**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)

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| **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  
• Develop a how-to-guide to include with the Food Code Adoption Tool Kit | Association Collaborative Food Code Adoption Tool Kit Work Group | FY21 1st Qtr |
| **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  
• Promote Tool Kit at one or more regional or national conferences or seminars to promulgate use of tool kit  
• Develop and promote customizable presentations for SLTTs on Tool Kit usage | All Association Collaborative Members  
NEHA | FY21 2nd -4th Qtrs  
FY21 4th Qtr  
FY21 4th 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

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| 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 statutes 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

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<tr>
<td><strong>Assess application of risk-based inspection methods by SLTT jurisdictions</strong></td>
<td>• 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</td>
<td>NACCHO/CFP</td>
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<td>• 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</td>
<td>AFDO</td>
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<td>• Provide survey and/or telephone interview to NACCHO and CFP for summary analysis</td>
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<td>• Draft report based on key informant interview participants’ effective and proven interventions strategies in changing long-term behavior of retail food establishment employees.</td>
<td>NACCHO/CFP</td>
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<td>• Disseminate risk-based inspection report findings through respective communication channels, online sharing sessions, and national and regional conferences, seminars, and meetings.</td>
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<td><strong>Assess and identify potential opportunities for root cause analysis incorporation into risk-based inspections</strong></td>
<td>• Develop expertise in root cause analysis</td>
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<td>• Assess how concepts might be included in SLTT programs</td>
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<td>• Assess extent of training available in this area to SLTTs and potential opportunities for inclusion</td>
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<td>• Assess non-FDA trainings available in root cause analysis</td>
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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 (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

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| Identify, assess, and promote implementation of effective 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 |
| | 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 |
| | • 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 |
| | • 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.  
• Disseminate intervention strategy report findings through respective communication channels, online sharing sessions, and national and regional conferences, seminars, and meetings. | AFDO | FY22 |
| | | NACCHO/CFP/AFDO/NEHA | FY22 |
OBJECTIVE 3: Increase enrollment and active participation and application of the Retail Food Regulatory Program Standards [NACCHO/CFP Lead].

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| Build upon the FDA’s VNRFRPS technical assistance strategy to provide a “multiplier effect” to promote participation and implementation of the VNRFRPS by SLTTs | • Create an approach to improve the equity of:  
  o Distributing and/or promoting resources to SLTT regulatory programs and  
  o Understanding and successfully applying for VNRFRPS funding through the new RFFM | NACCHO/CFP | FY21 |
|  | • 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:  
  o Why they have enrolled or not enrolled?  
  o Are self-assessments current? If not, why are self-assessments not current?  
  o For programs making progress on VNRFRPS what has contributed to this progress? What are the barriers to progress?  
  o For programs not making progress on the VNRFRPS, what are the barriers to progress?  
  o 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 |
|  | • 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 |
| 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

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| 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  
• Use vetting tool to evaluate resources and promote those resources of most values to the web site  
• 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 | AFDO | FY21 |
| | | NEHA | FY21 |
| Assess tools available or need for foodborne illness investigations and recommend additional tools to fill gaps | • 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  
• Website of valuable foodborne illness outbreak investigation resources completed | AFDO | FY21 |
| | 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  
• Promote the web site with real-time input on usefulness of material, active measures  
• Regular attend virtual and in person Collaborative meetings to provide input on AFDO/NEHA project objectives  
• Promote and communication the web site materials and active measures | NEHA | FY21 |
| Deliver AFDO train-the-trainer programs on Environmental | • Present 2 Train-the-Trainer Programs each year  
• Evaluate program and modify accordingly | AFDO | FY21 |
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<th>Sampling for Retail Outbreaks</th>
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<td>Promote and encourage the use of CDC NEARS and EATS</td>
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<td>• 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.</td>
<td>AFDO FY21</td>
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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

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<td>Develop a series of virtual or in-person presentations on best practices in foodborne illness investigations presentations for SLTT jurisdictions</td>
<td>• Demonstrate presentations via webinar and provide the template for the presentations to SLTT jurisdictions</td>
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<td>• Development and promotion of at least four customizable presentation for SLTT jurisdictions</td>
<td>NEHA</td>
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<td>• Demonstrate the delivery of presentations via webinar, virtual presentations, and conferences on foodborne illness investigation or risk factor intervention best practices</td>
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<td>Develop Report for Retail Food Outbreak After Action Reviews</td>
<td>• Develop a process and offer assistance for retail outbreak after action reviews.</td>
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<td>• Develop a final report and make final reports available</td>
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<td>Use five states inspectional results to review trends in foodborne illness risk factor violations including</td>
<td>• Develop a standardized model for comparing inspectional results among multiple inspection forms and Food Codes</td>
<td>AFDO</td>
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<td>• Determine whether or not to partner with academic institutions to research and develop articles for potential publication</td>
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<td>• Recruit at least five states with common data models and/or inspectional systems</td>
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<td>• Develop a method of data analysis to create “brand” risk factor studies</td>
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<td>• Review “brand” risk factor study to determine pilot brands for the project</td>
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<td>• Pilot a process for presenting “brand” risk factor studies to brands</td>
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<td>• Develop a process for sharing information with industry associations on violation trends across the jurisdictions</td>
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| trends among common brands | • Seek feedback and input from participating brands to improve the process  
• Compare across jurisdictions to see the commonality of violations within brands and overall. 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) (Includes well developed employee health program). (Page 1 of 2) *(NEHA/AFDO Lead) – NEW ERA DELIVERABLE 3.2.3*

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| **Develop and promote strategies to improve active managerial control at the retail level** | • 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)  
• Survey local regulatory agencies to identify key materials used for active managerial control  
• 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  
• 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.  
• 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 | AFDO | FY21 |
| | | NEHA | FY21 |
| | | NACCHO/CFP | FY21 |
| | | AFDO and NEHA | FY22 |
| | | NACCHO/CFP | FY22 |
OBJECTIVE 5: Increase number of establishments that have well developed and implemented Food Safety Management Systems (FSMS) (Includes well developed employee health program). (Page 2 of 2) [NEHA/AFDO Lead] – NEW ERA DELIVERABLE 3.2.3

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| 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:  
  o What causes foodborne illness  
  o What we can do to create a food safety culture  
  o How to lead food safety  
  o How to demonstrate and model food safety  
  o Implementing and maintaining food safety management systems  
  o Working with regulatory agencies, and  
  o Reading an inspection report and implementing long term correction  
  • 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 1:  
  o Competency development and learning objective development  
  o Review existing content  
  o Prototype course based on competencies and learning objectives  
  o Develop materials and presentations  
  o Walk through with key SMEs to modify and revise materials  
  o Walk through course with instructors  
  • 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  
  o Pilot course and debrief after pilot  
  o Revise and modify course based on pilot  
  o Develop Course Specific Instructor Training (CDIT) for course and deliver to first group of instructors | AFDO               | FY21             |
| 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
  o Regularly attend virtual and in person Collaborative meetings to provide input into the development of AMC project activities and materials
  o Communicate Collaborative’s AMC and FSMS resources and messaging through respective communication channels

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| 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 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 |
| | • Survey state regulatory programs periodically for emerging and challenging issues related to retail food safety  
  o 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:  
  o Regularly attending virtual and in person Collaborative meetings to provide input into the development of AMC project activities and materials  
  o Communicating Collaborative’s joint recommendations and messaging through respective communication channels | NACCHO /CFP | FY21 |
OBJECTIVE 6: Develop a strategy to enhance communication and better tell our story (NEHA Lead – AFDO/CFP/NACCHO Roles) (Page 2 of 3)

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| 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  
• Increase number of users accessing the website by at least 20% by the end of Year 2  
  o Monitor access of webpage using tracking tools to identify most used and underused resources/toolkits; evaluate website accessibility; improve as needed  
  o Use internal research and evaluation experts to track and review data  
  o Develop a measurable benchmark for online resource usage and reliability  
• Maintain webpage content throughout the grant period to ensure current information and resources | NEHA | FY21  
| | | NEHA | FY22  
| | | NEHA | FY21-23  
| | • 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 |
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<th>to meet the Objective outline in the Association Cooperative Agreement</th>
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<td>• Review the Integrated Food Safety System (IFSS) Toolkit and evaluate its effectiveness in employment with retail food protection efforts</td>
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<td>• Promote achievements of retail food safety programs</td>
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<td>• 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)</td>
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<td>• 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)</td>
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**OBJECTIVE 6: Develop a strategy to enhance communication and better tell our story (NEHA Lead – AFDO/CFP/NACCHO Roles)** - (Page 3 of 3)

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| 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 E-news, 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 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  
- 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            |

| 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         |
| promotion of achievements to incite positive advancement in food safety practices. | • Evaluate processes and procedures for collecting and disseminating information and stories from persons/organizations throughout project and improve as necessary | AFDO/NACC HO/CFP | FY21 |
| | • 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 | FY21-22 |
| | • 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) | | |