following website: State contact list: www.whitehouse.gov/homeland/contactmap.html)			
Is the contact information reviewed and updated regularly?			
Have you or someone in your plant initiated contact with these authorities?			
Are procedures for responding to threats of product contamination included in the plan?			
Are procedures for responding to actual incidents of product contamination detailed in the plan? (Helpful information is provided at the following website: http://www.state.tn.us/agriculture/security/fsig.html)			
Does the plan have procedures to ensure that adulterated or potentially harmful products are held at the plant?			
Does the plan have procedures for safe handling and disposal of contaminated products according to your local EPA authorities?			
Are employees encouraged to report signs of possible product contamination, unknown or suspicious persons in the facility, or breaks in the food defense system?			
Does the plan contain evacuation procedures? (Helpful information is provided at the following website: www.osha.gov/dep/evacmatrix/index.html)			
Are procedures in place to restrict access to the facility to authorized personnel only during an emergency?			
Does the facility have a documented recall plan that is updated regularly and ensures the segregation and proper disposition of recalled products?			

As discussed above, key elements of effective plan implementation include assigning responsibilities, training staff, conducting drills, developing contact lists, and checking your recall plan.

Assigning Responsibilities

Individual employee's food defense responsibilities should be defined and documented in your plan. Assign overall responsibility for food defense to a single employee, if possible, who has an understanding of the security requirements.

Staff Training

Train staff in all provisions of the plan. The purpose of food defense awareness training is to ensure your employees know their responsibilities. Training should address access control procedures, access to restricted areas, protecting critical components, and procedures for reporting suspicious activities. Understanding the threat of intentional adulteration and the potential consequences should help employees consistently execute preventive measures, increasing the overall effectiveness of the plan. Encourage the "neighborhood watch" concept - employees can be your "eyes and ears".

Quarterly Plan Testing

Conduct drills at least quarterly to test and verify the effectiveness of the plan. Some examples of testing or drills might include checking the status of entry ways that are to be locked; checking for any abuse of employee conduct by bringing personal items into processing area; checking to see if hazardous material inventory records are being maintained; etc. Document findings in the following table and then list corrective action to prevent from occurring again.

Date	Area Tested	Results	Signature	Corrective Action Taken	Date Action Taken	Signature

Food Defense Plan Assessment and Revision

Review your plan and revise it, as needed, at least annually or when there is a change in your process. You may need to revise the plan to address changing conditions such as adding a new product line; changing suppliers; contracting out process; adding a new technology; etc. Record the fact that you have done so in the space below.

Date	Reason for Assessment	Signature

Emergency Contact Numbers

In addition to plant employees, current local, state and federal government Homeland Security contacts and public health officials should be listed in the plan. Local law enforcement and FBI offices should also be included in the contact list. Update the list regularly. You may wish to keep this list near your phones for a ready reference.

Person, Agency or Organization	Phone Number
Plant Emergency Contact	
Local Police Department	
Local FBI Office Weapons of Mass Destruction Coordinator	
City/County Department of Health	
State Department of Health	
State Department of Emergency Response or Homeland Security	
USDA FSIS District Office	
Key/Headquarters Plant FSIS Inspector in Charge (IIC)	
Suppliers	
Customers	
Other	

Product Recall Procedures

You probably already have Product Recall Procedures developed and included in some other plan in your operation. Please review your recall procedures and determine if any updates need to be made to address food defense concerns. If you do not have established recall procedures in place, please contact an industry trade association or your FSIS Inspector in Charge for additional information.

List of Resources

Here is a list of sources of helpful information to consult when developing your facility's food defense plan.

FSIS "Security Guidelines for Food Processors"
http://www.fsis.usda.gov/oa/topics/SecurityGuide.pdf

FSIS "Model Food Security Plans"
http://www.fsis.usda.gov/Food_Defense_&_Emergency_Respone/Security_Guidelines/index.asp

FSIS "Safety & Security Guidelines for the Transportation & Distribution of Meat, Poultry & Egg Products"
http://www.fsis.usda.gov/PDF/Transportation_Security_Guidelines.pdf

FSIS "Guidelines for the Disposal of Intentionally Adulterated Food Products and the Decontamination of Food Processing Facilities"
http://www.fsis.usda.gov/PDF/Disposal_Decontamination_Guidelines.pdf

World Health Organization (WHO) – "Terrorist Threats to Food – Guidelines for Establishing and Strengthening Prevention and Response Systems"
(ISBN 92 4 154584 4)
http://www.who.int/foodsafety/publications/general/terrorism/en/

U.S. Food and Drug Administration (FDA) – Food Defense & Terrorism
http://www.cfsan.fda.gov/~dms/defprog.html

U.S. Food and Drug Administration (FDA) – "Retail Food Stores and Food Service Establishments; Food Security Preventive Measures Guidance"
http://www.cfsan.fda.gov/~dms/secgui11.html

USDA, Food and Nutrition Service (FNS) "A Biosecurity Checklist for Food Service Programs, Developing a Biosecurity Management Plan"
http://healthymeals.nal.usda.gov/hsmrs/biosecurity.pdf

Center for Infectious Disease Research and Policy (CIDRAP), Academic Health Center, University of Minnesota
http://www.cidrap.umn.edu/cidrap/content/biosecurity/food-biosec/guidelines

County of San Diego, Department of Environmental Health, "Guidelines for Food Safety and Security"
http://www.sdcounty.ca.gov/deh/fhd/pdf/food_safety_security_217.pdf