



AFDO Healthy People 2030: Reducing Foodborne Illnesses Initiative

4th Biennial In-Person Meeting Summary
March 23–24, 2026 | Atlanta, Georgia

Report Date: 9/8/2026

This report summarizes the proceedings, key themes, and priority areas identified during the 4th biennial in-person meeting of the AFDO Healthy People 2030 initiative.

Executive Summary.....	1
Meeting Overview.....	2
Key Themes Across the Meeting	2
Norovirus at Retail	3
One Health.....	4
Root Cause Analysis.....	6
Salmonella.....	7
Cross-Cutting Takeaways	9
Resources.....	9
Acknowledgements.....	10

Executive Summary

The Association of Food and Drug Officials (AFDO) convened the fourth biennial in-person meeting of the Healthy People 2030 (HP2030) Reducing Foodborne Illnesses initiative on March 23–24, 2026, in Atlanta, Georgia. The meeting brought together 138 registered participants representing public health and epidemiology, regulatory and inspection programs, industry, academia, trade associations, consumer organizations, and other partner groups. Designed as a working session rather than a conference-style convening, the meeting combined plenary presentations, structured workgroup updates, facilitated breakout sessions, formal report-outs, and a full-group discussion of shared gaps and next steps.

The meeting agenda was structured to move participants from context-setting to action. Day 1 established a common foundation through plenary presentations on the Healthy People 2030 national objectives, current trends in the burden of foodborne illness presented by U.S. Centers for Disease Control and Prevention (CDC) leadership, and strategic considerations for the next phase of the initiative. Workgroup update sessions then provided context on progress and past achievements within each emphasis area before participants moved into breakout discussions. Day 2 emphasized integration and decision-making, with U.S. Food and Drug Administration (FDA) leadership remarks, cross-group check-ins, continued breakout work, formal report-outs, and a facilitated discussion to identify gaps and shared priorities and define practical next steps.

Across the meeting, participants consistently emphasized the need to translate existing knowledge into tools and strategies that are practical, accessible, and scalable. Several cross-cutting priorities emerged, including improved communication and dissemination of usable resources, stronger data collection and sharing mechanisms, more accessible and sustainable training models, and continued cross-sector collaboration. Discussions also reinforced that the initiative's emphasis areas are at different stages of maturity: some are transitioning toward implementation and scale-up, while others are still refining scope, governance, and strategic direction.

The sections that follow summarize the meeting structure, highlight key themes from each emphasis area, and describe the major issues, opportunities, and next steps identified during the two-day convening.

Meeting Overview

The AFDO Healthy People 2030 initiative convened its fourth biennial in-person meeting at the Emory Conference Center in Atlanta, Georgia, on March 23–24, 2026. The meeting was intentionally structured as a two-day working session designed to support collaboration across the initiative's four emphasis areas: Norovirus at Retail, One Health, Root Cause Analysis (RCA), and *Salmonella*. Refer to Appendix 1 for the full meeting agenda.

Day 1 focused on shared context and issue framing. Plenary sessions addressed national Healthy People 2030 objectives, recent trends in foodborne illness burden and surveillance tools, and strategic considerations for calibrating the next phase of food safety objectives. These plenary presentations were followed by structured updates from each emphasis area, providing participants with a common understanding of workgroup progress and major questions heading into breakout discussions.

Breakout sessions formed the core of the meeting. Participants met in assigned workgroups to examine barriers, assess current approaches, and identify actionable priorities within each topic area. Day 2 shifted toward integration, alignment, and decision-making. After FDA leadership remarks and a facilitated full-group check-in, workgroups returned to breakout sessions to refine priorities and prepare report-outs. The meeting concluded with formal workgroup presentations and a facilitated discussion of gaps, highlighting shared themes and practical next steps across the initiative.

The breadth of participation was a notable strength of the meeting. Of the 138 registered participants, approximately 34 represented public health and epidemiology, 29 regulatory and inspection programs, 25 industry, and 20 academia, with additional participation from trade associations, consumer groups, and other partner organizations. This cross-sector composition reinforced the initiative's central premise that sustained reductions in foodborne illness require coordinated effort across government, industry, academia, and public health.

Key Themes Across the Meeting

Several themes emerged repeatedly across plenary sessions, workgroup discussions, and final report-outs. First, participants emphasized that practical implementation remains the central challenge. In many cases, knowledge, guidance, and tools already exist, but they are not always easy to locate, adapt, or apply across real-world settings. Second, the meeting highlighted the importance of data quality, standardization, and sharing as the foundation for risk-based decision-

making and impact evaluation. Third, participants consistently returned to the need for delivery systems – whether communication strategies, websites, training programs, or reporting platforms – that make resources easier to access and use. Finally, the meeting reinforced the value of sustained cross-sector engagement. The range of expertise represented at the meeting allowed workgroups to test assumptions, surface barriers, and identify opportunities that no single sector could address alone.

Norovirus at Retail

Progress and Direction Entering the Meeting

Prior to the 2026 in-person meeting, the Norovirus at Retail workgroup focused on developing practical tools and strengthening how prevention guidance is communicated and used across industry and regulatory settings. Key accomplishments included the launch of a norovirus testimonial video in partnership with STOP Foodborne Illness, the development of an Environmental Contamination subgroup to curate and assess cleanup resources, and the creation of a Communication Strategies subgroup to expand outreach and engagement. Together, these efforts improved stakeholder awareness and resource availability and positioned the group to shift from resource development toward evaluation, accessibility, and broader implementation.

Ongoing Rationale for This Emphasis Area

Norovirus remains a high-priority area because prevention depends not only on scientific understanding but also on the practical, visible, and consistent implementation of guidance in retail settings. The workgroup's communications and breakout materials pointed to persistent challenges related to worker illness exclusion, employee health practices, environmental contamination response, and the ability of industry and regulators to access and use the right tools at the right time. The meeting therefore focused less on identifying entirely new concepts and more on understanding why existing resources are not yet delivering the desired level of impact.

Focus Areas

The Norovirus discussions centered on three closely related areas: employee health and implementation, environmental contamination, and communications/resource dissemination. In the employee health space, participants explored how operators learn about guidance, what barriers affect adoption, the role of regulators and industry leaders, and how implementation progress might be measured. These discussions underscored the importance of strong food safety culture, frequent and varied training, and practical systems that encourage ill employees to stay home.

Environmental contamination discussions focused on how establishments respond to vomiting and diarrheal events, what tools and cleanup resources are most effective, and where current guidance falls short. Participants emphasized the need for resources that clearly distinguish cleaning, sanitizing, and disinfecting; address appropriate product use and concentrations; support training and visual job aids; and align more directly with operational realities.

Communications emerged as a major thread linking all other Norovirus priorities. Participants emphasized that many existing resources are too hard to find, too difficult to interpret, or insufficiently tailored to real-world use. Meeting materials repeatedly pointed to the need for shorter, clearer, more graphic, and multilingual resources, as well as a more centralized and visible

“one-stop shop” for tools. The workgroup also considered layered communication strategies and technology-based approaches that could improve reach and uptake.

Gaps and Opportunities

The most consistently identified barriers included staffing shortages, turnover, information overload, language and literacy barriers, implementation burden, and limited awareness of existing resources. Sick pay emerged as a particularly important missing element, frequently cited as a high-impact factor in enabling ill workers to stay home. Another notable finding was the disconnect between industry and regulatory perspectives on exclusion guidance: regulators reported that such guidance is commonly shared, while industry participants continued to describe a strong unmet need. This suggests that the gap may lie less in the existence of resources than in access, clarity, visibility, and usability.

Looking ahead, the Norovirus workgroup appears well positioned to move toward a more implementation-focused phase. Priority opportunities include improving resource curation and dissemination, continuing to strengthen food safety culture and employee health tools, and expanding training and communication strategies to make existing guidance easier to find and act on.

Priority Areas and Future Directions

- Develop and disseminate materials tailored to specific retail and foodservice operations to improve employee health practices.
- Evaluate how employee health is currently assessed in establishments and identify opportunities for improvement.
- Leverage food inspectors as key partners in reinforcing practices and communicating expectations.
- Identify and highlight establishments demonstrating strong employee health practices to promote peer learning.
- Address gaps in environmental contamination response, particularly around bathroom cleanup resources and guidance.
- Advance a coordinated communications strategy, including the “Stop Norovirus at the Source” message and development of targeted messaging for key audiences.

One Health

Progress and Direction Entering the Meeting

Following the 2024 in-person meeting, the One Health workgroup began transitioning from an initial scoping phase toward more defined areas of focus leading into 2026. Many workgroup members aligned with Texas Tech’s Sustainable Alliance for Food Ecosystems (SAFE) initiative, contributing to broader cross-sector efforts focused on integrated agricultural and food safety approaches. At the same time, a smaller subgroup continued to meet around reoccurring, emerging, and persisting (REP) strains, helping to clarify AFDO HP2030’s role as a strategic and consultative forum rather than an implementation body. Together, these efforts reflect a workgroup that has progressed from conceptual alignment toward more clearly defined workstreams in research coordination, policy alignment, and data-informed prioritization.

Ongoing Rationale for This Emphasis Area

One Health remains a priority because many of the environmental, agricultural, and pathogen-related challenges linked to foodborne illness do not fit neatly within a single discipline, sector, or regulatory frame. The workgroup is developing an approach that recognizes the connections among people, animals, plants, and the broader environment while remaining grounded in practical food safety applications. At the same time, the workgroup has had to navigate the inconsistent interpretation of the term “One Health,” creating challenges for stakeholder engagement, communication, and strategic focus.

Focus Areas

The One Health breakout materials point to three main areas of focus: policy, produce safety research, and REP strains/data sharing. In the policy space, participants emphasized the need for aligned messages tailored for deployment across federal, state, and local settings, as well as the importance of research funding, practical solution deployment, and coordinated stakeholder structures. These discussions reflect a desire to link science, policy, and implementation more effectively.

In research and produce safety discussions, participants emphasized the need to move from hazard identification to practical, farm-level risk analysis and mitigation. Standardization of sampling and laboratory methods was identified as essential to meaningful risk modeling, while adoption-focused questions, such as who is implementing practices effectively and why, were seen as critical to ensuring that research produces usable outcomes rather than isolated findings.

The REP strains discussions added a complementary workstream focused on strain behavior, public health significance, knowledge gaps, and data-sharing needs. Participants considered how agencies and partners currently use REP strain data, how priorities should be set, and what role HP2030 can play in supporting strategic focus, communication, and coordination without serving as the implementing authority.

Gaps and Opportunities

The most significant challenge facing the One Health workgroup remains definitional and structural: clarifying which problems it is best positioned to address and how to communicate that value clearly to a broad range of stakeholders. At the same time, participants identified specific technical and systems-level gaps, including inconsistent data standards, limited rapid-response capacity, and bottlenecks in genomic data sharing and analysis.

Alignment with external initiatives, together with the continued maturation of the REP strain effort, has provided a stronger foundation for the workgroup to refine its strategic plan and identify more concrete near-term deliverables.

Priority Areas and Future Directions

- Strengthen alignment of research funding and policy priorities to support implementable food safety solutions across the supply chain.
- Advance the transition from hazard identification to practical risk analysis, including development of actionable mitigation strategies.
- Standardize sampling and laboratory methodologies to support comparable data and robust risk modeling.

- Expand producer education, adoption insights, and rapid-response capabilities to improve real-world implementation.
- Improve data sharing and coordination related to REP strains, including reducing bottlenecks in genomic data exchange and strengthening cross-sector engagement.
- Support development of a coordinated stakeholder framework to align policy, research, and implementation efforts across sectors.

Root Cause Analysis

Progress and Direction Entering the Meeting

Ahead of the 2026 in-person meeting, the RCA workgroup had made substantial progress in building a national training and learning system to support root cause analysis in produce safety. The workgroup, in collaboration with Colorado State University and industry partners, developed and piloted a comprehensive RCA and Risk Assessment workshop for leafy greens growers, and created a standardized reporting tool – widely referred to as the “Dream Form” – and corresponding data infrastructure. These efforts supported early delivery of training, prototype data collection, trainer development, and the initial scaling of an implementation-ready program. At the same time, they surfaced longer-term questions about sustainability, adoption, governance, and how data generated through the system could be used responsibly and effectively.

Ongoing Rationale for This Emphasis Area

RCA remains a priority because reducing foodborne illness requires not only responding to incidents but also learning from them in a consistent and actionable way. The RCA materials frame the workgroup’s role as building a structured system that helps identify root causes, capture trends and corrective actions, and translate lessons learned into prevention-based food safety improvements. In this sense, the workgroup’s focus is both practical and strategic: It aims to improve day-to-day prevention practices while also generating a stronger knowledge base for future decision-making.

Focus Areas

A central focus of the RCA workgroup has been the design and delivery of training. Participants discussed preferred delivery models, including hybrid, asynchronous, and trainer-supported approaches, as well as the elements needed to make training accessible and useful to participants. These include clear expectations, pre- and post-assessments, participant and trainer manuals, and opportunities for one-on-one engagement with subject matter experts.

The second major focus area is the RCA Summary Form and the broader data infrastructure associated with it. The form is intended to support the standardized capture of root causes, trends, and corrective actions, while also contributing to the value of extension, research, and outreach over time. This data system is one of the initiative’s most distinctive assets, but also one of its most sensitive, given the need for curation, usability, and long-term support.

The workgroup also devoted significant attention to sustainability, funding, and implementation structure. Discussions addressed cost models, trainer compensation, platform support, partner roles, and the importance of a clearly defined implementation roadmap. A phased approach to expansion – first across growers and related production systems, and later to additional commodities – provided a framework for thinking about scale without losing consistency.

Gaps and Opportunities

The RCA workgroup enters its next phase with substantial momentum, but also with clear challenges. Sustainability remains a major issue, particularly as the program transitions from grant-supported development to sustainable operations. The long-term usefulness of the data system will depend on broader adoption, consistency of use, and ongoing stewardship. Regional adaptability, partner alignment, and clearly defined roles will also be critical if the program is to scale nationally without fragmentation.

Despite these challenges, the RCA workgroup has established a strong foundation for implementation. The discussion at the in-person meeting suggests that the workgroup is no longer primarily deciding what to build; instead, it is determining how to sustain, scale, and govern what has already been built.

Priority Areas and Future Directions

- Expand training delivery using accessible formats, including hybrid and asynchronous approaches.
- Incorporate one-on-one engagement with subject matter experts to strengthen learning and application.
- Advance a train-the-trainer model with vetted trainers and a focus on instructor skill development.
- Continue development and implementation of data-sharing tools, including long- and short-form reporting and anonymized outcome sharing through platforms such as Western Growers' Greenlink.
- Plan for long-term national rollout of the RCA model, including adaptation for additional commodities and non-produce industries.

Salmonella

Progress and Direction Entering the Meeting

Before the 2026 in-person meeting, the *Salmonella* workgroup had concentrated much of its attention on national efforts to reduce *Salmonella* in poultry, particularly through engagement with the Coalition for Poultry Safety Reform and related federal and academic discussions. This coordination helped maintain cross-sector dialogue and informed ongoing regulatory conversations, but it did not result in consensus on the most effective control strategies. The withdrawal of proposed FSIS rulemaking, combined with continued concern about rising illness incidence, left the workgroup entering the meeting with substantial unresolved scientific, policy, and implementation questions.

Ongoing Rationale for This Emphasis Area

Salmonella remains a major public health priority because the burden of illness remains high and existing approaches have not produced the desired reductions in risk. The meeting materials focused on both regulatory and public health dimensions of the problem, including performance standards, sporadic incidence, recalls and outbreaks, surveillance, and the role of consumer food preparation practices. Together, these issues point to a complex challenge in which effective solutions will likely require more than changes to any single standard, sector, or point in the food system.

Focus Areas

The *Salmonella* workgroup discussions concentrated first on microbiological performance standards. Participants considered questions related to quantitative and enumerative approaches, the role of serotypes and virulence, shorter assessment windows, commodity-specific versus broad standards, and how accountability should be established when standards are not met. The group also discussed whether current approaches are sufficiently real-time and representative to support meaningful improvements in control.

A second major area of discussion was data sharing and sampling. Participants highlighted the potential value of industry data sharing, particularly when appropriately de-identified, and considered how new or improved sampling methods might better represent performance and risk. These conversations were closely linked to broader questions about surveillance quality, data governance, and the evidence needed to support more responsive standards.

The workgroup also addressed consequences, accountability, and public health metrics. Discussions included what outcomes should follow when standards are not met, whether establishments that exceed standards should receive recognition, and how success should be evaluated. Proposed metrics ranged from prevalence and quantification measures to plant-level pass/fail trends and outcomes such as fewer recalls, outbreaks, and illnesses.

Finally, the workgroup considered consumer-facing issues related to cooking technologies and validated preparation instructions. Participants discussed modern devices such as air fryers and instant pots, along with concerns about inconsistent performance, insufficient validation, and limited regulatory oversight of instructions intended to support safe preparation.

Gaps and Opportunities

The *Salmonella* discussions highlighted several gaps: limited consensus on how to incorporate serotype and virulence information into standards; the need for more responsive and representative data; uncertainty around accountability mechanisms; and concerns about the adequacy of current surveillance and sampling systems. The materials also suggest that future work may need to broaden beyond poultry to better reflect how *Salmonella* is transmitted, amplified, and controlled across commodities and food-handling settings.

The meeting helped sharpen the key questions that will shape future work. These include how to modernize standards, what data are needed to support them, and how to connect regulatory and public health goals more effectively over time.

Priority Areas and Future Directions

- Revise *Salmonella* performance standards to incorporate concentration-based approaches, shorter evaluation windows, and clearer accountability.
- Establish a data-sharing workgroup and evaluate existing models (e.g., Western Growers, California Leafy Greens Marketing Agreement) to inform governance and implementation.
- Strengthen and fully fund public health and molecular surveillance systems, with an emphasis on more granular data on food exposures.
- Explore intervention strategies, including collaboration with USDA Animal and Plant Health Inspection Service (APHIS) to accelerate vaccine development and approval pathways.
- Investigate the performance of modern cooking technologies (e.g., air fryers) and assess their alignment with safe food preparation guidance.

Cross-Cutting Takeaways

Taken together, the four emphasis areas illustrate both the diversity and the coherence of the AFDO Healthy People 2030 initiative. While each workgroup addresses a distinct challenge, all are grappling with common questions about implementation, scalability, communication, data use, and partnerships. The meeting confirmed that the initiative is strongest when it connects scientific and technical expertise with practical delivery systems and collaborative problem-solving.

Several workgroups – particularly Norovirus at Retail and RCA – are moving from development into broader implementation. Others, such as *Salmonella* and One Health, are continuing to refine their strategic direction in areas where science, policy, and cross-sector coordination remain especially complex. This variation is not a weakness; rather, it reflects the different types of work required to build a durable, multi-part initiative to reduce foodborne illness.

Overall, the fourth biennial in-person meeting reinforced a shared commitment to advancing practical, science-based, and collaborative strategies to achieve meaningful public health impact. The discussions, priorities, and next steps identified during the meeting provide a strong foundation for continued work across all four emphasis areas.

Resources

Healthy People 2030 (General)

- U.S. Department of Health and Human Services (DHHS) *Healthy People 2030*: <https://odphp.health.gov/healthypeople>
- DHHS *Healthy People 2030 Foodborne Illness Objectives*: <https://odphp.health.gov/healthypeople/objectives-and-data/browse-objectives/foodborne-illness>
- AFDO *Healthy People 2030 Foodborne Illness Reduction Initiative*: <https://www.afdo.org/resources/healthy-people-2030/>

Norovirus at Retail

- AFDO, STOP Foodborne Illness, 2026, *Barbara's Story: How Food Handlers Can Help Prevent Foodborne Illness* [video]: <https://www.afdo.org/event/how-food-handlers-can-help-prevent-foodborne-illness/>
- FDA, 2024, *Employee Health Policy Tool*, 2022 FDA Food Code Supplement, version 3: <https://www.retailfoodsafetycollaborative.org/tools/employee-health-policy-tool/>
- Additional norovirus resources can be found on the AFDO website: <https://www.afdo.org/resources/norovirus-at-retail/>

One Health

- CDC, *Federal One Health Coordination*: <https://www.cdc.gov/one-health/php/about/federal-one-health-coordination-1.html>
- CDC, *Reoccurring, Emerging, and Persisting Enteric Bacterial Strains (REP Strains)*: <https://www.cdc.gov/foodborne-outbreaks/php/rep-strains/index.html>
- Texas Tech University, International Center for Food Industry Excellence, *Sustainable Alliance for Food Ecosystems (SAFE)*: <https://www.depts.ttu.edu/icfie/SAFE/index.php>

Salmonella

- USDA FSIS, 2025, *Salmonella Framework for Raw Poultry Products* proposed rule (withdrawn): <https://www.fsis.usda.gov/policy/federal-register-rulemaking/federal-register-rules/salmonella-framework-raw-poultry-products>

Root Cause Analysis

- FDA, *Strengthening Food Safety through Root Cause Analysis*: <https://www.fda.gov/food/outbreaks-foodborne-illness/strengthening-food-safety-through-root-cause-analysis>
- Western Growers Association *GreenLink*: <https://greenlinkdata.com/>

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Workgroup Co-Chairs

AFDO extends its appreciation to the following workgroup co-chairs for their leadership and contributions to the Healthy People 2030 initiative:

Todd Brashears — Texas Tech University
Veronica Bryant — North Carolina Department of Health and Human Services
De Ann Davis — Western Growers Association
Laurie Farmer — U.S. Food and Drug Administration
David Goldman — Groundswell Strategy
Eduardo Gutierrez-Rodriguez — Colorado State University
Craig Hedberg — University of Minnesota
Tim Jackson — U.S. Food and Drug Administration
Greg Komar — California Leafy Greens Marketing Agreement
Barbara Kowalczyk — George Washington University
Natalie Krout-Greenberg — California Department of Food and Agriculture
Mandy Sedlak — Ecolab
Kimberly Stryker — Alaska Department of Environmental Conservation
Heather Tomlinson — Association of State and Territorial Health Officials
Brendalee Viveiros — Rhode Island Department of Health
Matthew Wise — U.S. Centers for Disease Control and Prevention
Beth Wittry — U.S. Centers for Disease Control and Prevention



AFDO Healthy People 2030 Workgroup

March 23-24, 2026 | Atlanta, Georgia

Emory Conference Center

Monday, March 23, 2026	
7:30 am – 4:30 pm	Registration Location: Emory Foyer
NOTE:	Breakfast will be offered both days from 7:00 am - 8:00 am ET in the Emory Foyer
8:00 am – 8:15 am	Welcome Location: Emory Amphitheater <i>Steven Mandernach, AFDO Executive Director</i> <i>Carrie Rigdon, AFDO Research Director, Healthy People 2030 Project Lead</i>
8:15 am – 8:45 am	National Healthy People 2030 Overview Location: Emory Amphitheater <i>Meghan O’Leary, National Opinion Research Center (NORC), University of Chicago (virtual)</i>
8:45 am – 9:30 am	Status of U.S. Foodborne Illness Burden Trends Location: Emory Amphitheater <i>Megin Nichols, CDC</i>
9:30 am – 10:30 am	Gains, Gaps, and Pivots: Calibrating the Next Phase of Healthy People Food Safety Objectives Location: Emory Amphitheater <i>Stephen Ostroff, Rob Tauxe, and Emilio Esteban; Steven Mandernach (moderator)</i>
10:30 am – 10:50 am	Networking Break Location: Emory Foyer
	AFDO Healthy People Workgroup Updates & Pre-Breakout Discussion
10:50 am – 11:25 am	Norovirus at Retail Location: Emory Amphitheater <i>Employee Health</i> <i>Environmental Contamination</i>
11:25 am – 12:00 pm	One Health Location: Emory Amphitheater <i>Sustainable Alliance for Food Ecosystems</i> <i>REP Strains</i>
12:00 pm – 12:30 pm	Root Cause Analysis Location: Emory Amphitheater <i>Gustavo Reyes, Western Growers (virtual)</i>
12:30 pm – 1:00 pm	Salmonella Location: Emory Amphitheater
NOTE:	Meet in assigned workgroup breakout rooms after lunch (see attached breakout agendas)
1:00 pm – 2:00 pm	Lunch Provided in Dining Room
2:00 pm – 5:00 pm	Breakout Sessions (Assigned Workgroup).
	Norovirus at Retail (See Agenda Below) Location: Azalea <i>Co-chairs: Beth Wittry, CDC; Laurie Farmer, FDA; Veronica Bryant, NC DHHS; Mandy Sedlak, Ecolab</i>
	One Health (See Agenda Below) Location: Hickory <i>Co-chairs: De Ann Davis, Western Growers; Todd Brashears, Texas Tech University; Natalie Kraut-Greenberg, California Department of Agriculture; Matt Wise, CDC</i>
	Root-Cause Analysis (See Agenda Below) Location: Basswood <i>Co-Chairs: Eduardo Gutierrez-Rodriguez, Colorado State University; Tim Jackson, FDA; Greg Komar, California LGMA</i>
	Salmonella (See Agenda Below) Location: Mountain Laurel <i>Co-chairs: Craig Hedberg, Univ. of Minnesota; Barbara Kowalczyk, George Washington</i>
NOTE:	<i>Networking space and refreshments will be available in the Emory Foyer throughout the afternoon during breakout sessions.</i>

5:30 pm – 6:30 pm	Meet and Greet Event Location: Emory Foyer
Tuesday, March 24, 2026	
7:00 am	Registration Location: Emory Foyer
7:00 am – 7:30 am	FDA Remarks Location: Emory Amphitheater <i>Kyle Diamantas, FDA</i> <i>Moderator: Steven Mandernach</i>
7:30 am – 7:50 am	Check in with breakout groups: Is anyone stuck or in need of input from the whole group? Is there a finding, concern, or idea emerging that others should keep in mind as they work today?
7:50 am – 8:00 am	Networking Break & Move to Workgroup Breakout Location: Emory Foyer
8:00 am – 10:15 am	Breakout Sessions (Assigned Workgroup)
	Norovirus at Retail Location: Azalea <i>Co-chairs: Beth Wittry, CDC; Laurie Farmer, FDA; Veronica Bryant, NC DHHS; Mandy Sedlak, Ecolab; Heather Thomlinson, ASTHO</i>
	One Health Location: Hickory <i>Co-chairs: De Ann Davis, Western Growers; Todd Brashears, Texas Tech University; Natalie Kraut-Greenberg, California Department of Agriculture; Matt Wise, CDC</i>
	Root-Cause Analysis Location: Basswood <i>Co-Chairs: Eduardo Gutierrez-Rodriguez, Colorado State University; Tim Jackson, FDA; Greg Komar, California LGMA</i>
	Salmonella Location: Mountain Laurel <i>Co-chairs: Craig Hedberg, Univ. of Minnesota; Barbara Kowalczyk, George Washington University</i>
10:15 pm – 11:15 pm	Workgroup Report Out Location: Emory Amphitheater <i>Co-Chairs</i> Norovirus at Retail One Health Root Cause Analysis Salmonella
11:15 am – 12:15 pm	Lunch Provided in the Dining Hall
12:15 pm – 1:30 pm	Gaps Discussion Location: Emory Amphitheater <i>Facilitator: Sally Flowers, AFDO</i> All participants will gather to discuss key themes from the plenary session and insights gained over two days of breakout discussions. Together, we will clarify priorities, brainstorm innovative ideas, and outline practical next steps to advance HP2030 food safety initiatives.
1:30 pm	Adjourn