

Agenda item 1.9.2

Collaborative Operational Plan

The first page is an Overview of the Collaborative's Long Term Objectives with an outline of the initiatives the Collaborative is currently undertaking. These are the initiatives included in the research project proposals for Cooperative Agreements between the FDA and AFDO, NEHA, and NACCHO-CFP. Each subsequent page has a specific long term objective along with the deliverables, activities outlined in the research project proposal(s) to achieve the deliverables, and the lead point of contact Association(s).

Association Collaborative Strategic Goal: Reduce the occurrence of foodborne illness outbreak within retail food establishment through the reduction of foodborne illness risk factors.

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6
Develop a national Food Code adoption strategy (includes integrating FC Adoption Tool Kit into the strategy)	Improve the regulatory approach, competency, and food safety culture in the regulatory community: (1) Increase retail food regulatory programs applications of risk-based inspection methods and (2) Increase retail food regulatory programs implementation of intervention strategies	Increase enrollment and active participation and application of the Retail Food Regulatory Program Standards	Improve Outbreak Investigations - 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	Increase number of establishments that have well developed and implemented Food Safety Management Systems (FSMS)s (Includes well developed employee health program).	Develop a strategy to enhance communication and better tell our story
Objective 1 - Deliverables	Objective 2 - Deliverables	Objective 3 - Deliverables	Objective 4 - Deliverables	Objective 5 - Deliverables	Objective 6 - Deliverables
1.1 Complete the Development of the Food Code Adoption Tool Kit	2.1 Assess application of risk-based inspection methods by SLTT jurisdictions	3.1 Build upon the FDA's VNRFRPS technical assistance strategy to provide a "multiplier effect" to promote participation and implementation of the VNRFRPS by SLTTs	4.1 Develop a web site related to outbreak investigation	5.1 Develop and promote strategies to improve active managerial control at the retail level	6.1 Identify and develop a least two joint recommendations with the FDA on emerging food safety issues
1.2 Disseminate the Collaborative's Food Code Adoption Tool Kit to SLTT jurisdictions	2.2 Assess and identify potential opportunities for root cause analysis incorporation into risk-based inspections		4.2 Assess tools available or need for foodborne illness investigations and recommend additional tools to fill gaps	5.2 Develop an AMC and FSMS course for foodservice leadership	6.2 Create and promote effective communication strategies including developing webpages for posting of vetted online resources that share project progress, information, and outputs with stakeholders
1.3 Survey or interview State Retail Food Regulatory Programs	2.3 Identify, assess, and promote implementation of effective intervention strategies		4.3 Deliver AFDO train-the-trainer programs on Environmental Sampling for Retail Outbreaks	5.3 Develop webinars and presentations on FSMS and AMC	6.3 Develop and promote tools that can be used nationally to meet the Objectives outline in the Association Cooperative Agreement
1.4 Collaborate with key industry associations in developing industry resources related to Food Code Adoption			4.4 Promote and encourage the use of CDC NEARS and EATS		6.4 Promote the work of the Collaborative through developing one scholarly article describing activities, outcomes, and impacts of one or more aspects of this project.
1.5 Promote adoption of the most current versions of the FDA Food Code amongst key decision makers			4.5 Develop a series of virtual or in-person presentations on best practices in foodborne illness investigations presentations for SLTT jurisdictions		6.5 Promote the use the Food Code Adoption Tool Kit
1.6 Host webinars focused on state Food Code adoption process and best practice			4.6 Develop Report for Retail Food Outbreak After Action Reviews		6.6 Develop and share best practices and information from retail food safety stakeholders through the promotion of achievements to incite positive advancement in food safety practices.
1.7 Develop Interactive State Map that identifies State Food Code statutes and regulations authorizing the adoption of the Food Code			4.7 Use five states inspectional results to review trends in foodborne illness risk factor violations including trends among common brands		

Objective 1 - Develop a national Food Code adoption strategy (includes integrating FC Adoption Tool Kit into the strategy)

Deliverable	Activity	Lead POC
1.1 Complete the Development of the Food Code Adoption Tool Kit	Develop a summary of challenges in adopting the current version of the Food Code	Association Collaborative Food Code Adoption WG
	Gather information on up to five success stories and/or positive testimonials from SLTT jurisdictions	
	Incorporate challenges and successes (resources into the tool kit)	
	Develop a how-to-guide to include with the Food Code Adoption Tool Kit	NEHA
1.2 Disseminate the Collaborative’s Food Code Adoption Tool Kit to SLTT jurisdictions	Disseminate the Collaborative Food Code Adoption Tool Kit to SLTT. Monitoring and revising the Tool Kit as necessary based on feedback from SLTT	All Collaborative Members
	Promote Tool Kit at one or more regional or national conferences or seminars to promulgate use of tool kit	NEHA
	Develop and promote up to one customizable presentation for SLTTs on Tool Kit usage	NEHA
1.3 Survey or interview State Retail Food Regulatory Programs	Assess the impact of Food Code Adoption at the State Level.	AFDO
	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.”	
1.4 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	AFDO
	Determine forum, format, and agenda for a collaborative meeting with industry associations	
	Conduct meeting and record key outcomes / next steps	
1.5 Promote adoption of the most current versions of the FDA Food Code amongst key decision makers	Lead identification of key decision makers in up to two jurisdictions which have not yet adopted one of the two most recent versions of the FDA Food Code	NEHA
	Determine strategy for promotion of the Food Code through available tools, resources, and contacts	
	Promote adoption of the two most recent versions of the Food Code through decision makers using developed tools and educational materials	

1.6 Host webinars focused on state Food Code adoption process and best practice	<p>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.</p> <p>Coordinate and deliver webinars</p>	AFDO
1.7 Develop Interactive State Map that identifies State Food Code statutes and regulations authorizing the adoption of the Food Code	<p>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</p> <p>Identify administrative regulations relating to the adoption of the Food Code</p> <p>Create an interactive chart listing of these statutes, administrative agencies and regulations</p> <p>Produce a map with hyperlink on each state identifying the authorizing statute, relevant agencies, and administrative regulations</p>	NEHA

OBJECTIVE 2A: Improve the regulatory approach, competency, and food safety culture in the regulatory community - Increase retail food regulatory programs applications of risk-based inspection methods

Deliverable	Activity	Lead POC
2A.1 Assess application of risk-based inspection methods by SLTT jurisdictions	Conduct up to nine (9) key informant interviews with a subset of SLTT jurisdictions enrolled in the VNRFRRPS to assess application of Risk Based Inspections methods being used and identify barriers preventing the application of risk-based inspections	NACCHO/CFP
	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	AFDO
	Provide survey and/or telephone interview to NACCHO and CFP for summary analysis	AFDO
	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
	Disseminate risk-based inspection report findings through respective communication channels, online sharing sessions, and national and regional conferences, seminars, and meetings.	Association Collaborative Members
2A.2 Assess and identify potential opportunities for root cause analysis incorporation into risk- based inspections	Develop expertise in root cause analysis	AFDO
	Assess how concepts might be included in SLTT programs	AFDO
	Assess extent of training available in this area to SLTTs and potential opportunities for inclusion	AFDO
	Assess non-FDA trainings available in root cause analysis	AFDO

OBJECTIVE 2B: Improve the regulatory approach, competency, and food safety culture in the regulatory community - Increase retail food regulatory programs implementation of intervention strategies

Deliverable	Activity	Lead POC
2B.1 Identify, assess, and promote implementation of effective intervention strategies	Identify and collate reports generated by jurisdictions that have met Standard 9	NACCHO/CFP
	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
	Assist NACCHO/CFP in identifying state jurisdictions that have met Standard 9	AFDO
	Assist NACCHO/CFP in identifying state jurisdiction tools and reports for Standard 9	AFDO
	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
	Draft report based on key informant interview participants' effective and proven interventions strategies in changing long-term behavior of retail food establishment employees.	NACCHO
	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.	AFDO
	Assist NACCHO/CFP with the development of documents including participating on work groups and reviewing drafts.	AFDO
	Disseminate intervention strategy report findings through respective communication channels, online sharing sessions, and national and regional conferences, seminars, and meetings.	Association Collaborative Members

OBJECTIVE 3: Increase enrollment and active participation and application of the Retail Food Regulatory Program Standards

Deliverable	Activities	Lead POC
<p>3.1 Build upon the FDA’s VNRFRPS technical assistance strategy to provide a “multiplier effect” to promote participation and implementation of the VNRFRPS by SLTTs</p>	<p>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</p>	<p>NACCHO/CFP</p>
	<p>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.</p>	<p>AFDO</p>
	<p>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? What are the barriers to 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?</p>	<p>AFDO</p>
	<p>Develop a list of potential program standards auditors and assist states seeking adults in finding auditors, as needed.</p>	<p>AFDO</p>
	<p>Serve as a resource for state programs and help them find technical assistance, as needed, from other programs</p>	<p>AFDO</p>
	<p>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</p>	<p>NEHA</p>
	<p>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.</p>	<p>NACCHO/CFP</p>
	<p>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 the risk-based inspection methods assessment contained in the Association Collaborative Objective 2.</p>	<p>NACCHO/CFP</p>
	<p>Develop webinar series sharing success stories on the VNRFRPS and promote VNRFRPS at the AFDO Annual Educational Conference and AFDO Regional Affiliate meetings.</p>	<p>AFDO</p>

OBJECTIVE 4: Improve Outbreak Investigations - 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

Deliverable	Activity	Lead POC
4.1 Develop a web site related to outbreak investigation	Seek resources from states, Food Safety Centers of Excellence, CDC, and other entities related to state outbreak investigations	AFDO
	Use vetting tool to evaluate resources and promote those resources of most values to the web site	AFDO
	Work with AFDO to curate existing resources that will assist in outbreak investigations and reduction of foodborne illness risk factors	NEHA
	Perform outreach to SLTT jurisdictions to obtain resources	NEHA
	Perform an environmental scan of existing SLTT jurisdiction resources	NEHA
	Using the AFDO vetting template to review and organize most relevant resources	NEHA
4.2 Assess tools available or need for foodborne illness investigations and recommend additional tools to fill gaps	Develop a crosswalk of existing resources and tools	AFDO
	Conduct interviews or focus groups with retail foodborne illness experts to determine what resources are valuable and what resources are needed	AFDO
	Make recommendations on valuable tools, and potentially needed tools	AFDO
	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	NEHA
	Work with AFDO on making recommendations on tools, potentially needed tools, and additional tools	NEHA
	Promote the web site with real-time input on usefulness of material, active measures	Association Collaborative Members
4.3 Deliver AFDO train-the-trainer programs on Environmental Sampling for	Present 2 Train-the-Trainer Programs each year	AFDO
	Evaluate program and modify accordingly	AFDO
4.4 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
4.5 Develop a series of virtual or in-person presentations on best practices in foodborne illness investigations	Develop presentations via webinar and provide the template for the presentations to SLTT jurisdictions	AFDO
	Development and promotion of up to two customizable presentations for SLTT jurisdictions	AFDO

OBJECTIVE 5: Increase number of establishments that have well developed and implemented Food Safety Management Systems (FSMS)s (Includes well developed employee health program).

Deliverable	Activity	Lead POC
<p>5.1 Develop and promote strategies to improve active managerial control at the retail level</p>	<p>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)</p> <p>Survey local regulatory agencies to identify key materials used for active managerial control</p> <p>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.)</p> <p>Support AFDO’s and NEHA’s Collaborative activities to increase the number of establishments with well-developed and implemented Food Safety Management Systems. (1) Regularly attend virtual and in person Collaborative meetings to provide input into the development of AMC project activities and materials. (2) Communicate Collaborative’s AMC and FSMS resources and messaging through respective communication channels</p>	<p>AFDO</p> <p>NEHA</p> <p>NEHA and AFDO</p> <p>NACCHO and CFP</p>
<p>5.2 Develop an AMC and FSMS course for foodservice leadership</p>	<p>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; implementing and maintaining food safety management systems; working with regulatory agencies, and reading an inspection report and implementing long term correction</p> <p>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, and walk through course with instructors</p>	<p>AFDO</p> <p>AFDO</p>

Develop the course using key experts from 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, and develop Course Specific Instructor Training (CDIT) for course and deliver to first group of instructors

5.3 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

AFDO and NEHA

Introduce and demonstrate the presentations via webinars and presentations at conferences or virtual conferences of regulatory and industry

AFDO and NEHA

Encourage industry representatives to make presentations to industry audiences

AFDO and NEHA

Support AFDO's and NEHA's Collaborative activities to increase the number of establishments with well-developed and implemented Food Safety Management Systems. (1) Regularly attend virtual and in person Collaborative meetings to provide input into the development of AMC project activities and materials. (2) Communicate Collaborative's AMC and FSMS resources and messaging through respective communication channels

NACCHO and CFP

OBJECTIVE 6: Develop a strategy to enhance communication and better tell our story

Deliverable	Activity	Lead POC
6.1 Identify and develop a least two joint recommendations with the FDA on emerging food safety issues	Develop a Collaborative working group to meet regularly, and as needed, to determine and create recommendations on up to two emerging or ongoing retail food safety issues	NEHA
	Coordinate the creation of recommendations with collaborative partners and FDA on topics identified, engaging subject matter experts as needed	NEHA
	Submit retail food safety issues to Collaborative members for review	NEHA
	Provide up to two joint recommendations	NEHA
	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
	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	AFDO
	Participates in Collaborative working group to develop recommendations on at least two issues	AFDO
	Distributes final recommendations of the Collaborative	AFDO
	Support NEHA’s Collaborative activities to develop and issue at least two joint recommendations with FDA on emerging food safety issues by (1) Regularly attending virtual and in person Collaborative meetings to provide input into the development of AMC project activities and materials (2)	NACCHO and CFP
	Communicating Collaborative’s joint recommendations and messaging through respective communication channels	
6.2 Create and promote effective communication strategies including developing webpages for posting of vetted online resources that share project progress, information, and outputs with stakeholders	Accumulate, vet, curate, and develop webpage content	NEHA
	Increase number of users accessing the website by the end of Year 2: (1) Monitor access of webpage using tracking tools to identify most used and underused resources/toolkits; evaluate website accessibility; improve as needed; (2) Use internal research and evaluation experts to track and review data (3) Develop a measurable benchmark for online resource usage and reliability	NEHA

Maintain webpage content throughout the grant period to ensure current information and resources	NEHA
Assist in identifying vetted resources for posting to website	AFDO
Assist in distributing information on retail food best practices, tool kits, etc.	AFDO
Develop podcasts, webinars, presentations, and other communications related to retail food safety	AFDO
Work with Partners with a Common Purpose to communicate and promote retail food safety initiatives	AFDO
Promote achievements of retail food safety programs	AFDO
Identify social media message opportunities for common social media postings on retail food safety	AFDO
Communications Director participates in cooperative agreement awardees communication work group	AFDO
Year 1: Distribute at least 5 resources (FY21)	AFDO
Year 2: Distribute at least 5 resources (FY22)	AFDO
Support NEHA's Collaborative activities to develop effective communication strategies that share project progress, information, and outputs with stakeholders by: (1) Regularly attending virtual and in person Collaborative meetings to provide input into the development of AMC project activities and materials; (2) Communicating Collaborative's retail food safety resource materials and messaging through respective communication channels	NACCHO and CFP

6.3 Develop and promote tools that can be used nationally to meet the Objectives outline in the Association Cooperative Agreement

Assist in identifying vetted resources for posting to website	AFDO
Assist in distributing information on retail food best practices, tool kits, etc.	AFDO
Develop podcasts, webinars, presentations and other communications related to retail food safety	AFDO
Review the Integrated Food Safety System (IFSS) Toolkit and evaluate its effectiveness in employment with retail food protection efforts	AFDO
Promote achievements of retail food safety programs	AFDO
Year 1: Define and deliver at least 2 presentations at AFDO Annual Educational Conference or AFDO affiliate meetings related to the best practices, etc. (FY21)	AFDO

	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)	AFDO
6.4 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 up to two scholarly articles that describes pertinent project work and impacts on food safety	NEHA
	Submit up to two scholarly articles to a nationally recognized journal or other outlet for review and publishing approval	NEHA
	Promote any/all publications accepted by the journal 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
6.5 Promote the use the Food Code Adoption Tool Kit	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	NEHA
	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
	Staff will regularly participate in the Association Collaborative Food Code Adoption Toolkit Work Group and provide input and feedback into the toolkit promotional strategy	Association Collaborative Members
	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	Association Collaborative Members
6.6 Develop and share best practices and information from retail food safety stakeholders through the promotion of achievements to incite positive advancement in food safety practices.	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	NEHA
	Identify and interview individuals or organizations to promote success stories of best practices and/or relevant information	NEHA
	Conduct interviews and develop content for sharing to a global audience.	NEHA

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
Evaluate processes and procedures for collecting and disseminating information and stories from persons/organizations throughout project and improve as necessary	NEHA
Staff will regularly participate in the Association Collaborative discussion on developing an action plan for promoting achievement of SLTT regulatory retail food safety programs	Association Collaborative Members
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	AFDO
Year 1: At least 5 items of interest distributed to retail food programs (FY21)	AFDO
Year 2: At least 5 items of interest distributed to retail food programs (FY22)	AFDO