

# KEYNOTE ADDRESS

TIMOTHY YORK, MARKON COOPERATIVE INC

KEYNOTE SPONSORED BY HOUSTON'S FARM



# What's in Your Salad?

## One US Perspective







Chronicle / Lacy Atkins



2006 *E. coli* O157:H7 spinach “outbreak strain”  
isolated from 1 farm in San Benito County:



Kindly provided by M. Jay-Russell

# Other Produce Safety Crises Have Included:

Tomatoes, cantaloupe, alfalfa sprouts, cut romaine, alfalfa sprouts, cantaloupe, alfalfa sprouts, papayas, romaine lettuce, clover sprouts, mangoes, spinach, spring mix, cucumbers, bagged salad, cilantro, clover sprouts...

And these are just the major US outbreaks since 2006...





# Markon Stance

- 1996 food safety programs initiated
- Water quality - critical component
  - We did not approve Natural Selections/Earthbound
  - 28 brands – Dole, Fresh Express, Sysco, Earthbound, Tanimura & Antle, etc.
- New policies eliminated one-third of suppliers by 1998
- All branded suppliers are audited and verified through on-site observations
- Restaurant reputation at risk

# Markon 5-Star

- Fields - “Boots in the Field”
- Facilities – GMP, HACCP
- Transportation – Monitor temperatures
- Distributor warehouse - GMP
- Operator kitchen – handling, trace-back

# Markon Food Safety Programs

		AREA IMPACTED	5-STAR FOOD SAFETY Markon Branded Suppliers	<i>BASELINE PLUS</i> Non-Branded Suppliers	BASELINE CERTIFICATION Non-Branded Suppliers
PRODUCE COVERED	Lettuce & Leafy Greens		YES	YES	YES
	All Other		YES	YES	YES
LIABILITY INSURANCE		Business / Finance	REQUIRED \$5MM	REQUIRED \$2MM	REQUIRED \$2MM
INDEMNIFICATION		Business / Finance	YES	YES	YES
ANNUAL AUDITS	Certificate of Third-Party Audit	Fields and/or Facilities	YES	YES	YES
	Markon Review of Third-Party Audit	Fields and Facilities	YES	YES	NO*
	Water Testing	Fields and Facilities	YES	YES	NO*
	Boots in the Field	Fields and Facilities	YES	NO*	NO*
	GAP	Fields	YES	YES	NO*
	GMP	Facilities	YES	YES	NO*
	HACCP	Facilities	YES (RSS only)	YES (Fresh-cut only)	NO*
	Wash-Water Sanitation	Facilities	YES	YES	NO*
	Environmental Testing Program	Facilities	YES (RSS only)	YES (Fresh-cut only)	NO*
MOCK RECALLS		All Suppliers	YES	NO*	NO*
TRACEABILITY		All Suppliers	TRACE BACK TO FIELD LEVEL	TRACE ONE STEP FORWARD, ONE STEP BACK	NO*
TEMPERATURE MONITORING		Transportation	YES	YES	YES

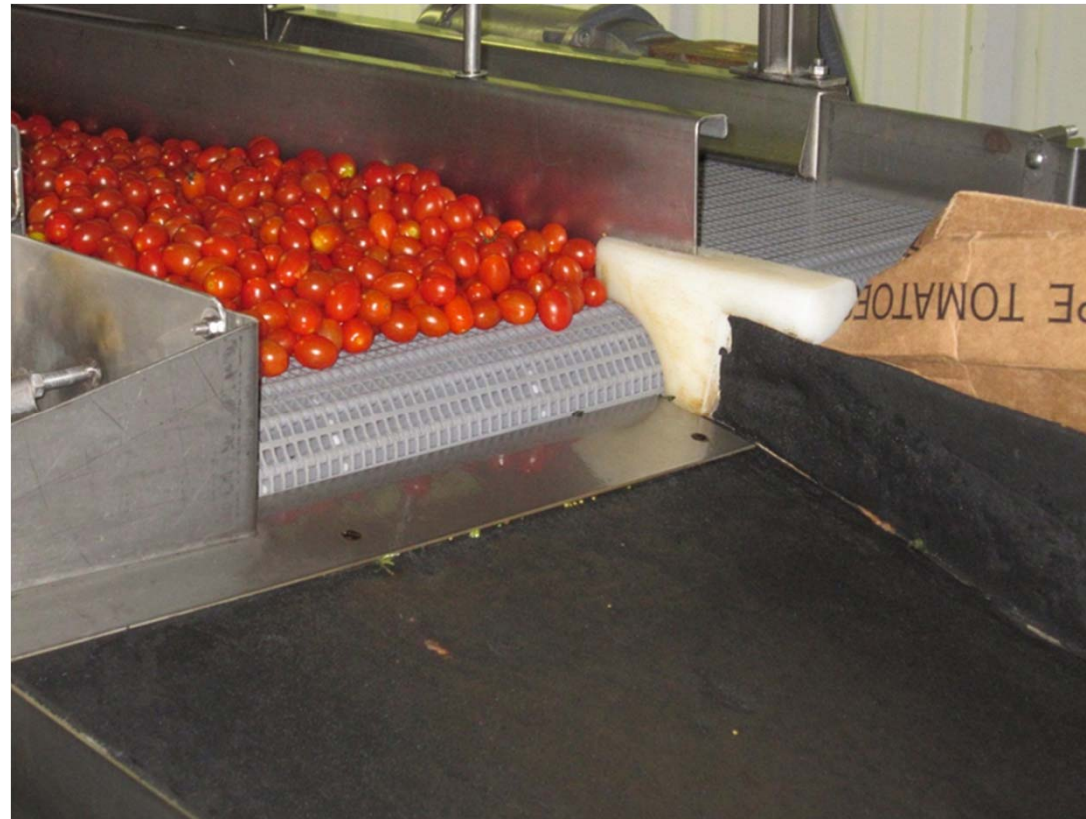
\*Applies to required programs that are verified by Markon and does not reflect each supplier's existing food safety programs or lack thereof.

# Observational Visit



Animal Proximity

# Observational Visit



Tomato repack line with porous surface (un-sanitizable)



# Observational Visit

Broken rodent traps





# Observational Visit



Dirty, hard to reach places (poor cleaning and sanitation crew)

*Mario Estrada, Jr.*

# Observational Visit



Dirty oxidizing roller (served no purpose on equipment)

*Mario Estrada, Jr.*

# Markon

- Crisis response plan
- RACI form

Date/Time Crisis Opened:	Team Lead:
Date/Time Crisis Closed:	Team Co-lead:

RACI (Responsible, Approve, Collaborate, Inform)

Step #	Status Green: Done Yellow: In-Process Black: N/A	Activity	Lead - TY	Co-lead - TBD	Sales/ Cust Svc - MS	Comm - LP	Food Safety - ME	Cust Svc - RR	Purch - MD	Informtn Svcs - JE	Natl Accts - SP	PR - NST	Time Frame (1st # earliest task can start, must happen by second #)
1		Receive notification of potential crisis; determine if crisis mgmt team needs to be activated	R		C								
2	TY MS LP JE SP	Activate crisis mgmt team	R		C	I				I	I	I	
3		Set up war room; convene team	R		C								
4		Laptops in war room; office phones forwarded to cell phones, also in war room	R		C	C							
5		Track all media calls using the Media Calls form	C		R	C							
6		Is crisis food safety related?	R		C								
7	ME RR MD	If yes, involve ME, RR, MD	A		R		I	I	I				
8		Contact NST to initiate media monitoring	R			C							
9		Modify holding statement	A		C	R						C	
10	Buyers Acctng Ntl Accts Mktng IS	Inform ALL Markon staff members (include off-site staff; they may get phone calls)	C		R	C	C				C		
11		Distribute Markon Staff Crisis Form for Incoming Calls (with revised holding statement) to all staff members with instructions on how to respond to incoming calls (Forms section)	C		R			C	C	C	C		
12		Conduct situational analysis using Critical Questions form (Forms section)	R		C	C	C	C	C	C	C	C	





# Seth Godin

## Tribes – We Need You to Lead Us

The easiest thing to do is react.

The second easiest thing is to respond.

But the hardest thing is to initiate.



# Industry Response - Spinach

- Buyers coalition
  - Demand for industry solution
  - Move from - “should consider”, “review”, “assess” to: Specific, Measurable, Verifiable practices
- LGMA – April 2007
  - Specific, measurable, verifiable practices
    - Specific – calculations, frequency, process
    - Measurable – distance, limits, thresholds
    - Verifiable – objective, not subjective – pass/fail
- Center for Produce Safety - June 2007

# Center for Produce Safety

- Need to find answers
- Minimize similar events in future
- Demonstrate to industry, consumers, and regulators that industry was serious about addressing food safety issues

# CPS - Needed to know

- Pathogens:
  - Where did it come from?
  - How did it get there?
  - How do we reduce the risk?

# CPS - Supply chain involved

- Seed funding
  - PMA cover operational expenses for four years
  - Taylor Farms \$2.0M
  - UC Davis
  - State of California
- Board composed of buyers, seller, academics, scientists, regulators, environmentalists

# CPS Overview

- Who
  - Industry ♦ Government ♦ Academia ♦ Allied industry ♦ Private Organizations
- Structure
  - Foundation (NEW!)
  - Board of Directors, Executive Committee, Technical Committee, Ad-hoc reviewers, numerous industry volunteers

# CPS - Mission

- The Center for Produce Safety provides and shares ready-to-use, science-based solutions to prevent or minimize global produce safety vulnerabilities



# CPS - Strategic Plan

- Facilitate actionable research
- Facilitate, translate, and distribute knowledge among stakeholders
- Fund Strategic Plan

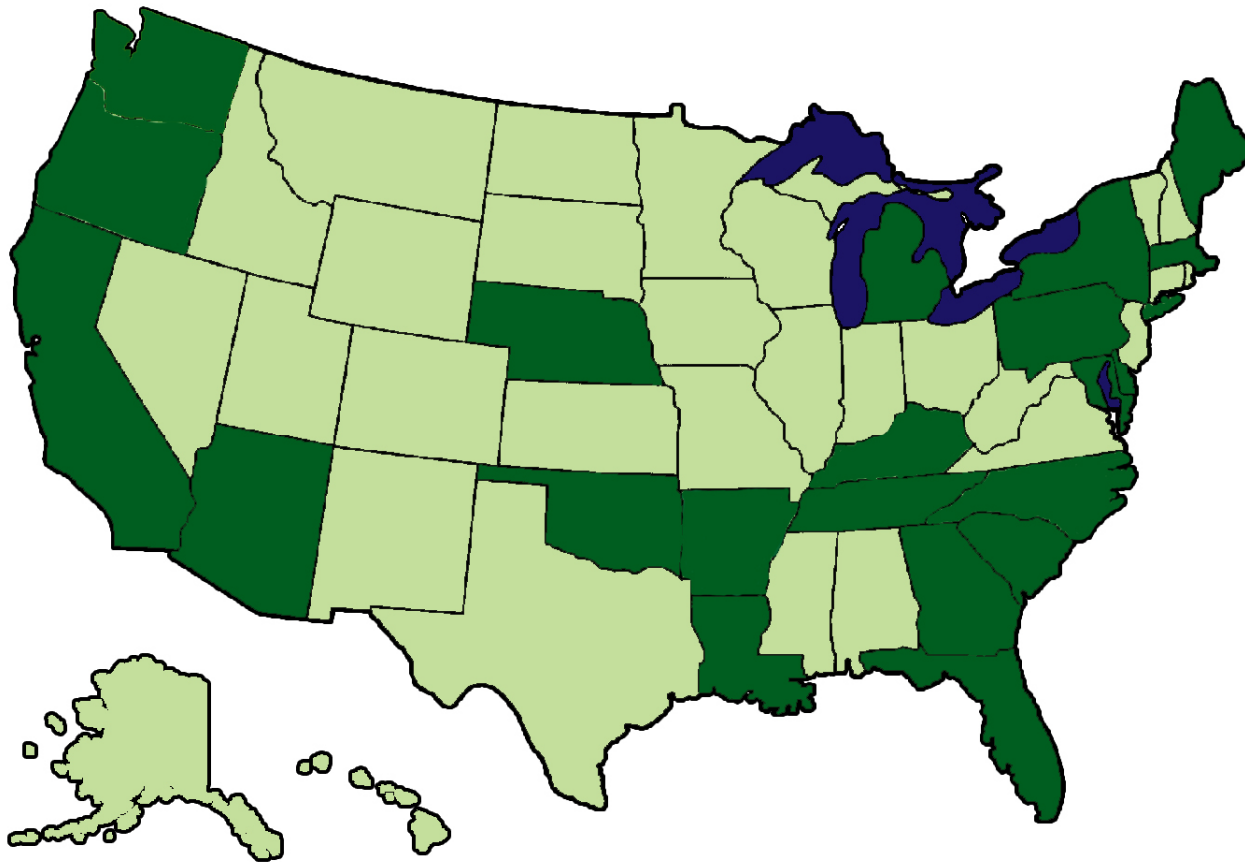
# CPS Funding

- Administrative
- Campaign for Research
- Government (State Block Grant programs)
- Partners in Research
- Event sponsors

# CPS - Project Types

- Annual Call – 1 or 2 year in length, \$200K max per year
- Proof of Concept
- Rapid Response
- Partner in Research

# CPS - Funded Research



**\$13.6 M**

( $\frac{1}{2}$  industry,  
 $\frac{1}{2}$  government)

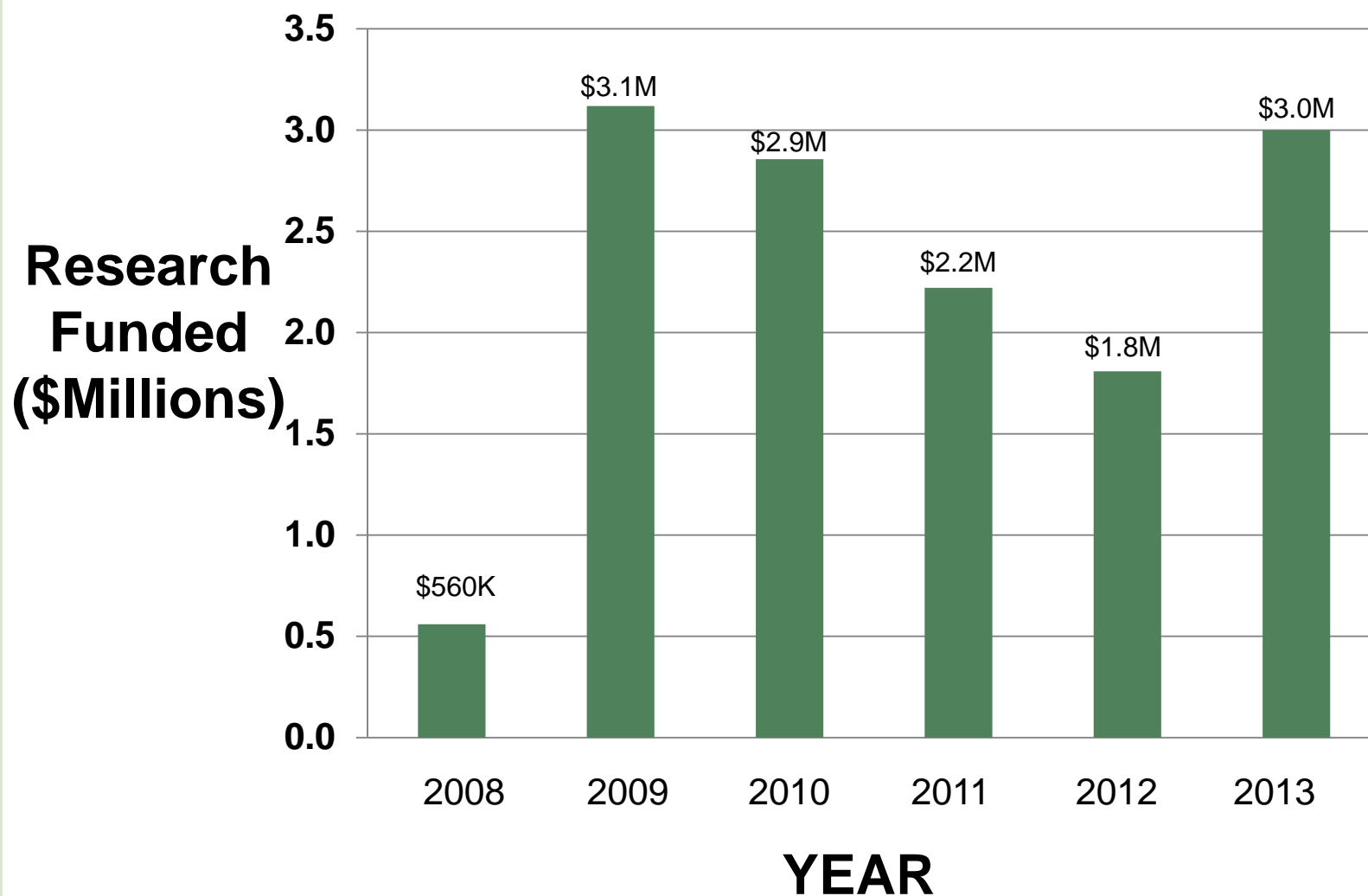
## 22 states

## 4 countries

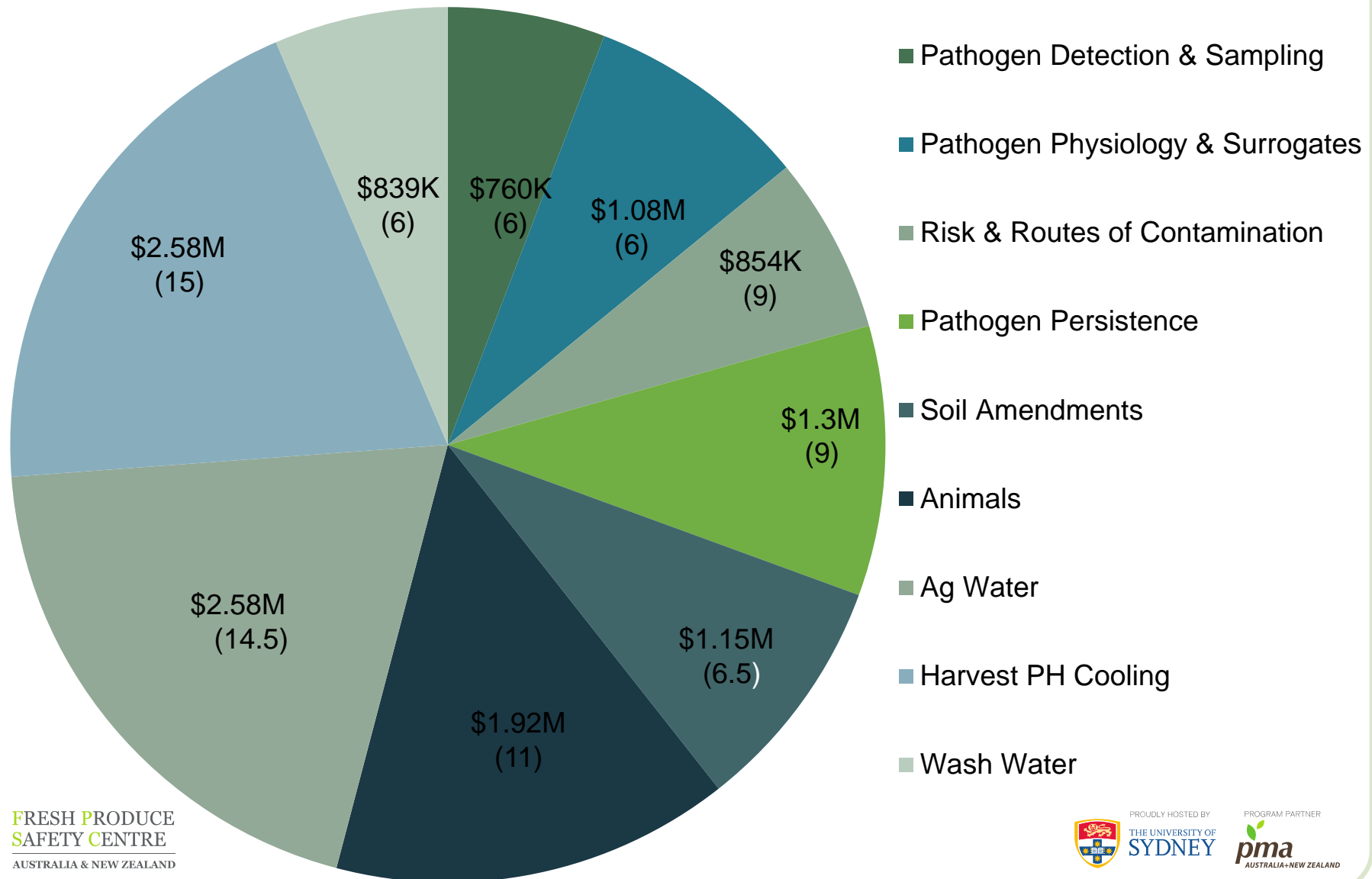
## 28 institutions

85 projects

# CPS - Funding by RPF Year



# CPS Research Investment by Topic





# CPS - Annual Symposium

- Required for funded scientists
- Location changes each year
- Information provided by scientists
- Directed to industry, government officials
- Final reports and key findings posted after event.
- 2015 – Atlanta, Georgia

# CPS – What Does Success Look Like?

- Proposals that meet industry rigor, scientific merit, administrative excellence
- Insights and opportunities to implement changes that affect produce safety
- Engaged industry
- Funding from the entire supply chain

Objective: Reduce the risk of foodborne illness

# Seth Godin

May 27, 2014

- Organizing – the Wrong Way
  - Crisis
  - Cash
  - Cliffs
- Organizing – the Right Way
  - Connection
  - Commitment
  - Conversation

# Congratulations!

## PMA A & NZ - You Initiated!