



# Strategic Plan | Fiscal Years 2022 - 2024



# Strategic Plan | Fiscal Years 2022 - 2024

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## Background

In July 2020, Food Animal Concerns Trust (FACT) engaged Open Door Advisors to assist the agency in developing a strategic plan to drive its impact and sustainability. This strategic plan charts a course for the organization's next phase of mission advancement for fiscal years 2022 through 2024 (July 1, 2021 through June 30, 2024).

As this strategic planning effort was conducted, the United States faced an extraordinary set of challenges in addressing the coronavirus pandemic, the resulting recession and widescale economic dislocation, and the national reckoning with systemic racism and white supremacy. The unprecedented degree of uncertainty in the national economy and society continue to pose great risks and opportunities for social impact organizations like FACT. Strategic planning in this environment required an approach informed by thoughtful and inclusive planning in order to help the organization to:

- assess changes in the markets in which they operate and their exposure to risk;
- evaluate the current state and longer-term sustainability of their business models and mix of revenue streams;
- understand the viability of new approaches to fulfilling their missions, including virtual and contactless engagement with all participants and supporters;
- explore multiple continuity scenarios, projecting the impact of high-, medium-, and low-probability changes to key variables like funding availability, community needs, and operating limitations;
- critically and honestly examine the organization's role in contributing to and countering racism and all forms of oppression in their work, at every level of the hierarchy;
- align the workstyles of a multi-generational and diverse team with the organization's strategy and core values; and,
- consider the emerging needs and preferences of the workforce, considering public health guidance, technology, productivity, and culture.

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The strategic planning process was led by the Strategic Planning Committee of the Board of Directors in partnership with the organization's senior staff, and facilitated by consultants at Open Door Advisors, Inc. Key components of the planning process included:

- interviews with farmers, funders and members of FACT's Board of Directors;
- surveys of FACT's Board of Directors and staff;
- a Strengths-Opportunities-Aspirations-Results (SOAR) analysis of key partner feedback about the organization;
- scenario planning to identify risks posed by four significant drivers of FACT's business model;
- planning meetings and retreats with the FACT Board of Directors and staff;
- development of an action plan to facilitate strategic plan implementation in fiscal year 2022, beginning on July 1, 2021.

Open Door Advisors is grateful for the opportunity to support Food Animal Concerns Trust in developing this plan to advance its strategic vision that all food-producing animals will be raised in a humane and healthy manner, and everyone will have access to safe and humanely-produced food.



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## Vision Statement

### Original:

Food Animal Concerns Trust (FACT) envisions that all food-producing animals will be raised in a healthy and humane manner so that everyone will have access to safe and humanely-produced food.

### New:

All food-producing animals will be raised in a humane and healthy manner, and everyone will have access to safe and humanely-produced food.

## Mission Statement

### Original:

Food Animal Concerns Trust (FACT) promotes the safe and humane production of meat, milk, and eggs.

### New:

FACT advances our vision that all food-producing animals are raised in a humane and healthy manner. We accomplish this by supporting humane farmers, promoting policies that make foods from animals safe and healthy to eat, and helping consumers make informed food choices.

## Core Values

- Compassion:** FACT is guided by compassion for farm animals, whose suffering can only be alleviated by the end of factory farming and all inhumane farming practices.
- Respect:** FACT respects and promotes the health and wellbeing of farm animals, human beings, and the environment.
- Equity:** FACT advances fairness, opportunity, and social and environmental justice.
- Learning:** FACT is guided by science, data, and the experience and knowledge of farmers.
- Integrity:** FACT maintains the highest standards of accountability and stewardship of our resources.
- Transparency:** FACT operates with honesty, clarity, and openness.
- Collaboration:** FACT is committed to working in partnership with other organizations to achieve its mission.
- Safety:** FACT promotes natural animal farming methods that produce healthy and safe food.

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## Fiscal Year 2022 - 2024 Priorities and Goals

### Priority 1: Deliver resources to support humane farmers.

**Goal 1.1:** Provide funding, educational, and networking opportunities to U.S. humane livestock and poultry farmers; explore ways to increase the impact, scale, and effectiveness of our services.

**Goal 1.2:** Expand and diversify our network of humane farmers.

**Goal 1.3:** Respond quickly to the needs identified by farmers within our network.

### Priority 2: Make all foods from animals healthy and safe to eat.

**Goal 2.1:** Reduce the overuse and misuse of antibiotics in animals raised for food by leading the Keep Antibiotics Working (KAW) Coalition and working with the Antibiotics Off the Menu (AOTM) collaboration to enact policy changes through engagement with governmental agencies (FDA, USDA and CDC), Congress and food companies.

**Goal 2.2:** Work to influence corporations to lower the amount of dangerous veterinary drugs, such as carbadox, that are given routinely to animals.

**Goal 2.3:** Work with international partners, such as the WHO and the UN, to strengthen their response to antimicrobial resistance in the global food system.

**Goal 2.4:** Work with partners to improve the conditions under which farm animals are raised, and work to improve the conditions for all farm and food workers.

## Priority 3: Help consumers make humane and healthy food choices.

**Goal 3.1:** Increase and improve FACT's communications and marketing efforts so that we reach out to a larger audience.

**Goal 3.2:** Create more educational materials about healthy food choices, including clearer labeling of food products.

**Goal 3.3:** Work with a network of volunteers to expand our presence at farmers markets, food co-ops, local food fairs and events in order to share more information with consumers.

## Priority 4: Strengthen organizational systems and governance.

**Goal 4.1:** Expand and strengthen the Board of Directors, with an emphasis on increasing racial equity and diversity.

**Goal 4.2:** Maintain financial sustainability by sustaining current funding, exploring new revenue streams and responsibly managing organizational finances.

**Goal 4.3:** Deepen engagement with current and new philanthropic partners to raise additional funding so that FACT can offer new opportunities to humane farmers, and expand activities that make food from animals safe and healthy.

**Goal 4.4:** Sustain a positive, professional working atmosphere that emphasizes professional development opportunities. Expand staff gradually as programs develop and grow.

**Goal 4.5:** Make strategic investments to improve web-based technology solutions to advance FACT's mission.



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## Scenario Planning

FACT’s business model, sustainability and social impact will be largely driven by the following factors in the foreseeable future:

- Driver 1: Private Philanthropic Funding
- Driver 2: Political Uncertainty and Federal Government Engagement
- Driver 3: Increased Consumer Awareness of Industrial Food Production
- Driver 4: COVID-19 Pandemic

For each driver, FACT has envisioned three scenarios and their related financial and operational risks, potential risk management strategies, and trigger points for action: Best Case/Low Risk; Moderate Case/Moderate Risk; and Worst Case/High Risk.

Scenario planning was conducted in October 2020, prior to the U.S. general election in November.

### Driver 1: Private Philanthropic Funding

- **Description:** Major recession, aging donor base, potential foundation fatigue and shifting priorities
- **Opportunity:** FACT’s positioning to address food safety and animal humane treatment issues to engage new funders and continue to cultivate current funders

	<b>Planning Scenarios</b>
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	<b>Driver: Private Philanthropic Funding</b>		
	<b>Best Case/Low Risk Scenario</b>	<b>Moderate Case/Moderate Risk Scenario</b>	<b>Worst Case/High Risk Scenario</b>
<b>Description:</b>	Economic bounce-back/rapid recovery	Short-term recession	Deep recession/depression
<b>Financial Implications:</b>	<ul style="list-style-type: none"> <li>FY 2021 budgeted revenue is attainable</li> <li>FY 2022 outlook is uncertain</li> <li>Strategic plan becomes a driver for increased funding</li> <li><i>Pew Charitable Trusts may not fund Keep Antibiotics Working (KAW) in FY 2022 due to shifting priorities</i></li> </ul>	<ul style="list-style-type: none"> <li>FY 2021 budgeted revenue for Q3-4 is in doubt</li> <li>FY 2022 outlook is uncertain</li> <li>Strategic plan becomes a driver for increased funding</li> </ul>	<ul style="list-style-type: none"> <li>FY 2021 budgeted revenue for Q3-4 is at clear risk</li> <li>FY 2022 outlook is highly uncertain</li> <li>Strategic plan becomes a driver for increased funding</li> </ul>
<b>Operational Implications:</b>	<ul style="list-style-type: none"> <li>No implications for FY 2021</li> <li>For FY 2022, potential new revenue related to new strategy</li> </ul>	<ul style="list-style-type: none"> <li>Some implications for FY 2021:</li> <li>Possible program contraction</li> <li>For FY 2022, potential new revenue related to new strategy</li> </ul>	<ul style="list-style-type: none"> <li>Some implications for FY 2021 and esp. FY 2022:</li> <li>Possible program elimination, staffing reduction</li> <li>For FY 2022, potential new revenue related to new strategy</li> </ul>
<b>Actions to Manage Risk:</b>	<ul style="list-style-type: none"> <li>Scenario planning</li> <li>Continue to focus on building the organization, including diversifying the Board, new development staff, program expansions underway</li> </ul>	<ul style="list-style-type: none"> <li>Scenario planning</li> <li>Board engagement in risk management and potential reserve drawdown</li> </ul>	<ul style="list-style-type: none"> <li>Scenario planning</li> <li>Deep Board engagement in risk management and likely reserve drawdown</li> </ul>
<b>Trigger Points for Action:</b>	<ul style="list-style-type: none"> <li>Seek alternative funding, as needed, for KAW</li> </ul>	<ul style="list-style-type: none"> <li>25% or greater reduction in revenue at midyear (Jan. 2021)</li> </ul>	<ul style="list-style-type: none"> <li>40% or greater reduction in revenue at midyear (Jan. 2021)</li> </ul>

## Driver 2: Political Uncertainty and Federal Government Engagement

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- **Description:** Pandemic and politics have limited FACT’s ability to engage federal agencies (FDA and USDA), Congress
- **Opportunity:** New avenues for partnership with a change of administration; nimbleness to pivot strategy if current administration remains

<b>Planning Scenarios</b> <i>Driver: Political Uncertainty and Federal Government Engagement</i>			
	Best Case/Low Risk Scenario	Moderate Case/Risk Scenario	Worst Case/High Risk Scenario
<b>Description:</b>	Administration with a clear focus on public health and consumer protection.	Administration with a focus on public health that defers to business interests.	Admin. with limited interest in improving public health and consumer welfare.
<b>Financial Implications:</b>	<ul style="list-style-type: none"> <li>• Potential for new funding opportunities to address FACT’s priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Status quo</li> </ul>	<ul style="list-style-type: none"> <li>• Funders may conclude policy advocacy is not an effective investment</li> </ul>
<b>Operational Implications:</b>	<ul style="list-style-type: none"> <li>• Potential for greater dialogue with federal agencies and policy makers</li> <li>• Possible new partnership opportunities in the food policy arena to address FACT’s priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Status quo</li> </ul>	<ul style="list-style-type: none"> <li>• Federal policy advocacy may be ineffective</li> <li>• FACT may need to pivot away from federal policymaking towards state, local and corporate policymaking</li> </ul>
<b>Actions to Manage Risk:</b>	<ul style="list-style-type: none"> <li>• Proactive outreach to new administration/federal agencies</li> <li>• Seek funding for new initiatives aligned with new federal policy</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive outreach to new administration/federal agency heads (e.g., FDA)</li> </ul>	<ul style="list-style-type: none"> <li>• Consider taking a more critical stand towards the administration</li> <li>• FACT may need to pivot away from federal policymaking towards state, local and corporate policy making</li> </ul>
<b>Trigger Points for Action:</b>	<ul style="list-style-type: none"> <li>• After Nov. 2020 election</li> </ul>	<ul style="list-style-type: none"> <li>• After Nov. 2020 election</li> </ul>	<ul style="list-style-type: none"> <li>• After Nov. 2020 election</li> </ul>

## Driver 3: Increased Consumer Awareness of Industrial Food Production

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- **Description:** Increased awareness of risk to food workers; increase in interest in plant-based diets; consolidation of food companies/reduced ability to operate independently; massive number of animals in confinement
- **Opportunity:** Rising public/consumer concern about industrialized food production and FACT’s positioning in supporting farmers using pasture-based systems and small-scale processing facilities, opportunity to engage with organizations looking at food system more broadly.

	<b>Planning Scenarios</b> <i>Driver: Increased Consumer Awareness of Industrial Food Production</i>		
	Best Case/Low Risk Scenario	Moderate Case/Risk Scenario	Worst Case/High Risk Scenario
<b>Description:</b>	Rising public/consumer awareness creates more opportunities for FACT to engage with them as a subject matter expert.	Status quo	Continued consolidation of meat business in the hands of fewer corporations.
<b>Financial Implications:</b>	<ul style="list-style-type: none"> <li>• Potential to seek and attract new funders who become aware of FACT’s work</li> </ul>	<ul style="list-style-type: none"> <li>• Status quo</li> </ul>	<ul style="list-style-type: none"> <li>• Possible shift in funders’ priorities toward plant-based food production (e.g., Farm Animal Funders Network)</li> </ul>
<b>Operational Implications:</b>	<ul style="list-style-type: none"> <li>• Potential to help shift consumer demand towards humanely-raised food</li> <li>• Potential to attract new board members and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Status quo</li> </ul>	<ul style="list-style-type: none"> <li>• FACT can impact a smaller share of food producers (i.e., small and mid-sized farms)</li> </ul>
<b>Actions to Manage Risk:</b>	<ul style="list-style-type: none"> <li>• Consider adding a communications position to help raise FACT’s profile on these issues</li> <li>• Consider new initiatives to address these issues (e.g., pasture grazing, animal welfare and food safety)</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of current programs and communications</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze funding options and consider new strategies</li> <li>• FACT could address consolidation in its policy advocacy (e.g., with National Sustainable Agriculture Coalition)</li> </ul>

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			<ul style="list-style-type: none"> <li>Share stories of farmers impacted by this consolidation</li> </ul>
<b>Trigger Points for Action:</b>	<ul style="list-style-type: none"> <li>New administration that may be more open to FACT's programs</li> <li>Opportunity to fund new initiatives (need to create mini proposals)</li> </ul>	<ul style="list-style-type: none"> <li>Election Day</li> </ul>	<ul style="list-style-type: none"> <li>Potential loss of 25% of philanthropic funding due to shifting priorities</li> <li>25% reduction in demand for FACT's programs</li> </ul>

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## Driver 4: COVID-19 Pandemic

- Description:** Redirection of philanthropic funding to emergency response; Economic impacts on farmers; Limitations on travel and in-person meetings (with farmers, donors, food processors, et al.); decrease in consumer spending; disruptions to FACT’s day-to-day operations
- Opportunities:** FACT’s positioning to address food safety, health and overall farm animal welfare issues; heightened interest in local food purchasing - reshaping how people shop by leveraging/maintaining shift away from reliance on corporate suppliers in the longer term; opportunity to partner with other coalitions and networks addressing these issues (e.g., National Sustainable Agriculture Coalition, HEAL Alliance and other worker rights groups, Animal Agriculture Reform Coalition)

	<b>Planning Scenarios</b> <i>Driver: COVID-19 Pandemic</i>		
	Best Case/Low Risk Scenario	Moderate Case/Risk Scenario	Worst Case/High Risk Scenario
<b>Description:</b>	Equitable availability of effective therapeutics and eventually a vaccine in late fall 2020 or early 2021	Equitable availability of effective therapeutics and eventually a vaccine by Mar. 2021	Continued high rate of infection and no vaccine after Mar. 2021
<b>Financial Implications:</b>	<ul style="list-style-type: none"> <li>Likely little impact on FACT’s financial well-being</li> </ul>	<ul style="list-style-type: none"> <li>Some impact on FACT’s financial well-being</li> </ul>	<ul style="list-style-type: none"> <li>Continued economic slowdown will likely reduce philanthropic support</li> <li>Potential opportunity for emergency funding to help farmers</li> </ul>
<b>Operational Implications:</b>	<ul style="list-style-type: none"> <li>Opportunity to expand initiatives</li> <li>Opportunity to sustain positive ramifications of pandemic (new partnerships, direct buying from farmers)</li> </ul>	<ul style="list-style-type: none"> <li>Continued restrictions on travel and impacts on donor, policy relationships</li> </ul>	<ul style="list-style-type: none"> <li>Greater need but potential reduction in funding to sustain Fund a Farmer grant program</li> <li>Continued restrictions on travel and impacts on donor, policy relationships</li> </ul>

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	<ul style="list-style-type: none"> <li>Lifting of restrictions on travel and renewed opportunity to engage donors, policy partners</li> </ul>		
<b>Actions to Manage Risk:</b>	<ul style="list-style-type: none"> <li>Seek to leverage existing funders to engage new funders</li> <li>Resume in-person meetings with policymakers</li> </ul>	<ul style="list-style-type: none"> <li>Seek ways to improve FACT's connections with policymakers (e.g., through partnerships)</li> </ul>	<ul style="list-style-type: none"> <li>Seek ways to improve FACT's connections with policymakers (e.g., through partnerships)</li> </ul>
<b>Trigger Points for Action:</b>	<ul style="list-style-type: none"> <li>Wide availability of effective therapeutics and eventually a vaccine</li> </ul>	<ul style="list-style-type: none"> <li>Wide availability of effective therapeutics and eventually a vaccine</li> </ul>	<ul style="list-style-type: none"> <li>Wide availability of effective therapeutics and eventually a vaccine</li> </ul>



Outcome Status Key:	Completed
	On Track
	Delayed
	At Risk

Priorities, Goals, and Action Steps	Task Leader(s)	Investment Needed (Funding, Talent, etc.)	Outcome Measure	Outcome Status	Notes	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022
<b>Priority 1: Deliver resources to support humane farmers</b>		<i>Include required funding, staff, contractors, technology, etc.</i>	<i>Include specific targets and units of measurement</i>		<i>Include key challenges, opportunities, etc.</i>												
<b>Goal 1.1: Provide funding, educational, and networking opportunities to U.S. humane livestock and poultry farmers; explore ways to increase the impact, scale, and effectiveness of our services.</b>	Larissa																
Action 1.1.1: Assess satisfaction and impact of current services based on input from program participants	Larissa	<i>(May be dependent on outcome of 1.1.2)</i>	Measures of satisfaction, impact measures related to services (#animals impacted, increases in knowledge and skills, application of skills and behavior change, etc.)														
Action 1.1.2: Assess efficacy of systems for program implementation (grants management, webinar platforms, etc.)	Larissa	Will need feedback. Possible technology upgrades.	Completion of assessments and findings.														
Action 1.1.3: Administer and grow the number and/or size of FACT's Fund-a-Farmer Grants	Larissa	New staff (5-1.0 FTE)	# applications, # grants, \$ volume of grants, grant utilization outcomes, etc.														
Action 1.1.4: Organize, promote and host FACT's Humane Farming Webinar Series	Larissa	<i>(May be dependent on outcome of 1.1.2)</i>	#registrants and participants, satisfaction data, # webinars, and related impact metrics related to application of skills, knowledge														
Action 1.1.5: Offer scholarships for training and learning events	Larissa	Consider higher investment in scholarships	# scholarships, \$ volume														
Action 1.1.6: Coordinate FACT's Humane Farming Mentorship Program	Larissa		# mentor pairings, mentee satisfaction data, goal achievement data, etc.														
Action 1.1.7: Explore the viability of a revolving loan fund for farmers, cooperatives, and possibly other new initiatives	Harry & Larissa	Investment Pool Funding	Feasibility assessments, Toolkit development, etc.														
<b>Goal 1.2: Expand and diversify our network of humane farmers.</b>	Larissa																
Action 1.2.1: Actively seek out new groups and individuals to include in our network and farmer communications		Staff time	# of groups we communicate with; # of diverse applicants etc.														
Action 1.2.2: Identify strategies to make our services more accessible and inclusive		Unknown - possible contract services for translation	Dependent upon strategies identified														
<b>Goal 1.3: Respond quickly to the needs identified by farmers within our network.</b>	Larissa																
Action 1.3.1: Collect input via surveys and other methods regarding farmer needs		Staff time	Number of surveys conducted, responses collected														
Action 1.3.2: Analyze data collected to identify trends and develop next steps for implementation or future planning		Staff time; Funding and increased staff capacity for new programs or services	Reporting out on findings; incorporating findings into future plans														
<b>Priority 2: Make all foods from animals healthy and safe to eat</b>																	
<b>Goal 2.1: Reduce the overuse and misuse of antibiotics in animals raised for food by leading the Keep Antibiotics Working (KAW) Coalition and working with the Antibiotics Off the Menu (AOTM) collaboration to enact policy changes through engagement with governmental agencies (FDA, USDA and CDC), Congress and food companies.</b>	Steve																
Action 2.1.1: Continue leadership of Keep Antibiotics Working	Steve & Madeleine	Needs continued investment from Pew or other donors	continuing participation of members														
Action 2.1.2: Outreach to new administration (FDA, USDA, WH)	Steve & Madeleine	Needs continued investment from Pew or other donors	# meetings, meeting outcomes, # comments submitted, agency action														
Action 2.1.3: Support funding and legislation on phasing out antibiotics and improved surveillance	Steve		# pieces of legislation introduced or passed														





Outcome Status Key:	Completed
	On Track
	Delayed
	At Risk

Priorities, Goals, and Action Steps	Task Leader(s)	Investment Needed (Funding, Talent, etc.)	Outcome Measure	Outcome Status	Notes	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	
Action 2.1.4: Participate in AOTM campaigns aimed at food companies	Steve	With additional funds for staff and communications we could expand to cover more sectors.	# companies taking concrete action; number of meetings w/ companies/partners		Revisit timing for Chain Reaction report. Dependent on new funding. Dependent on													
Action 2.1.5: Explore connecting antibiotic use to broader changes in food system, e.g. humane farming, climate change, and racial equality	Steve	funding for staff, travel, support for BIPOC orgs.	Assessment of options															
<b>Goal 2.2: Work to influence corporations to lower the amount of dangerous veterinary drugs, such as carbadox, that are given routinely to animals.</b>	Steve																	
Action 2.2.1: Increase public awareness of carbadox, beta-agonists, and hormones	Steve	Could use support on public outreach	Number of activities taken aiming at increased awareness.		Content is straight forward but actually sharing more difficult													
Action 2.2.2: Identify and work with partners to pressure food companies and FDA on these drugs	Steve	Can use existing resources	#companies making policy changes, or FDA prohibiting drugs															
<b>Goal 2.3: Work with international partners, such as the WHO and the UN, to strengthen their response to antimicrobial resistance in the global food system.</b>	Steve																	
Action 2.3.1: Participate in Codex antibiotics work	Steve	Funds for travel to meeting	Language agreed that protects public health		Final meeting scheduled for June 2021 but may be moved.													
Action 2.3.2: Support goals of the Antibiotic Resistance Coalition	Steve	Existing resources okay	# times providing input to ARC															
<b>Goal 2.4: Work with partners to improve the conditions under which farm animals are raised, and work to improve the conditions for all farm and food workers.</b>	Steve																	
Action 2.4.1: Increase messaging around animal management in food safety program	Steve with Madeleine	At low level can add to current programs; for higher level need more staff time and possibly contract with veterinarian; could use more communication support	Number of times message included in program communications															
Action 2.4.2: Promote research on links between animal treatment and food safety	Steve with Madeleine	At current resource level = letters to USDA; with funding we could carry out research or fund other researchers.	USDA includes links between welfare and food safety in research funding, FACT published own research report, partners begin research.															
Action 2.4.3: identify and support food system worker organizations		At current level we are okay but could be expanded with more resources	Number of actions supporting workers taken.															
<b>Priority 3: Help consumers make humane and healthy food choices</b>																		
<b>Goal 3.1: Increase and improve FACT's communications and marketing efforts so that we reach out to a larger audience.</b>	Charlotte																	
Action 3.1.1: Expand our presence across social media channels, increasing our number of followers, reach, and engagement, ensuring that the content is aimed at supporters as well as farmers	Charlotte with Harry and Larissa	Professional development	Increase in the number of followers by 10%; increase in engagements by 10%															
Action 3.1.2: Increase our email list as well as the open and click through rate	Charlotte	Independent technical assistance - are there other platforms that might serve us better?	Increase our email list by 10%; increase the open rate by X															
Action 3.1.3: Collect more stories, photos and videos from our beneficiaries	Charlotte with Larissa	All staff should work on this with Charlotte taking the lead. Add communication staff or consulting help	Page on website dedicated to farmer stories															
Action 3.1.4: Improve collecting supporter's addresses, emails and phone numbers	Charlotte	Expert technical or communication input to review our systems	Increase in number of addresses, emails and phone numbers collected. Rate of increase?															



Outcome Status Key:

Completed
On Track
Delayed
At Risk

Priorities, Goals, and Action Steps	Task Leader(s)	Investment Needed (Funding, Talent, etc.)	Outcome Measure	Outcome Status	Notes	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022
<b>Goal 3.2: Create more educational materials about healthy food choices, including clearer labeling of food products.</b>	Charlotte (lead) and Larissa (editing)	Consider high-level volunteer support (Board or ad hoc communications committee)															
Action 3.2.1: Collect feedback from supporters re: desired resources and materials	Charlotte (lead) and Larissa (editing)		Summary reports on supporter feedback														
Action 3.2.2: Internally share past experiences and identify feasible projects to develop	Charlotte (lead) and Larissa (editing)		Planning documents														
Action 3.2.3: Depending upon ideas identified, conduct research on content and benchmark what is already available	Charlotte (lead) and Larissa (editing)	May need SME assistance on certain topics	Research report, content proposals														
Action 3.3.4: Create and distribute materials	Charlotte (lead) and Larissa (editing)	Consider external design support	# new or updated communication pieces, # downloads														
Action 3.3.5: Evaluate use	Charlotte (lead) and Larissa (editing)		Evaluation report														
<b>Goal 3.3: Work with a network of volunteers to expand our presence at farmers markets, food co-ops, local food fairs and events in order to share more information with consumers.</b>	Charlotte																
Action 3.3.1: Conduct an analysis of the geographic distribution of supporters to select markets, and identify specific needs, for volunteer outreach	Charlotte																
Action 3.3.2: Start advertising/sharing that we are looking for volunteers in selected markets	Charlotte																
Action 3.3.3: Develop new materials and training for volunteers	Charlotte	Invest in a kit that can be used by volunteers at farmers markets, fairs, etc.															
Action 3.3.4: Deploy volunteers to farmers markets, co-ops, etc.	Charlotte		# volunteers "tabling" at events, # events covered														
<b>Priority 4: Strengthen organizational systems and governance</b>																	
<b>Goal 4.1: Expand and strengthen the Board of Directors, with an emphasis on increasing racial equity and diversity.</b>	Harry																
Action 4.1.1: Complete board matrix and recruit new board members based on the board needs assessment, with an emphasis on racial equity	Harry	Work with Board Development committee. Consider membership in BoardSource	Increase Board to 12-13 members, one of whom is a person of color														
Action 4.1.2: Provide the Board with training on fundraising and racial equity	Harry	Consultant on Diversity, Equity and Inclusion for Board; Harry works with board ongoing on fundraising	DEI training takes place, fundraising committee meets at least quarterly														
<b>Goal 4.2: Maintain financial sustainability by sustaining current funding, exploring new revenue streams and responsibly managing organizational finances.</b>	Harry				See Goal 4.3 regarding new revenue streams												
Action 4.2.1: Continue to develop a clear financial policy document, and work to make all financial systems more efficient. Manage investments responsibly	Harry	Update financial policy manual by end of FY22; Harry works with investment company ongoing	New financial policy manual completed and approved by Board; investments are steady or increase														
Action 4.2.2: Provide staff with accounting professional development training as needed	Harry	Training for Charlotte and Harry as needed	Number of trainings that took place														
<b>Goal 4.3: Deepen engagement with current and new philanthropic partners to raise additional funding so that FACT can offer new opportunities to humane farmers, and expand activities that make food from animals safe and healthy.</b>	Harry																
Action 4.3.1: Meet with all major funders (over \$5,000) annually to discuss their monetary commitment and encourage them to deepen their donation so that FACT can expand its programs for humane farmers. Explore potential new programs with these funders.	Harry & Charlotte	Need to engage Larissa and Steve in donor meetings	\$ goal progress, expanding commitments from major funders of all kinds														



Outcome Status Key:

Completed
On Track
Delayed
At Risk

Priorities, Goals, and Action Steps	Task Leader(s)	Investment Needed (Funding, Talent, etc.)	Outcome Measure	Outcome Status	Notes	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022
Action 4.3.2: Research and reach out to new foundations and corporations with similar missions.	Harry & Charlotte	Possible investment in new research tools	# new funders identified # of prospects converted to donors														
Action 4.3.3: Expand our individual giving through improved communications, expansion of our database and a more active board fundraising committee. Set outcome targets based on current data and benchmarking analysis.	Harry & Charlotte	Needs deep collaboration with Board Fundraising Committee. Possible investment in new communication services and tools.	# new donors, \$ new gifts														
<b>Goal 4.4: Sustain a positive, professional working atmosphere that emphasizes professional development opportunities. Expand staff gradually as programs develop and grow.</b>	Harry																
Action 4.4.1: By FY2024 expand staff to meet programmatic growth: Humane Farming - 1.5 FTE, Food Safety - 2 FTE, Communications - 1 FTE	Harry	Resources needed to pay additional staff	New funding raised, staff grows														
Action 4.4.2: Provide staff with professional development opportunities	Harry	Resources for professional training according to the needs of staff	Every staff member takes part in professional training during the year														
Action 4.4.3: Consider HR policies that will support staff according to their needs, and reward veteran staff	Harry	Discuss with staff what is needed and make a plan	Plan completed for supporting staff														
<b>Goal 4.5: Make strategic investments to improve web-based technology solutions to advance FACT's mission.</b>	Harry																
Action 4.5.1: Work with technical consultant to make sure that our systems are up-to-date and effective	Harry	Resources to work with IT consultant	IT consultant reviews systems at least once a year														



# Strategic Planning 2020

## Strengths-Opportunities-Aspirations-Results (SOAR) Report

November 2020

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### SOAR Process Overview

A cornerstone of FACT's strategy development is the SOAR (Strengths, Opportunities, Aspirations and Results) analysis process. The aim of the SOAR process is to gather meaningful insights from key constituent groups and partners to inform FACT's strategy development. The SOAR process is comprised of two parts: engagement and analysis.

Open Door Advisors finds that the SOAR analysis process is a more effective alternative to traditional SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis as it is an asset-based (vs. deficit-focused) approach to inquiry and engagement, which yields deeper and more useful information about an organization and the environment in which it operates. The SOAR interview template was designed specifically for FACT; it was vetted by the executive director and adjustments were made accordingly.



## SOAR Engagement

Through the SOAR process, the Open Door Advisors consulting team conducted phone interviews with eight board members, funders and partners, and two surveys to which eleven board and staff members responded. Please see Appendix 1 for a list of interview participants and survey respondents. The SOAR engagement took place from September through October 2020 and provided rich data in response to the inquiry.

## SOAR Analysis

The purpose of the SOAR analysis was to examine the key insights that emerged throughout the engagement when individuals were asked a similar set of questions regarding FACT's strengths, opportunities, aspirations and results. A review of the information provided through the interviews and the surveys led to a set of themes, which are highlighted in the table below and expanded upon in the remainder of the report.

The aim of the report is not to present an *exhaustive* list of observations, but rather to highlight the **key themes and insights** that will be helpful as you consider a unified strategy for FACT for the next three years. The key themes presented in the SOAR template are highlighted in Table 1 below. Additional commentary on the themes is presented on pages 4 through 17.

Table 1. Summary of themes that emerged from the SOAR process

<b>FACT's Strengths</b> Pages 5-13	<b>Opportunities for FACT</b> Pages 14-21	<b>Aspirations for FACT</b> Pages 22-24	<b>FACT's Results</b> Pages 25-31
<ul style="list-style-type: none"> <li>• <b>Core Dimensions of FACT Mission</b></li> <li>• <b>Staff Team</b></li> <li>• <b>Program Impact</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Accelerate FACT's Ambition</b></li> <li>• <b>Consumer Outreach and Engagement</b></li> <li>• <b>Ideas for New Partnerships and Engagement</b></li> <li>• <b>Racial Equity and Justice</b></li> <li>• <b>Operations and Processes</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Think Bigger</b></li> <li>• <b>Support for Farms and Farmers</b></li> <li>• <b>Society and Industry</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Communicate and Measure FACT's Impact</b></li> <li>• <b>Success Indicators</b></li> </ul>



## SOAR Commentary

The commentary that follows presents representative insights from the interviews and surveys conducted by Open Door Advisors. Most issues and topics discussed by SOAR participants were not strictly one-dimensional. We strived to organize this data in a manner that balanced conciseness and depth while providing you with a breadth of topic-based insights to inform strategy development. Topics are presented in list format, but are not ranked in order of importance or relevance, which simply was not part of the analysis.

With this level of engagement with participants, it is important to be transparent about the limitations of the SOAR process. Unintended bias resulting from the vantage point of the consulting team's experiences may have unintentionally affected the analysis. To mitigate these circumstances, the team sequentially and collectively reviewed the analysis framework and approach and consulted with FACT's executive director. The consulting team sought constructive, direct and honest feedback, which was provided and which was incorporated into the report.

Attributions by participants based on their affiliations are indicated with the abbreviations listed below. To maintain the richness of the insights, all participant comments (shown in italics) are presented verbatim as provided by the interviewee or survey participant. We have maintained the confidentiality of individual participants by removing personally identifying information.

### *Abbreviations Used to Indicate Interview and Survey Participant Comments*

B - Board

F - Funder

P - Partner

S - Staff



## Strengths

FACT has demonstrated capability in these key areas

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### 1. Core Dimensions of FACT Mission

- a. Balances humane treatment with clarity around animals as a food source
- b. Leads with a science-based approach
- c. Strong alignment of FACT programs with stated mission

*“The mission is for humane animal treatment but is based within a context of human welfare and making that connection that treating animals humanely is the safer option for humans and our environment, not just the moral option with regards to the animals themselves.” (B)*

*“This is not a major part of my giving portfolio but FACT has had an impact for me in line with their size. Animals are a main concern of mine. Factory and farm animals are a main concern. There is a genocide affecting billions of food animals, and it may be the worst crime committed by humanity.” (F)*

### 2. Staff Team

- a. Talent and deep commitment of FACT staff
- b. Expertise and high levels of competency and familiarity with matters related to FACT’s mission
- c. Longstanding leadership and focus on details
- d. Quickness of responses, follow-up, and follow-through
- e. National leadership on policy issues





**f. Positive work environment**

- i. Peer support**
- ii. Flexible schedules to accommodate personal and health needs**
- iii. Seems like a family**

*“Staff is remarkably dedicated and does so much - always wanting to do more - with so little.” (B)*

*“FACT makes a big impact with a very small staff. It seems that we are able to utilize the funds we have in a very impactful and effective way.” (S)*

*“FACT is unique in its national role and position. They have extraordinary impact for such a small team.” (P)*

*“FACT’s programming, especially Larissa [McKenna]’s webinars, are very helpful to farmers. FACT invites great speakers who offer relevant content.” (B)*

**3. Program Impact**

- a. Direct, positive impact of FACT’s educational and farmer-assistance programs on farms**
- b. Synergies around animal welfare and food safety/human impact**
- c. Allied groups hold FACT in high regard and welcome collaboration**
- d. Farmer partnerships**
  - i. FACT has organized a strong network of farmers that informs its work**



- ii. **Supportive connections with farmers across the country through mentorship, grants, scholarships, etc.**
- iii. **Helpful educational and mentorship components (e.g., webinars on niche farming)**
- iv. **Ability to pivot quickly with microgrants and other support for farmers during the pandemic**
- e. **FACT is differentiated and unique**
  - i. **“The two programs – Food Safety and Humane Farming – make FACT unique. The fact that we address how farm animals are raised with our food safety work and work with farmers to help them create better farming practices.” (S)**
  - ii. **Strong public health orientation**
  - iii. **“On the farm/inside the farm gates” meaning directly related to the production of animals (in terms of living conditions, diet, treatment etc.) vs. off-farm” (S)**

*“Their motto should be ‘We think you matter’ – because small farmers often feel that they do not matter.” (P)*

*“FACT’s most valuable strengths are its connection to and ability to listen to farmers and understand their challenges and needs.” (F)*

*“It is amazing how little they realize how important FACT is to small farmers.” (B)*



## Opportunities

### Areas FACT could leverage for impact and positive change

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#### 1. Accelerate Our Ambition

- a. Leverage FACT’s reputation and capacities to become a “go-to” source of knowledge, information and resources in alignment with the mission
- b. Operate at an elevated level of national and more visible leadership
- c. Greater efforts to demonstrate the direct connections between humane animal production and food safety – take it to the next level
- d. Raise additional grant funds to expand efforts and potentially do some of our own research and communicate that more to the public

*“FACT has some national presence. How can that be leveraged for greater impact – for example, through national advertising, developing relationships with thought leaders and journalists, and writing op eds?” (B)*

*“FACT should stay focused on its core mission. I worry that FACT may move away from its core goal to help people raise meat in a humane, safe way – and discourage people from farming because people will gravitate to microbial and plant-based meat.” (P)*



## 2. Consumer Outreach and Engagement

- a. **Build a platform or program to reach consumers where they are (e.g., grocery stores, farmers markets) to educate, build awareness and foster action and change**
- b. **“Consumers will be as familiar with and aware of foodborne illness and the dangers of antibody resistance as they are of COVID-19 and will advocate with us”**
- c. **“Consumer awareness of the cruelty of the current system, growing acceptance of plant-based alternatives and having meals rich in animal products reserved for special occasions, not three meals a day” (B)**

*“I wish FACT could work more closely with consumers to educate them on a broader basis about food from grazed animals. It would be ideal to create more direct farmer-consumer relationships. Farmers lose out if they do not have direct access to consumers.” (B)*

*“I think we could do more for consumers, and probably need to better understand what they need and would like to see from us.” (S)*

*“Consumer education is probably very important and an area of opportunity. FACT should be ready to respond, and its message and value should be well articulated and ready to share. More direct consumer education would be helpful.” (B)*



### **3. Ideas for New Partnerships and Engagement**

**a. “Bring together all stakeholders of the "pasture/grazing" sector/movement to make the comprehensive case about the benefits of this production system, raise awareness about the importance of and benefits associated with pasture-based animal production among consumers, facilitate the sharing of information so that pasture-based farmers and ranchers have the tools and resources needed to successfully raise and market their animals, and help identify both best-practices that can be replicated and gaps in available services and research that need to be filled. Organizations working to promote pasture-based animal production are diverse and wide-ranging, including but not limited to:**

- Sustainable agriculture
- Environmental (climate, soil health, water quality)
- Animal health and welfare
- Farmland preservation
- Human health/food safety/nutrition
- Culinary
- Predator friendly
- Wildlife conservation
- Economic
- Heritage breed preservation
- Slow food
- Food justice
- “Farmer-owned cooperatives, especially if owned by BIPOC farmers” (S)



- b. Nonprofits: Clean air and water NFPs in factory farm states; (perhaps) NFPs aiming to reduce animals in our food supply**
- c. Animal welfare agencies/certifying bodies (e.g., Animal Welfare Approved/A Greener World, others); visibility at regional and national agricultural conferences (MOSES, ACRES), etc.**
- d. Plant Based Foods Association, Compassion in World Farming USA, Humaneitarian.org, and too-numerous-to-mention ranching/farming organizations that have BIPOC members such as South Florida Seminole Tribe's Big Cypress Reservation's ranching led by Moses Jumper**
- e. Farmer aggregate groups—or other organizations that help small-business farmers pool resources as to maintain financial sustainability<sup>1</sup>**
- f. Partnerships with more people of influence and brands (i.e. celebrity chefs) that could help promote our work and expand our reach to new groups of supporters**
- g. Greater engagement in the ag policy realm given the relatively small policy realm in which we operate**
- h. Determine FACT's role in the plant-based food industry given its rapid growth and presence**

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<sup>1</sup> *“There are a lot of small farmers who desire and work to maintain operations that provide safe and humane food, however, many of them do face financial difficulties because of their small scale and find that they are unable to compete within our consolidated food system. Ultimately, we can have all the farmers in the world who might wish to pursue humane farming, but if they can't find business success, then it leads to the same outcome FACT works so hard to prevent through its current programs, which is the lack of options for safe and humanely produced food. Also, it is a grand-scale problem, but one question I often hear from consumers is where they can find or buy humanely produced food items. FACT worked on this a bit early on in the pandemic by putting together a list of producers, but this also might be an area of growth and potential for FACT. One of the biggest barriers to consumers is convenience and access – there are farms that produce humane food out there, but because their products are not sitting on nationally-branded grocery shelves, even those consumers who might or would preferentially select those products, don't. FACT can't become a marketing network for producers, but if we could expand the work being done to compile information and lists of producers by geographical areas, and find a way to present that information in as convenient and accessible way as possible to consumers, it could have a lasting impact on their willingness to purchase these items.” (B)*



*“FACT is a bridge between the public health and animal welfare arenas.” (P)*

*“How can FACT specialize and step up partnerships with groups like Animal Agriculture Reform Collaborative (AARC), which runs campaigns that engage diverse partners like lawyers, environmentalists, farmer advocacy groups. Could FACT inform their campaigns with research and policy positions?” (F)*

#### **4. Racial Equity and Justice**

- a. Consider challenges faced by indigenous people and others who farm on tribal lands (e.g., IRS Schedule F filing to report taxable income from farming or agricultural activities) and respond with helpful resources**
- b. Take active steps forward regarding staff and board diversification and its engagement of BIPOC farmers, perhaps through a partnership with the National Black Farmers Association**
- c. Greater diversity (i.e., in terms of race, age, gender, etc.) within the staff, board, beneficiaries, consumers, supporters, etc.**
- d. Build more relationships with family farmers of color**

*“FACT should recruit more diverse Board leadership, and build more relationships with family farmers of color.” (B)*

*“It will be important to attract diverse voices to the board.” (B)*

*“I would like to see a more diverse staff and board working with more diverse partners.” (S)*



## 5. Operations and Processes

### a. Staff

- **Improve conditions around work/life balance**
- **Consider sabbatical-style time away for long-term employees to revitalize and recharge**
- **Build social bonds among staff to get to know each other better, particularly during the pandemic**

### b. Board

- **Fundraising training**
- **Greater education and training on FACT programs and strategy**

### c. Longer-range financial sustainability

### d. Media and Communications

- **Greater presence on social media, greater tracking**

### e. Supporter Engagement

- **Determine their needs, interests – generate programs and resources accordingly**
- **Build an intentional and strategic focus on individual fundraising**

*“Strengthening the communications leg is a smart avenue for FACT, since they have a lot of information to share. There is room to grow in terms of information sharing. FACT should be influential and share information with its peers.” (F)*

*“The foundation (GFF) would be open to funding a specific initiative – perhaps a one-time event focused on farmer education and support. The foundation is comfortable with taking risk and failing forward.” (F)*



## Aspirations

### Areas that provide inspiration and challenge FACT to deepen its mission impact

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#### 1. Think Bigger

- a. **Move the needle of impact beyond small programs and grants to realize FACT's greatest potential**
- b. **Make an impact on corporate procurement policies and governmental laws and regulations**
- c. **Use media to build greater awareness of FACT's impact and to take our work to the next level**
  - *Public service announcements (PSAs)*
  - *"FACT provides press releases and editorials, perhaps even purchase ads in major newspapers and becomes a go-to source when a journalist needs information for an article or when a consumer has doubts or questions about the food system." (B)*
  - *Communication staff who are subject-matter experts and can interact effectively with the media to advance FACT's mission*
- d. **Leverage the growing interest in the type of work FACT undertakes to grow our impact**
- e. **Influence - continue to work to influence the fast-food industry**
- f. **Leverage the food safety program to engage with other parts of the food system beyond our work with restaurant chains (e.g., work more with conventional producers, meat packers, grocers, etc.)**
- g. **More engagement internationally**

*"FACT could maximize its impact with more investment in communications and social media. A lot of what FACT does is unknown to people because they don't see it and there is a gap in what gets communicated." (P)*



*“Think bigger. Farmer grants are a nice idea but I don’t think they have a very big impact. FACT has some national presence. How can that be leveraged for greater impact – for example, through national advertising, developing relationships with thought leaders and journalists, and writing op eds?” (B)*

## **2. Support for Farms, Farmers**

- a. “A large network of diverse farms and farm cooperatives with their own processing and marketing resources” (B)**
- b. Financial resources - continued and increased funding to expand farmer grants and programs**
- c. Continue to provide free, quality services to farmers who are making an effort to improve animal welfare**

## **3. Society and Industry**

- a. Address infectious disease prevention, including a focus on the equity and worker health implications of practices like processing line speeds**
- b. Sustainable agriculture has not necessarily embraced big data and automation technology, but rather focused on family farming**



## Results

### FACT's measurable impact

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#### 1. Communicating and Measuring Our Impact

- a. Publications are informative and professional
- b. Steve Roach is a presence and known source for food safety nationally
- c. Difficult to measure or understand our impact on consumers
- d. Demonstrated that humane farming is possible and here to stay
- e. Accomplishments are not always clear or understood

*"I suppose FACT's accomplishments could be clearer. This might be related to the manner of communication and also due to the need for a clear presentation of progress against objectives." (B)*

*"I have no idea about FACT's antibiotic work. I don't always have time to read e-newsletters." (P)*

*"With Steve's help, Keep Antibiotics Working (KAW) got tough things done at a tough time. He is a great source of institutional memory for KAW." (P)*



## 2. Success Indicators

### a. Consider these indicators:

- # of farmers supported
- # of consumers engaged with FACT
- # educational outreach campaigns

b. For food safety: adoption of policies by companies, agencies, or international organizations

c. For humane farming: number of farms impacted

d. Successful interactions with relevant regulatory agencies. Regulations passed which were influenced by FACTS efforts.

*“The number of grantees, the number of farmers who take the webinars, the number of farmers who are mentors - all are increasing. Steve is quoted in important publications and participates in conferences all over.” (B)*

*“We presently advise on the status of lawsuits or regulatory agency challenges. We share press mentions.” (B)*

*“Photos of factory farms give a positive vibe, but it would be nice to have a table showing how FACT helped achieve regulatory changes that impact farming practices, for example.” (B)*

*“If you could talk about lowering demand for meat or lowering quantity of cattle moving through factory farming, great. Or alternatively, talk about the number of humanly raised animals -- we already do this.” (B)*



## Appendix 1

### Strategic Planning Participants

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#### Strategic Planning Committee Members

Robin Fitelson, Chair, Retired Attorney

Darlene Oliver, Vice Chair, Investor

Jill Weinstein, Secretary, Retired Financial Information Specialist

Harry Rhodes, Executive Director

Larissa McKenna, Human Farming Program Director

Steven Roach, Food Safety Program Director and Senior Analyst, Keep Antibiotics Working Coalition

#### Interview Participants

##### *FACT Board Members*

Mark Bearce, CEO, Kettle Range Meat Co.

Kirsten Jurcek, Brattset Family Farm

Adam Leff, Investor

##### *FACT Donors*

Roxanne Bok, Philanthropist

Caitlin Caspersen, Program Officer, Walton Personal Philanthropy Group

Miles Taub, Director, Walter and Karla Goldschmidt Family Foundation



### *FACT Partners*

Samantha Gasson, Farmer

David Wallinga, MD, Senior Health Advisor, NRDC; Co-founder, Keep Antibiotics Working Coalition

### **Survey Respondents**

#### *FACT Board Members*

Robin Fitelson, Chair, Retired Attorney

Darlene Oliver, Vice Chair, Investor

Jill Weinstein, Secretary, Retired Financial Information Specialist

Mark Bearce, Business Owner, Kettle Range Meats

John Hess, President, Hess Advantage

Laura Rogers, Deputy Director, Antibiotic Resistance Action Center at the George Washington University

Gail Tibensky, Retired Chicago Public Schools Educator

#### *FACT Staff Members*

Charlotte Isles, Development Associate

Madeleine Kleven, Food Safety Program Associate

Larissa McKenna, Human Farming Program Director

Steven Roach, Food Safety Program Director and Senior Analyst, Keep Antibiotics Working Coalition



Open Door Advisors is grateful for the opportunity to support Food Animal Concerns Trust in its efforts to ensure that all food-producing animals are raised in a humane and healthy manner, and that everyone will have access to safe and humanely-produced food.

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