**Presentation title: Welcome meeting**

* Introduction: Chris Callahan
  + Thank you to attendees
  + Open sharing/reflection
  + The annual meeting is to come together to discuss the programs you have run in the past year.
* What people hope to get out of the annual meeting this year?
  + Discussion groups – open forums to discuss food safety initiatives
  + Meeting people in person after being virtual for so long; new faces
  + Learning from others’ experiences
  + Making new connections, expanding their network
  + Visit with old friends
* NECAFS
  + Enhance produce safety and preventive controls training, education, and outreach among small and medium sized farms
  + Who: University researchers, educators and extension specialists, state regulatory
    - Connecting all professionals together to work on enhancement of produce and preventive controls training education, and outreach among small and medium sized farms and processors.
  + NECAFS started with NE-PHRESH
    - Disparate opinion, accuracy and location of knowledge. Overlapping and non-coordinated effort in region,
    - Based on field experiences, shared by peers
  + FSMA implementation
    - Delivering on the sense of enhancing produce and preventive controls safety education
* Elizabeth Newbold
  + Introduced additional staff to the team – Chris Callahan, Elizabeth, Annie, Sean Fogarty, Anna Loewald
* Produce Safety in Hydroponic and Aquaponic Operations
  + Topic-based factsheets
    - Cleaning and sanitizing
    - Fish health and handling
    - Harvest, post-harvest
  + Guide reader to implementing produce safety
  + FSOP grant application
  + Northeast Produce Safety Research Consortium – establish regional
    - Work with university partners to work on outreach -> farmers get guidance for sampling
      * Looking in pathogens at processing environment
      * Year 1 Sample Collection – Maine: Blueberries, Delaware: Apples, Ohio:
      * Year 2 – More Apples?
  + Existing Produce Safety Research – Anna Loewald
    - Articulate critical research questions and conduct extensive review of existing research related to FSMA PSR topics – approaching existing produce safety research in an approachable way
    - Lit reviews and digestible outputs
  + NECAFS Preventive Controls Working Group: Leveraging the shared needs, skills and outputs of Food Safety Communicators in the Northeast - Annie
    - Preventive Controls Workgroup: Leveraging the shared needs, skills, and outputs of food safety communicators in the northeast
    - Resources: Processors food safety toolkit
    - Awareness: Processors and community are aware of this work
    - Evaluation: developing regional assessment of the PCHF course and learning outputs
    - Needs Assessment: Research into what food safety communicators need in terms of needs of small processors
    - Resource Clearinghouse: Using google analytics to understand how the Clearinghouse is used, what needs are not being met, and how do we use this to improve the Clearinghouse
    - How do people find what they need on NECAFS?
      * Water: 31% click through to a resource – other % are not finding what they’re looking for
      * Water testing, managing water, water quality
      * Handwashing Food Safety Plan
    - How do we close the research gaps?
      * FSOP proposal
      * Develop a peer review tool on Clearinghouse
      * Understand what the gaps are and how do we connect people to resources that they need
      * Video series
  + Elizabeth - Wrap-up of ongoing projects
    - Produce Safety Handbook for Buyers
      * Help with the communication gap between buyers and growers
      * Regional handbook: online tool, about to be launched – Feb/March 2023
      * Look at the various state audit and inspection information and put this information on a site that’s transparent and enhance ability of language and other information: use friendly
    - **Training support stipend program**
      * Funding available for lead training, produce safety and preventive controls to support costs for trainings
      * Subsidize cost for attendees
    - National Water lab Map
      * 607 maps
      * 27,209 views
      * Map water testing sources throughout the country
    - Pre-post testing
      * Produce safety alliance
      * Knowledge went up from pre- to post- test across the region
    - Upcoming Work
      * Long term look back survey in partnership with the Produce safety Alliance
      * Assesses behavior change, confidence and continuing need
  + What to expect this year
    - Last Year – Situational assessment, planning for changes, change in practices…
    - Now
      * Day One – Separate in different working groups: Regulatory and Educational Group
      * Day Two: Panels -> Joint Breakout Groups to facilitate change – > plans & teams for a handful of feasible and important actions and projects
      * Coming Year – collaborative activity, change in practice, repeat… follow our activities!
    - Guiding Protocols
      * Respect and trust each other
      * Everybody is an expert!
      * Step forward and step back
      * Celebrate and share success, and be candid that remain
      * Take breaks and take care of yourself!
      * **Funder: USDA NIFA**

**Presentation title: State Department of Agriculture Introductions**

* Massachusetts
  + 6 Program Personnel
  + 4 Inspectors
  + UMASS Agricultural Extension
  + 894 Farm Registry
  + 578 Verified Farm Registry
  + 72 Large Covered Farms
  + 78 Number of Inspections
  + 0 For-Cause Inspections
  + 105 Follow Up Inspections (Educational Visits)
* Maryland
  + 3 Program Personnel
  + 2 Inspectors
  + University of Maryland Plant Science Extension ALEI (Agricultural)
  + 808 Farm Registry
  + 145 Verified Farm Registry
  + 33 Large Covered Farms
  + 13 Number of Inspections
  + 0 For-Cause Inspections
  + 21 Follow Up Inspections
* New Hampshire
  + 4 Program Personnel
  + 2 Inspectors
  + UNH
  + 211 Farm Registry
  + 143 Verified Farm Registry
  + 24 Large Covered Farms
  + 8 Number of Inspections
  + 0 For-Cause Inspections
  + 16 Follow Up Inspections
  + New program staff hired
  + Farm inventory data and verification
* Rhode Island
  + 4 Program Personnel
  + 2 Inspectors
  + URI
  + 493 Farm Registry
  + 199 Verified Farm Registry
  + 14 Large Covered Farms
  + 28 (from 2022) Number of Inspections
  + 0 For-Cause Inspections
  + 77 Follow Up Inspections
  + Formal Produce Farm Registration
  + Agricultural Water Quality testing program
  + Mini grant program in 2021 and 2022 to assist with produce safety improvements
  + Continue to support the RI GAP program – technical assistance and compliance vehicle
* New York
  + 8 Program Personnel
  + 5 Inspectors
  + Cornell University & Cornell Coop Ext.
  + 1503 Farm Registry
  + 1503 Verified Farm Registry
  + 236 Large Covered Farms
  + 121 Number of Inspections
  + 0 For-Cause Inspections
  + 134 Follow Up Inspections (Including 8 OFRRs)
  + Number of inspections conducted exceeded the goal, despite losing an inspector
  + Produce Safety compliance program has been easily and effectively retrofitted into our Division’s compliance program
* Connecticut
  + 7 Program Personnel
  + 5 Inspectors
  + UConn Extension
  + 202 Farm Registry
  + 386 Verified Farm Registry
  + 20 Large Covered Farms
  + 7 Number of Inspections
  + 0 For-Cause Inspections
  + 2 OFRRs
  + Voluntary Registration and All Inspections are completed online through our E-license System.
  + All new staff with less than 2 years of experience
* Maine
  + 1 Program Personnel
  + 3 trained Inspectors
  + UMaine Cooperative Extension
  + 1985 Farm Registry
  + 872 Verified Farm Registry
  + 22 Large Covered Farms
  + 19 Number of Inspections
  + 2 For-Cause Inspections
  + 12 OFRRs
  + As of last week testing of the new database/major fixes seem to be winding down
  + CPI position (PSR specialist) re-posted
  + Caught up with meeting min requirements
* Delaware
  + 4 Program Personnel
  + 1 Inspector
  + University of Delaware Cooperative Extension
  + 155 Farm Registry
  + 110 Verified Farm Registry
  + 14 Large Covered Farms
  + 20 Number of Inspections
  + 1 For-Cause Inspections
  + 9 Follow Up Inspections
  + State regulation for mandatory registration for produce farms growing, harvesting, packing and/or folding
* Pennsylvania
  + 9 Program Personnel
  + 8 Inspectors
  + Penn State Extension
  + 1643 Farm Registry
  + 762 Verified Farm Registry
  + 150 Large Covered Farms
  + 119 Number of Inspections
  + 3 For-Cause Inspections
  + 507 Follow Up Inspections
  + Completed 2 FDA Calibration Inspections
  + Developed 4 SOPs
* West Virginia
  + 8 Program Personnel, 3 of which are 100% Produce
  + 1 Inspector
  + West Virginia University, West Virginia State University
  + 2365Farm Registry
  + 1256 Verified Farm Registry
  + 7 Large Covered Farms, 1 Small
  + 8 Number of Inspections
  + 0 For-Cause Inspections
  + 118 Follow Up Inspections
  + 100% of covered farm inspected
* New Jersey
  + 7 Program Personnel
  + 6 Inspectors
  + Rutgers Cooperative Extension
  + 231 Farm Registry
  + 416 Verified Farm Registry
  + 887 Large Covered Farms
  + 55 Number of Inspections
  + 1 For-Cause Inspections
  + 1 Follow Up Inspections
  + 51 Farms Received Technical Assistance
  + 282 Inspections
  + 233 initial
  + 49 routine inspections
* Vermont
  + 7 Program Personnel (20-82% CAP funded)
  + 1 Inspectors
  + UVM Extension
  + 612 Farm Registry
  + 612 Verified Farm Registry
  + 17 Large Covered Farms, 6 Small, 7 Very Small
  + 20 Number of Inspections
  + 2 For-Cause Inspections
  + 1 Follow Up Inspections (Including 8 OFRRs)
  + Completed FDA inspector calibration in 2022
  + Voluntary farm registration, QE farms are encouraged
  + 33 OFRRs ad 57 non-OFRR educational visits
  + 8 PSA grower trainings

## **Presentation title: Federal Updates**

* FDA Produce Safety Network: Ben Marshall, CFSAN FDA
  + FDA CFSAN
    - Promote, Build, Engage, Collaborate
  + Produce Safety workshops
    - BSAAO Workshop
    - Cleaning and Sanitation Workshop
      * Virtual, but adapt to their farmers/clientele
    - Ag water workshop
    - Systems Thinking
    - Contact: 301-906-8064, [Benjamin.marshall@fda.hhs.gov](mailto:Benjamin.marshall@fda.hhs.gov)
  + Questions
    - How do you train farmers that don’t speak English? ESL strategies?
      * Doesn’t know – making note to ask other folks in the room
* USDA Food Safety Outreach Program: Jodi Williams, NIFA USDA
  + The USDA always reads comments, evaluations and questions
  + FSOP program
    - SMP support for those under FSMA
    - Mid-november: request for applications
    - Technical assistance webinar available
    - Program has been around for ~10 year, started at 2.5 million dollars.
    - Feb. 16th proposal deadline
    - Technical assistance program
    - 150,000 entities (not strictly only academia/university professionals)
    - Cooperative extension, federal state local or travel agencies
    - 3 priorities: community outreach, collaborative education and training, and technical assistance and grant writing skills program (minority serving entities).
    - Proof in proposal that org that you’re collaborating with is underserved
    - Grant writing – NEW grant: grant writing resources, groups that interact with underserved populations. Problem with the writing, not a problem with goals or work in question
    - Coordinating and communicating sectors for social media and outreach to support target audiences
  + Questions:
    - Can I apply for equipment for the farm fields?
      * As long as education outreach and training is part of the proposal
* Produce Safety Alliance: Donna Clements, Cornell
  + Produce Safety Alliance Team
    - Diversity in language spoken
    - Gretchen left the program but we still work with her in an expanded team
    - Don is now in the west coast
    - West: Mariana Villarreal, Spanish language
    - Collings Bugingo – NW regional extension associate
    - Thais Ramos – SW regional extension associate
    - Looking to hire new Spanish language position
  + Training Accomplishments
    - 3,742 grower trainings
    - 122 train the trainer
    - 79,707 GT participants
    - 3,486 TTT participants
    - Total PSA trainers: 2,925 (2,070 domestic)
    - Total PSA Lead Trainers: 505 (281 domestic)
    - Trainers can update their affiliation and contact preferences online
  + PSA Updates
    - Expanding into international training
      * 15 PSA GT in Mexico, onion, mango, melon
      * Will impact domestic Spanish-language outreach
    - New Website
      * Update your bookmarks
    - Funding remains a big concern
      * Full funding through September 2023
      * Partial funding through June 2024
  + Agricultural Water
    - Supplemental training slides on Subpart E requirements
    - Current priority is on harvest/postharvest water requirements
      * Updating PSA required records templates (water system inspection template)
      * Updating sanitizer resources
    - Upcoming produce safety educators call series on harvest/postharvest water
  + Educational Materials
    - Traceability Supplemental Slides
    - More than words illustrations
    - PSA Grower training manual translations (English, Spanish, Korean, Chinese and Portuguese) online
    - Educators’ groups (English and Spanish) going strong
    - Independent series for English and Spanish
  + Additional Updates
    - Settling into a new COVID normal
      * Optimizing training schedules, assessing needs and prioritizing objectives
      * Analyzing PSA Grower Training evaluations to evaluate the temporary remote training policy
        + Comparing differences between training modalities
        + Developing recommendations for effective remote trainings
        + No significant difference in evaluations from in-person and online
  + PSA Advanced Trainer Workshop
    - February 7-9, 2023 Lake Alfred, Florida
  + PSA Migrated Website
    - Producesafetyalliance.cornell.edu
    - Es.producesafetyalliance.cornell.edu
  + Questions:
    - Final Subpart E?
      * Versions are relatively equivalent
      * Waiting for subpart E to be finalized
      * 2.0, coming in the future, will not be equivalent, start when subpart E is finalized
    - Powerpoint presentations?
      * Send email to Donna Clements for the new translated documents
    - Process envisioned for re-train the trainer?
      * Process in mind, have not finalized that process
      * Hosting a webinar to retrain
      * A couple of hours long
    - Do farmers need to be retrained?
      * No. Not a requirement
      * Recommended to know what the final requirements are
    - Difference between PSA training and TTT?
      * Participants attend grower session, next step would be to take TTT course
      * Attending the TTT gives opportunity for you to train other growers the PSA training
* Food Safety Preventive Controls Alliance
  + Donna Schaffner – Rutgers Food Innovation Center
  + Version 2 has to be approved by the FDA
    - Curriculum committee has approved the content and is in the process of being approved by the FDA
    - Will not be submitted to the National HACCP alliance and will not take place of a HACCP course
    - Lead instructors that would present this curriculum, all lead trainers are required to go through an updated training session
    - In-person or remote? In discussion
    - Cost? Being determined.
    - Would processors be required to go through training for version 2? No. No requirement to go through initial training, highly required to be as updated as possible.
    - 3rd party audits: will recommend that they go through the new training
      * No requirement
      * Not enough changes to go through a subsequent training.
  + Lead instructors (all trainers) are required to go through updated training
  + Encourage them to retake the course (updated training) – for former participants, not a requirement (trainers are still required)
  + Certificates – drop during COVID, gradually growing back
    - Certificates
      * Drop in trainings during COVID
      * Gradually training back upward, with a more recent downward trend
    - Domestic PCQI Certs
      * Participants: 137,000
      * LI: 2,255, 105 courses completed
      * Upcoming registered: 350
      * Gap between registered and completed
  + Contact: dfschaff@njaes.rutgers.edu
* FDA Preventive Controls
  + Glenn Bass – Office of Regulatory Affairs
  + PCHF Update
    - Human and animal food is the largest organization in the FDA
    - Food compliance programs to best prepare compliance group
      * Staff development via webinars: how to implement subpart B
      * Quarterly PCHF meeting with FDA and states: go over strategies and novel cases and findings, integrative food safety system
    - ORA Food Safety Culture
      * Sense of understanding of food safety
      * Translates to food safety preparedness
      * 1004 FDA staff in Food and Feed
      * 24 virtual and hybrid course sessions
    - Registration of Food Facilities and Other submissions
      * Final Rule: Requirement for Additional Traceability Records for Certain Compliance date: January 20, 2026
      * Working on implementation strategy to get program up and running
      * Working with state partners to flesh out new authority
  + Impact of COVID
    - Now: considered back to normal (for routine work)
    - Routine onsite inspections postponed due to variants
    - COVID data tracker to track variants in areas of the country, thus impacting outreach in those areas
    - 2020 – below 4000 inspections
    - Always had the ability to conduct emergency work: recalls, etc.
    - Remote Regulatory Assessments (RRAs)
      * Done in Human Foods side
      * Have done in medical setups…
      * Offer for food side –
      * Does not replace an inspection – reduces the amount of time for inspection (documents given beforehand)
    - FDA Domestic Inspections – getting back to previous numbers (had decline during 2020-2021)
      * Classifications
      * Observations
      * FDA Data dashboard: <https://datadashboard.fda.gov/ora/index.htm>
  + Questions?
    - Are food compliance program training and culture trainings available to educators?
      * Reach out to NC state to form collaboration to get access to food safety training
      * Webinars are internal trainings – will not share with educators
        + Push by Amanda Kinchla to improve inspections, provide regulatory perspective and motivate processors to comply.
        + Advocating access to regulatory trainings with educators

## **Presentation title: Educational Projects with Unique Approaches**

* Sanitizing and Cleaning Resources for your Business (SCRUB): Andy Chamberlain
  + Barriers
    - Scattered resources
    - Gaps and questions to answer
    - Digestible ways of communicating and sharing knowledge
  + Technical Assistance
    - Twilight highlights
      * Online workshops
      * Peer learning in small groups
    - One-on-one, in-person and virtual sessions
    - Active listening to inform new resource needs
      * Listening to what growers need
  + Resources
    - Print PDF
    - Responsive web and blog post
    - Video case studies, audio, and social
      * Good and bad instances
    - Existing resources have been reviewed and curated
      * 93 reviewed, 34 shared (38%)
    - Example situation: concrete floor repair
      * Start with farm visit
      * Process photo flow – blog post
    - Example: Cleaning tools
      * Blog post highlight color coding in farm
      * Videos explaining the cleaning tools: how cleanable? What options
      * Scrub shorts –
    - Post-Harvest Case studies
      * 13 farms – 3 formats: blog post, pdf, video
    - Instagram is a popular resource for farmers!
      * Curated site for sources
        + SOPs,
        + Case studies (post-harvest)
        + Culture
        + Trainings
        + Nonconformances (example: fixing concrete floor, cleaning tools, hygienic design, color coding)
        + Scrub shorts: short videos <60 seconds.
    - Go.uvm.edu/scrubresources, go.uvm.edu/phcs
* Experiential Learning Opportunities for Limited Resource Growers through Mobile Farm Innovation in Mississippi, Alabama and Georgia: Billy Mitchell
  + Barriers
    - Time and cost that farmers take for farmers to seek educational opportunities
    - Limited resources
    - Presentation is not the preferred method of learning, food safety is not the number 1 concern
  + Solutions
    - Mobile Farm Innovation trailers
    - Portable in-person activities
    - **Represented in program creation through programming materials**
    - Paid farmer review panel with honest feedback
    - Bring relevance back to farmers: conserving their land is a benefit to food safety education and programming
    - Work with underserved communities
  + Hands on Activities – 3 major activities
    - About 20 minute activities
    - Discussion amongst the group
    - Fun and engaging
    - Farmer and trainer will display that activity and then they’ll perform that activity
    - Water Sampling
    - Using Sanitizers
    - Cold Storage
  + Train the trainer model
    - Videos, fact sheets, guides
    - All resources are on the Clearinghouse
  + Data collection
    - Focus groups for qualitative data
    - Pre and post
    - Improve awareness and intent to implement practices
    - Time and cost are major barriers to this audience
    - Creates space for collaboration
    - Farmers come back every 6 months to share how they’ve impacted their community
* Development of an alternative FSMA compliant produce safety curriculum for plain, sect and other smaller fresh produce growers: Jeff Stoltzfus
  + Barriers
    - Low tech methods for trainings aren’t readily available
    - Low resources in certain cities/counties/states (specifically Amish communities in this instance)
    - Where do you conduct trainings?
    - Some communities don’t like cameras
  + Solutions
    - Develop low tech options for training
    - “Plain English” training for farmers
    - Put FSMA curriculum into a notebook and put 2 slides to a page
    - Alternative to PowerPoint – grower doesn’t take the book home, they still need the manual
    - Offer 20 of them for free for teaching the Amish
    - Worked very well – great feedback on the model
  + Worker Training Flip Chart
    - Pictures on the front, text on back
    - Changed pictures for Amish communities: emphasis on working with animals
      * Costs $25
  + Questions?
    - Spanish-speaking group in Massachusetts didn’t like this model
      * Made the slides into videos instead
    - How is the book different from the grower training manual?
      * No presenter notes
      * Nothing but slides
      * Keep up with both grower manual and flipbook, works better for the presenter perspective.
    - Where to get them?
      * Luke LaBorde has the code to get up to 20 for free to teach underserved communities

**Presentation title: Educational Barriers of Producers and Processors**

* On-Farm Produce Safety: A Review of Needs Assessments of Small- and Medium sized Growers in the United States
  + Elizabeth Newbold – University of Vermont, NECAFS
  + Research Question
    - In Boston (area meeting) there was a discussion of needs assessments
    - Determined the need of a published peer review of all published needs assessments.
    - What are the known produce safety needs among small and medium sized producers in the northeast?
  + Goal: Avoid duplication of what’s already done, summary of all available needs assessment research
  + Overview: conducted a national semi-systematic review
    - Data from 2005-2020
    - Included only published lit
    - Reviewed 34 needs assessments
    - Preset findings at NECAFS in Philly 2020
    - Published in Food Protection Trends Jan/Feb issue
  + Needs Assessments include:
    - Surveys
    - Phone interviews
    - Pre- and post-event surveys
  + Two emerging dimensions or frameworks for Needs
    - Training: Specific technical training, on-the-ground assistance, 1:1, small group, technical skills for management, those not covered under the rule still want food safety training
    - Knowledge: lack of information, no resource on given topic, confusion on regulation, inconsistency in messaging, science behind the recommendations (WHY are they doing this practice)
      * + Pathways of contamination etc.
    - Time: Farmers never have enough time, time for record keeping, time for improving practices
    - Capital: high cost of compliance, infrastructure, equipment, cost of labor (training, implementation), maintaining or gaining market access (audits)
    - Mindset: Motivation, perspective, confidence. Big picture of motivation for compliance; motivation comes from buyers, regs, and opportunities with mutual benefits
  + Factors that influence need
    - Farm size: scale ,methods, regulations that vary by annual sales
    - Farm type: organic versus conventional, Crop mix
    - Region: practices vary by region, public perceptions of food safety, cultural differences
    - Market: Wholesale versus small scale distribution
  + How best can we meet needs?
    - Tailor outreach in content and delivery
    - Who’s presenting the content
    - NOT federal agencies
    - HOW are you presenting the content? Online? Hybrid? On-farm workshops?
    - Consider language barriers
    - Creative solutions to combat problems
    - Foster confidence
  + Conclusion: Tailor outreach and Education consider both content and delivery
    - Content
      * Credible (experienced sources)
      * Respondents often favored ag service providers (extension professionals, researchers) NOT federal agencies
    - Delivery
      * Format: Online? Handouts? On-farm workshops?
      * Consider literacy, numeracy and language barriers
      * Creative solutions
* Understanding the Food Safety Needs of Small and Very Small Processors in the Northeast United States: A Food Safety Communicator Perspective
  + Andrea and Annie
  + Update on project
  + Problem: many food processor struggle to understand and implement FSMA PCHF requirements that apply them
    - Small and very small processors have problems understanding regulations
    - The FDA says that 3500 processors are eligible for attestation, but 531 actually have filed for attestations
    - Difficulty reaching processors
  + Need to identify barriers faced by small and medium sized food processors what adopting food safety programs and practices required
  + Developed and deployed a needs assessments
    - Background: where people are located
    - Understanding awareness of the rule
    - Educational challenges, courses, and resources
    - Technical assistance needs and implementation barriers
    - What did they observe? Nonconformances
  + Identified additional need
    - Initial results indicate sig diff between regulators and the food safety communicators (FSC’s)
    - Second survey was created to understand the diff in opinion
    - If they can give anonymous changes in the past year
  + Takeaway 1: Awareness is the biggest challenge
    - Processors 17% average awareness
    - Majority below average awareness
    - Biggest impact: increase awareness
  + Takeaway 2: Knowledge challenges are not always education priorities
    - Knowledge ranking GMPs: 3.8 (most recommended course for processors)
    - Knowledge ranking HACCP: 2.8
  + Takeaway 3: Gaps in knowledge are also observed in implementation
    - Similarities in topics of food regulators and processors facing
    - Topics identified to improve
      * Sanitation controls
      * Allergen controls
      * Recall plan development
  + Recommendations
    - Emphasize outreach to improve awareness
    - Create resources customized for this audience
      * One-on-one advice and consultation and training workshops
      * Topic specific information most recommended type of information
      * Additional technical/scientific resources and make them accessible
* Breakout Groups: Preventive Controls
  + Goal: Sharing and Emergence – let people share, get comfortable with the framework, allow ideas to emerge to inform the next breakout activity
* Closing thoughts
  + Gaps
    - Exemption
    - Culture of food safety
    - Without documented change, you can’t call something a solution
    - Refresher training for inspectors
    - How do we sell food safety: how do we motivate sales to small growers
    - How do we get people to review resources
  + Solutions
    - “Connection before content”
    - Tell stories: of success or of failure (outbreaks)