OBJECTIVE 1: Develop a national Food Code adoption strategy (includes integrating FC Adoption Tool Kit into the strategy (AFDO, CFP NACCHO, NEHA) – NEW ERA DELIVERABLE 3.2.3

(Page 1 of 2)

Task	Outcomes	Collaborative Lead	Completion Date
Complete the Development of the Food Code Adoption Tool Kit	 Develop a summary of challenges in adopting the current version of the Food Code Gather information on up to five success stories and/or positive testimonials from SLTT jurisdictions Incorporate challenges and successes (resources into the tool kit 	Association Collaborative Food Code Adoption Tool Kit Work Group	FY21 1 st Qtr
	Develop a how-to-guide to include with the Food Code Adoption Tool Kit	NEHA	
Disseminate the Collaborative's	• Disseminate the Collaborative Food Code Adoption Tool Kit to SLTT. Monitoring and revising the Tool Kit as necessary based on feedback from SLTT	All Association Collaborative Members	FY21 2 nd -4thQtrs
Food Code Adoption Tool Kit to SLTT	Promote Tool Kit at one or more regional or national conferences or seminars to promulgate use of tool kit	NEHA	FY21 4 th Qtr
jurisdictions	Develop and promote customizable presentations for SLTTs on Tool Kit usage	NEHA	FY21 4 th Qtr.?
Survey or interview State Retail Food Regulatory Programs	 Assess the impact of Food Code Adoption at the State Level. Identified the rationale where state agencies have not adopted the Food Code or select Sections of the Food Code and record Food Code modifications that have been made by the State agency. Better understand barriers to adoption and work with the Collaborative to develop solutions to the barriers to jurisdictions. Better understand the legal authority for adoption and the process used for adoption based on the FDA's 2018 Report, "Adoption of the Food Code by State and Territorial Agencies Responsible for the Oversight of Restaurants and Retail Food Stores." 	AFDO	FY21
Collaborate with key industry associations in developing industry resources related to Food Code Adoption	 Identify the industry associations such as National Restaurant Association, Food Marketing Institute, National Council of Chain Restaurants Determine forum, format, and agenda for a collaborative meeting with industry associations Conduct meeting and record key outcomes / next steps 	AFDO	FY21

OBJECTIVE 1: Develop a national Food Code adoption strategy (includes integrating FC Adoption Tool Kit into the strategy (AFDO, CFP NACCHO, NEHA) - NEW ERA DELIVERABLE 3.2.3

(Page 2 of 2)

Task	Outcomes	Collaborative Lead	Completion Date
Promote adoption of the most current versions of the FDA Food Code amongst key decision makers	 Lead identification of key decision makers in at least two jurisdictions which have not yet adopted one of the two most recent versions of the FDA Food Code Determine strategy for promotion of the Food Code through available tools, resources, and contacts Promote adoption of the two most recent version of the Food Code through decision makers using developed tools and educational materials 	NEHA	FY22
Host webinars focused on state Food Code adoption process and best practice	 During the Year 1(FY21) survey process, identify state programs with a successful adoption program and a variety of adoption methods and seek to highlight these including best practices and challenges in the adoption process. Coordinate and deliver webinars 	AFDO	FY22
Develop Interactive State Map that identifies State Food Code statutes and regulations authorizing the adoption of the Food Code	 Lead in the identification of specific statues authorizing the state or territorial adoption of the FDA Food Code or other food code (i.e., CA) the year of the adopted code, and the state or territorial agency granted administrative authority Identify administrative regulations relating to the adoption of the Food Code Create an interactive chart listing of these statutes, administrative agencies and regulations Produce a map with hyperlink on each state identifying the authorizing statute, relevant agencies, and administrative regulations 	NEHA	FY23?

OBJECTIVE 2: Improve the regulatory approach, competency, and food safety culture in the regulatory community (Page 1 of 2)

- Increase retail food regulatory programs applications of risk-based inspection methods (NACCHO/CFP Lead) NEW ERA DELIVERABLE 3.2.7
- Increase retail food regulatory programs implementation of intervention strategies (NACCHO/CFP Lead) NEW ERA DELIVERABLE 3.2.9

Task	Outcomes	Collaborative Lead	Completion Date
	RISK-BASED INSPECTIONS		
Assess application of risk-based inspection	 Conduct up to nine (9) key informant interviews with a subset of SLTT jurisdictions enrolled in the VNRFRPS to assess application of Risk Based Inspections methods being used and identify barriers preventing the application of risk-based inspections 	NACCHO/CFP	FY21
	 Conduct surveys and/or interviews of state retail food regulatory programs to better understand elements of risk-based inspection methods that have been implemented by State regulatory jurisdictions Provide survey and/or telephone interview to NACCHO and CFP for summary analysis 	AFDO	FY21
methods by SLTT jurisdictions	 Draft report based on key informant interview participants' effective and proven interventions strategies in changing long-term behavior of retail food establishment employees. 	NACCHO/CFP	FY22
	• Disseminate risk-based inspection report findings through respective communication channels, online sharing sessions, and national and regional conferences, seminars, and meetings.	Association Collaborative Members	FY22
Assess and	Develop expertise in root cause analysis	AFDO	FY21
identify potential opportunities for root cause analysis incorporation into risk- based inspections	 Assess how concepts might be included in SLTT programs Assess extent of training available in this area to SLTTs and potential opportunities for inclusion Assess non-FDA trainings available in root cause analysis 	AFDO	FY22

OBJECTIVE 2: Improve the regulatory approach, competency, and food safety culture in the regulatory community (Page 2 of 2)

- Increase retail food regulatory programs applications of risk-based inspection methods (<u>NACCHO/CFP Lead</u>) NEW ERA DELIVERABLE 3.2.7
- Increase retail food regulatory programs implementation of intervention strategies (NACCHO/CFP Lead) NEW ERA DELIVERABLE 3.2.9

Task	Outcomes	Collaborative Lead	Completion Date				
	INTERVENTION STRATEGIES						
	 Identify and collate reports generated by jurisdictions that have met Standard 9 Use collated reports to identify potential key informants and conduct up to nine (9) key informant interviews to document effective intervention strategies processes, results, successes, and challenges. 	NACCHO/CFP	FY21				
	 Assist NACCHO/CFP in: Identifying state jurisdiction tools and reports for Standard 9 Identifying state jurisdictions that have met Standard 9 	AFDO	FY21				
Identify, assess, and promote	 Assist NACCHO/CFP in: Identifying and assessing of effective intervention strategies through the identification and collation of tools and reports generated by jurisdictions that have met Standard 9 	NEHA	FY21				
implementation of effective intervention	 Draft report based on key informant interview participants' effective and proven interventions strategies in changing long-term behavior of retail food establishment employees. 	NACCHO	FY22				
strategies	 Compile state guidance documents and tools related to foodborne illness risk-factors and public health interventions, categorizes documents by inspection report line items, and makes broadly available via web site to SLTT programs. Also identify materials available in multiple languages Assist NACCHO/CFP with: The development of documents including participating on work groups and reviewing drafts. 	AFDO	FY22				
	 Disseminate intervention strategy report findings through respective communication channels, online sharing sessions, and national and regional conferences, seminars, and meetings. 	NACCHO/CFP/ AFDO/NEHA	FY22				

Task	Outcomes	Collaborative Lead	Completion Date
	 Create an approach to improve the equity of: Distributing and/or promoting resources to SLTT regulatory programs and Understanding and successfully applying for VNRFRPS funding through the new RFFM 	NACCHO/CFP	FY21
Build upon the FDA's VNRFRPS technical assistance strategy to provide a "multiplier effect" to promote participation and implementation	 Review state jurisdictions' submissions to FDA's "Listing of Jurisdictions Enrolled in the Voluntary National Retail Food Regulatory Program Standards." Develop a detailed tracking list of state program's progress. During the survey and/or interview process, learn more about state program and program standards including: Why they have enrolled or not enrolled? Are self-assessments current? If not, why are self-assessments not current? For programs making progress on VNRFRPS what has contributed to this progress? For programs not making progress on the VNRFRPS, what are the barriers to progress? For programs not enrolled, what are the barriers to enrollment? Serve as a resource for state programs and help them find technical assistance, as needed, from other programs Develop a list of potential program standards auditors and assist states seeking adults in finding auditors, as needed. 	AFDO	FY21
of the VNRFRPS by SLTTs	• Support efforts of NACCHO and CFP in the assessment of risk-based inspection methods by SLTT retail food regulatory programs, identify barriers to implementation, and coordinate with FDA to execute strategies to overcome barriers, reviewing the FDA list of jurisdictions enrolled in the VNRFRPS for those the met Standards 3, 4, and 6 and conducting key informant interviews	NEHA	FY21
	 Conduct focus groups with local jurisdictions in states or regions that have started their own VNRFRPS network to understand and document the groups' successes, challenges, and recommendations. Convene a meeting with retail food regulatory stakeholders and FDA staff to share and discuss results of focus groups above. Will also include a discussion on the results from 	NACCHO/CFP	FY22

OBJECTIVE 3: Increase enrollment and active participation and application of the Retail Food Regulatory Program Standards (NACCHO/CFP Lead).

the risk-based inspection methods assessment contained in the Association Collaborative Objective 2.		
• Develop webinar series sharing success stories on the VNRFRPS and promote VNRFRPS at the AFDO Annual Educational Conference and AFDO Regional Affiliate meetings.	AFDO	FY22

OBJECTIVE 4: Improve Outbreak Investigations (Page 1 of 2)

Develop and implement training, outreach, educational materials and opportunities, and other innovative approaches to assist SLTT regulatory jurisdictions with reducing the occurrence of foodborne illness risk factors in food establishments and responding more effectively to foodborne illness outbreaks (AFDO/NEHA Lead) – NEW ERA DELIVERABLE 3.2.6

Task	Outcomes	Collaborative Lead	Completion Date
Develop a web site	 Seek resources from states, Food Safety Centers of Excellence, CDC, and other entities related to state outbreak investigations Use vetting tool to evaluate resources and promote those resources of most values to the web site 	AFDO	FY21
related to outbreak investigation	 Work with AFDO to curate existing resources that will assist in outbreak investigations and reduction of foodborne illness risk factors Perform outreach to SLTT jurisdictions to obtain resources Perform an environmental scan of existing SLTT jurisdiction resources Using the AFDO vetting template to review and organize most relevant resources 	NEHA	FY21
Assess tools available or	 Develop a crosswalk of existing resources and tools Conduct interviews or focus groups with retail foodborne illness experts to determine what resources are valuable and what resources are needed Make recommendations on valuable tools, and potentially needed tools 	AFDO	FY21
need for foodborne	Website of valuable foodborne illness outbreak investigation resources completed	AFDO	FY22
illness investigations and recommend	 Work with AFDO on: Interviewing or conducting focus group(s) with retail foodborne illness experts to determine what resources are valuable and what resources are needed Making recommendations on tools, potentially needed tools, and additional tools 	NEHA	FY21
additional	Promote the web site with real-time input on usefulness of material, active measures	NEHA	FY22
tools to fill gaps	 Regular attend virtual and in person Collaborative meetings to provide input on AFDO/NEHA project objectives 	NACCHO/CFP	FY21
	Promote and communication the web site materials and active measures	NACCHO/CFP	FY22
Deliver AFDO train-the- trainer programs on Environmental	 Present 2 Train-the-Trainer Programs each year Evaluate program and modify accordingly 	AFDO	FY21

Sampling for Retail Outbreaks			
Promote and encourage the use of CDC NEARS and EATS	 Develop a strategy and format for promoting the use of CDC NEARS and EATS. NEARS is a root cause analysis method of conducting foodborne outbreak investigations that has been adopted by 23 states and 23 local jurisdictions. 	AFDO	FY21

OBJECTIVE 4: Improve Outbreak Investigations (Page 2 of 2)

Develop and implement training, outreach, educational materials and opportunities, and other innovative approaches to assist SLTT regulatory jurisdictions with reducing the occurrence of foodborne illness risk factors in food establishments and responding more effectively to foodborne illness outbreaks (AFDO/NEHA Lead) – NEW ERA DELIVERABLE 3.2.6

Task		Outcomes	Collaborative Lead	Completion Date
Develop a series of virtual or in- person	•	Demonstrate presentations via webinar and provide the template for the presentations to SLTT jurisdictions	AFDO	FY22
presentations on best practices in foodborne illness investigations presentations for SLTT jurisdictions	•	Development and promotion of at least four customizable presentation for SLTT jurisdictions Demonstrate the delivery of presentations via webinar, virtual presentations, and conferences on foodborne illness investigation or risk factor intervention best practices	NEHA	FY22
Develop Report for Retail Food Outbreak After Action Reviews	•	Develop a process and offer assistance for retail outbreak after action reviews. Develop a final report and make final reports available	AFDO	FY22
Use five states inspectional results to review trends in foodborne illness risk factor	• • • •	Develop a standardized model for comparing inspectional results among multiple inspection forms and Food Codes Determine whether or not to partner with academic institutions to research and develop articles for potential publication Recruit at least five states with common data models and/or inspectional systems Develop a method of data analysis to create "brand" risk factor studies Review "brand" risk factor study to determine pilot brands for the project Pilot a process for presenting "brand" risk factor studies to brands	AFDO	FY21
violations including	•	Develop a process for sharing information with industry associations on violation trends across the jurisdictions	AFDO	FY22

trends among	•	Seek feedback and input from participating brands to improve the process	
common	•	Compare across jurisdictions to see the commonality of violations within brands and overall.	
brands		Provide comparison results to jurisdictions	
	•	Refine the "brand" risk factor study process	
	•	Seek additional participants	
	•	Refine process for sharing information with industry associations on violation trends across the jurisdictions	
	•	Conduct a second data comparison and a plan for continuation over time	
	•	Evaluate the process	

OBJECTIVE 5: Increase number of establishments that have well developed and implemented Food Safety Management Systems (FSMS)s	
(Includes well developed employee health program). (Page 1 of 2) (NEHA/AFDO Lead) – NEW ERA DELIVERABLE 3.2.3	

Task	Outcomes	Collaborative Lead	Completion Date
	 Convene key industry associations such as the National Restaurant Association, the Food Marketing Institute, National Council of Chain Restaurants, and others to learn industry best practices in Active Managerial Control (AMC) 	AFDO	FY21
Develop	Survey local regulatory agencies to identify key materials used for active managerial control	NEHA	FY21
and promote strategies to improve active managerial control at the retail level	 Support AFDO's and NEHA's Collaborative activities to increase the number of establishments with well-developed and implemented Food Safety Management Systems Regularly attend virtual and in person Collaborative meetings to provide input into the development of AMC project activities and materials 	NACCHO/CFP	FY21
	 Develop and promote guidance document for Food Safety Management Systems (FSMS) and AMC Based on surveys and convenings develop a guidance document that includes an infographic on the interrelationship between organizational food safety culture, FSMS, and AMC. 	AFDO and NEHA	FY22
	 Support AFDO's and NEHA's Collaborative activities to increase the number of establishments with well-developed and implemented Food Safety Management Systems Communicate Collaborative's AMC and FSMS resources and messaging through respective communication channels 	NACCHO/CFP	FY22

OBJECTIVE 5: Increase number of establishments that have well developed and implemented Food Safety Management Systems (FSMS)s (Includes well developed employee health program). (Page 2 of 2) (NEHA/AFDO Lead) – NEW ERA DELIVERABLE 3.2.3

Task	Outcomes	Collaborative Lead	Completion Date
Develop an AMC and FSMS course for foodservice leadership	 Collaborate with two major national foodservice brands to develop this course that targets franchise managers and owner to assist them with implementing a food safety culture that results in AMC. Key components of the training will include: What causes foodborne illness What we can do to create a food safety culture How to lead food safety How to demonstrate and model food safety management systems Working with regulatory agencies, and Reading an inspection report and implementing long term correction Develop the course using key experts form industry and a cross section of the population likely to be trained using a competency-based system. Completion of the following steps in Year 1: Competency development and learning objective development Review existing content Prototype course based on competencies and learning objectives Develop materials and presentations Walk through with key SMEs to modify and revise materials Walk through course with instructors 	AFDO	FY21
	 Develop the course using key experts form industry and a cross section of the population likely to be trained using a competency-based system. Completion of the following steps in Year 2 Pilot course and debrief after pilot Revise and modify course based on pilot Develop Course Specific Instructor Training (CDIT) for course and deliver to first group of instructors 	AFDO	FY22
Develop webinars and presentations on FSMS and AMC	 Create four presentations for SLTT jurisdictions and industry on these topics that can be used as part of presentations to the industry Introduce and demonstrate the presentations via webinars and presentations at conferences or virtual conferences of regulatory and industry Encourage industry representatives to make presentations to industry audiences 	AFDO and NEHA	FY22

 Support AFDO's and NEHA's Collaborative activities to increase the number of establishments with well-developed and implemented Food Safety Management Systems Regularly attend virtual and in person Collaborative meetings to provide input into the development of AMC project activities and materials 	NACCHO and CFP	FY22
 Communicate Collaborative's AMC and FSMS resources and messaging through respective communication channels 		

OBJECTIVE 6: Develop a strategy to enhance communication and better tell our story (NEHA Lead – AFDO/CFP/NACCHO Roles) (Page 1 of 3)

Task	Outcomes	Collabor ative Lead	Compl etion Date
Identify and develop a least two joint	 Develop a Collaborative working group to meet regularly, and as needed, to determine and create recommendations on at least two emerging or ongoing retail food safety issues Coordinate the creation of recommendations with collaborative partners and FDA on topics identified, engaging subject matter experts as needed Submit retail food safety issues to Collaborative members for review Provide at least two joint recommendations within Year 1 (FY21) Promote Collaborative joint recommendations using channels including but not limited to E-news, web sites, E-blasts, submission of a peer-reviewed journal article(s), and at conferences and seminars. 	NEHA	FY21
recommendatio ns with the FDA on emerging food safety issues	 Survey state regulatory programs periodically for emerging and challenging issues related to retail food safety Coordinates the issues identified with NEHA and Collaborative to determine priority issues Participates in Collaborative working group to develop recommendations on at least two issues Distributes final recommendations of the Collaborative 	AFDO	FY21
	Support NEHA's Collaborative activities to develop and issue at least two joint recommendations with FDA on emerging food safety issues by: • Regularly attending virtual and in person Collaborative meetings to provide input into the development of AMC project activities and materials • Communicating Collaborative's joint recommendations and messaging through respective communication channels	NACCHO /CFP	FY21

Task	Outcomes	Collaborative Lead	Completion Date
	 Accumulate, vet, curate, and develop webpage content 	NEHA	FY21
Create and	 Increase number of users accessing the website by at least 20% by the end of Year 2 Monitor access of webpage using tracking tools to identify most used and underused resources/toolkits; evaluate website accessibility; improve as needed Use internal research and evaluation experts to track and review data Develop a measurable benchmark for online resource usage and reliability 	NEHA	FY22
promote effective	 Maintain webpage content throughout the grant period to ensure current information and resources 	NEHA	FY21-23
communication strategies including developing webpages for posting of vetted online resources that share project progress, information, and outputs with stakeholders	 Assist in identifying vetted resources for posting to website Assist in distributing information on retail food best practices, tool kits, etc. Develop podcasts, webinars, presentations, and other communications related to retail food safety Work with Partners with a Common Purpose to communicate and promote retail food safety initiatives Promote achievements of retail food safety programs Identify social media message opportunities for common social media postings on retail food safety Communications Director participates in cooperative agreement awardees communication work group Year 1: Distribute at least 5 resources (FY21) Year 2: Distribute at least 5 resources (FY22) 	AFDO	FY21-23
	 Support NEHA's Collaborative activities to develop effective communication strategies that share project progress, information, and outputs with stakeholders by: Regularly attending virtual and in person Collaborative meetings to provide input into the development of AMC project activities and materials Communicating Collaborative's retail food safety resource materials and messaging through respective communication channels 	NACCHO/CFP	FY21-23
Develop and promote tools that can be used nationally	 Assist in identifying vetted resources for posting to website Assist in distributing information on retail food best practices, tool kits, etc. Develop podcasts, webinars, presentations and other communications related to retail food safety 	AFDO	FY21-23

ODJECTIVE 0: Develop a strategy to enhance communication and better ten our story (NERA Leau – AFDO/CFP/NACCHO KOles) (Page 2 (nhance communication and better tell our story (<u>NEHA Lead – AFDO/CFP/NACCHO Roles</u>) (Page 2 of 3)
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to meet the Objective outline in the Association	 Review the Integrated Food Safety System (IFSS) Toolkit and evaluate its effectiveness in employment with retail food protection efforts Promote achievements of retail food safety programs Year 1: Define and deliver at least 2 presentations at AFDO Annual Educational Conference 	
Cooperative Agreement	 or AFDO affiliate meetings related to the best practices, etc. (FY21) Year 2: Define and deliver at least 4 presentations at AFDO Annual Educational Conference or AFDO affiliate meetings related to the best practices, etc. (FY22) 	

Task	Outcomes	Collab orativ e Lead	Completi on Date
Promote the work of the Collaborative through developing one scholarly article describing activities, outcomes, and impacts of one or more aspects of this project.	 Develop at least one scholarly article that describes pertinent project work and impacts on food safety Submit at least one scholarly article to a nationally recognized journal or other outlet for review and publishing approval Promote any/all publications accepted by the journal using channels including but not limited to Enews, web sites, E-blasts, submission of a peer-reviewed journal article(s), and at conferences and seminars 	NEHA	FY21
Promote the use the Food Code	 Develop strategies to promote the finalized Food Code Adoption Toolkit amongst decision makers such as retail food safety program managers/chiefs/officers, boards, and or legislatures Promote the finalized version of the Tool Kit amongst retail food safety regulation programs using channels including but not limited to E-news, web sites, E-blasts, submission of a peer-reviewed journal article(s), and at conferences and seminars 	NEHA	FY21
Adoption Tool Kit	 Staff will regularly participate in the Association Collaborative Food Code Adoption Toolkit Work Group and provide input and feedback into the toolkit promotional strategy Staff will regularly participate in the Association Collaborative Food Code Adoption Toolkit Work Group and implement the Association Collaborative's promotional strategy through respective communication channels 	AFDO/ NACC HO/CF P	FY21
Develop and share best practices and information from retail food safety stakeholders through the	 Develop plan of action for identifying persons/organizations of interest and their respective success stories of best practices and relevant information, modifying plan with input from collaborative members as needed Identify and interview at least four individuals or organizations to promote success stories of best practices and/or relevant information Conduct interviews and develop content for sharing to a global audience. Develop mechanism for delivery of best practices stories which could include but may not be limited to live and recorded interviews, videos, podcasts, webinars, and webpages 	NEHA	FY21-23

OBJECTIVE 6: Develop a strategy to enhance communication and better tell our stor	y (NEHA Lead – AFDO/CFP/NACCHO Roles) - (Page 3 of 3)
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promotion of achievements to	 Evaluate processes and procedures for collecting and disseminating information and stories from persons/organizations throughout project and improve as necessary 		
incite positive advancement in food safety practices.	 Staff will regularly participate in the Association Collaborative discussion on developing an action plan for promoting achievement of SLTT regulatory retail food safety programs. 	AFDO/ NACC HO/CF P	FY21
	 Promote materials developed through the Cooperative Agreement awardees through a variety of tools including: e-mails, newsletters, webinars, presentations, virtual presentations, podcasts, and other means Year 1: At least 5 items of interest distributed to retail food programs (FY21) Year 2: At least 5 items of interest distributed to retail food programs (FY22) 	AFDO	FY21-22