



Factory Farming Awareness Coalition

STRATEGIC PLAN 2020



OUR VISION

A world without factory farms

OUR MISSION

FFAC inspires and empowers individuals and institutions to create a more just, compassionate, and sustainable food system

OUR VALUES

Objectivity

We provide only recent, accurate information from peer-reviewed sources. Our strategy, goals, and programming are based on objective measures, and informed by the science of behavior change.

Incluvisity

We recognize that systems of oppression are interconnected, affecting both human and non-human life. We focus on the nexus of factory farming and environmental, social, animal, and food justice. We strive not to replicate the oppression and biases present in systems of power.

Compassion

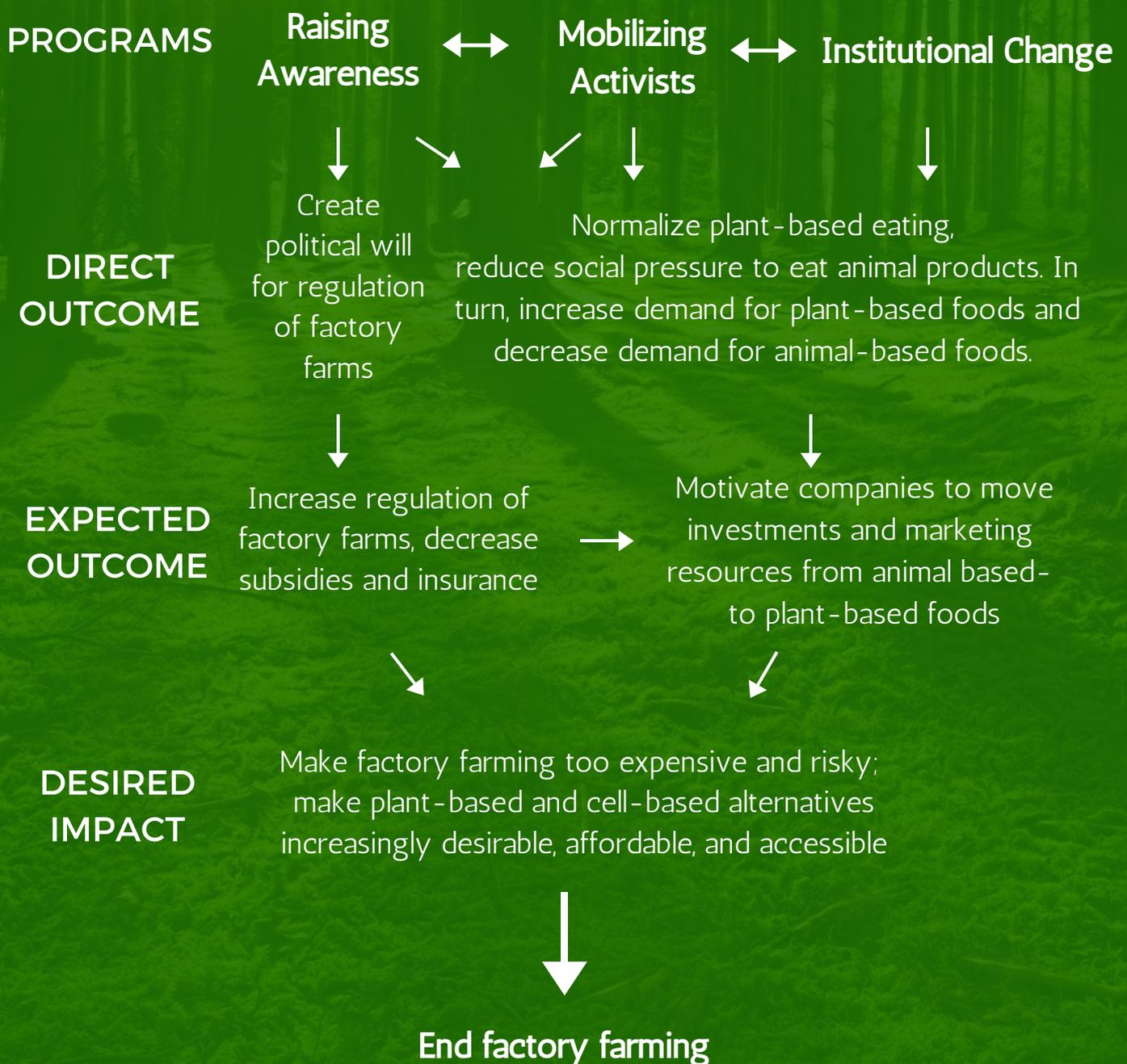
We oppose the institution of factory farming, but have compassion for individuals who (willingly or not) participate in the system. We meet people where they are, recognizing that attitudinal and behavior change does not necessarily happen overnight.

Collaboration

Whenever possible, we complement - rather than duplicate - existing resources. We invest in meaningful relationships with other organizations and groups advocating for social and environmental justice.

THEORY OF CHANGE

FFAC provides education about the need to make the food system healthier for people, animals, and the planet. Our programs empower people with the tools necessary to take action, helping to build a consumer base for plant-based products and a supporter base for mission-aligned organizations equipped to realize legislative and cultural change.



OUR STORY

I founded FFAC as a passion project in 2010, when I realized the need for an organization focused on factory farming through a holistic lens.

Factory farming inflicts acute suffering upon billions of animals and thousands of workers each year, and is a leading driver of ecological and public health crises. FFAC addresses these multifaceted impacts in educational materials tailored towards different interest groups, allowing us to reach a wide variety of audiences previously untapped by animal welfare-focused messaging. Using grassroots education, we build a consumer base for plant-based products and an informed citizenry to support cultural and legislative change.

FFAC became my full-time job in 2014. Since then, our team has grown from one to fourteen and our reach has grown from 3,000 to 50,000 people annually.

Culturally, the last five years have witnessed tremendous change. When we began, students had never considered the origins of their food. Now, students are watching films such as *Food, Inc.* and reading *Omnivore's Dilemma* in class. Plant-based alternatives were expensive and often inaccessible. Now, they are available at Walmart and Burger King. The environmental impact of animal agriculture was a niche topic. Now, growing scientific consensus acknowledges that a radical transformation of the food system is necessary in order to prevent climate catastrophe and ecological collapse.

In this time of crisis and opportunity, FFAC is dedicated to taking measurable steps to bring about this transformation as quickly as possible. By continuing to grow our educational outreach, by broadening our focus from individuals to institutions, and by mobilizing other activists, FFAC will more effectively work to end factory farming and create a just, sustainable, and compassionate food system.



Katie Cantrell

Katie Cantrell
Executive Director

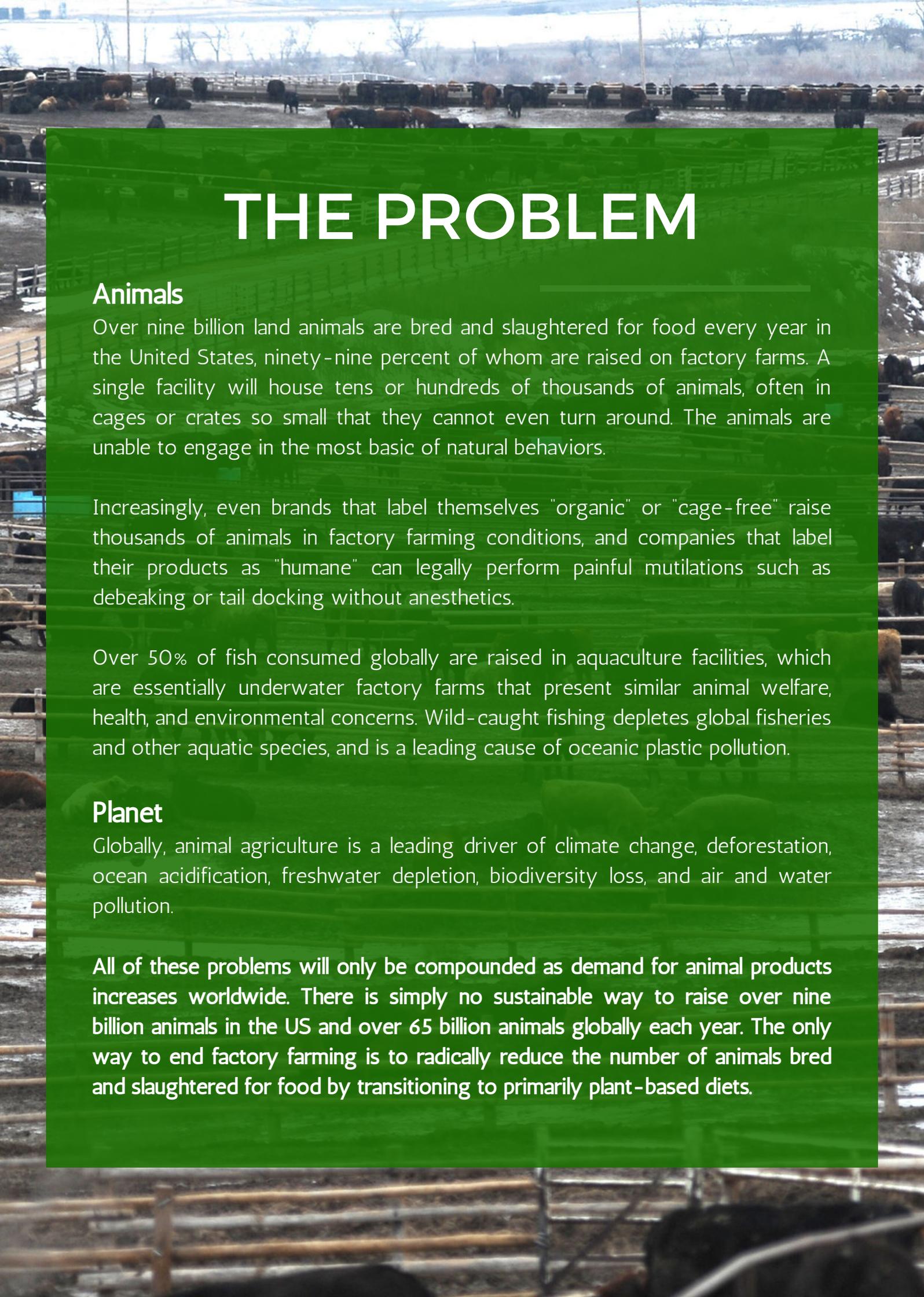
THE PROBLEM

Industrial animal agriculture is one of the most destructive industries on the planet, endangering the survival of millions of plant and animal species, including our own.

People

Factory farms are harmful for:

- Rural communities whose health and quality of life are compromised by air and water pollution, bacterial exposure, plummeting property values, and economic and cultural erosion of the local community.
- Communities in the Global South whose arable land is used to grow feed for animals on factory farms in the Global North, rather than to grow food for the people of those communities.
- Factory farm and slaughterhouse workers, who face debilitating chronic pain and illnesses, permanent disfigurement, and post-traumatic stress disorder. The many undocumented slaughterhouse workers are also frequently subjected to sexual harassment, wage theft, and deportation if they attempt to organize.
- Over 11 million people who die annually from diseases that could have been prevented through diets rich in plant-based protein rather than animal-based protein.
- All people worldwide, who are at risk of contracting antibiotic-resistant infections and deadly zoonotic pandemics such as avian or swine flu; and of heat stroke, natural disasters, and diseases unleashed by escalating climate change.



THE PROBLEM

Animals

Over nine billion land animals are bred and slaughtered for food every year in the United States, ninety-nine percent of whom are raised on factory farms. A single facility will house tens or hundreds of thousands of animals, often in cages or crates so small that they cannot even turn around. The animals are unable to engage in the most basic of natural behaviors.

Increasingly, even brands that label themselves "organic" or "cage-free" raise thousands of animals in factory farming conditions, and companies that label their products as "humane" can legally perform painful mutilations such as debeaking or tail docking without anesthetics.

Over 50% of fish consumed globally are raised in aquaculture facilities, which are essentially underwater factory farms that present similar animal welfare, health, and environmental concerns. Wild-caught fishing depletes global fisheries and other aquatic species, and is a leading cause of oceanic plastic pollution.

Planet

Globally, animal agriculture is a leading driver of climate change, deforestation, ocean acidification, freshwater depletion, biodiversity loss, and air and water pollution.

All of these problems will only be compounded as demand for animal products increases worldwide. There is simply no sustainable way to raise over nine billion animals in the US and over 65 billion animals globally each year. The only way to end factory farming is to radically reduce the number of animals bred and slaughtered for food by transitioning to primarily plant-based diets.

OUR APPROACH

FFAC's work centers around three synergistic strategies that aim to tackle the issue on an individual, institutional, and policy level:

1. RAISING AWARENESS

Showing people that a better way is possible

The Programs

- Our core educational programming focuses on in-person presentations.
- We have also created the "Fight Climate Change with Diet Change" leaflet, of which more than 100,000 copies have been distributed by advocates across the US.
- During the summer, when there are fewer presentations, our directors mobilize volunteers to leaflet and show virtual reality videos to music festival attendees.

The Audience

We focus on outreach to young people who drive trends and individuals who wield greater social or political capital. This includes:

- Over 500 high schools and colleges, such as:
 - Stanford Law School
 - UC Berkeley Goldman School of Public Policy
 - Yale School of Forestry and Environmental Management
- Corporate sustainability teams, such as:
 - Amazon
 - Google
 - Microsoft
- Government agencies, such as:
 - California Department of Public Health
 - Oregon Department of Environmental Quality
 - National Renewable Energy Labs



OUR APPROACH

The Materials

FFAC provides holistic, engaging information about factory farming tailored towards the interests of each audience.

We offer over a dozen different versions of in-person presentations customized for classes and groups, focusing on the environment, social justice, health, economics, gender studies, and many other topics. Educators can choose between a standard presentation and a lesson format. With the lesson, students watch a video of the presentation in class, then our directors facilitate discussion, promoting critical thinking, and probing students' assumptions about food and how their actions align with their values.

In order to motivate behavioral change, we incorporate several research-backed methods. At all presentations, we provide samples of plant-based meats so that people can experience first-hand that eating plant-based doesn't need to be a sacrifice. We meet people where they are and encourage gradual dietary change. We distribute recipes and nutritional information, and send an email series with additional resources. We ensure that suggestions are culturally appropriate so that all audiences leave feeling empowered.

In addition to promoting individual dietary change, we also connect audiences with organizations working on systemic solutions, such as The Humane League's Fast Action Network and the Humane Society Legislative Fund. We discuss the Good Food Institute, and encourage students to consider a career in plant-based or cell-based foods.

The Impact

In post-presentation surveys, 85% of audience members indicate an intention to reduce or eliminate their consumption of animal products. Qualitative feedback indicates that people's perception of the food system is transformed, and that they feel empowered to speak with their friends and family about what they have learned.



According to a long-held marketing principle, seven "touches" are required to drive a sale. For some audiences, our touch is the final one that will enable them to choose plant-based products. For others, we may be the first touch, opening their minds to subsequent touches from other advocacy groups and media exposure. Aside from the content we deliver, providing a positive and accessible plant-based role model is in itself a significant "touch."

OUR APPROACH

2. Institutional Change

Mobilizing connections to foster sustainable food culture within institutions

The Program

FFAC partners with Green Monday, Balanced, Friends of the Earth, and Farm Forward to promote changes in institutional food service and catering policies. We leverage the relationships we build through presentations to empower passionate students and employees to advocate for increased plant-based options in institutional cafeterias, and to launch educational campaigns.

By focusing on both food service menus and peer-driven education, we facilitate the perception that plant-based foods are a key part of the culture of the institution, rather than simply a back-of-house change of which individuals are unaware.

In municipalities, we mobilize citizens to pass Green Monday resolutions increasing the city's sourcing of plant-based meals and promoting plant-based foods in restaurants and community centers.

The Audience

- Schools, such as:
 - San Francisco State University
 - San Jose State University
 - University of Portland
- Corporations, such as:
 - Genentech
 - Sunrun
 - American Licorice Company
- Municipalities & government agencies, such as:
 - City of Berkeley
 - City of Emeryville
 - California Department of Public Health



OUR APPROACH

3. Mobilizing Activists:

Building our power by broadening our movement

The Programs:

- Internships
 - Our internship program offers an opportunity for students who are passionate about these issues to gain knowledge, skills, connections, and confidence to become advocates within their own communities and the future leaders of the movement.



- Community Training
 - FFAC provides public advocacy training on public speaking and how to converse about sensitive topics without eliciting defensiveness or confrontation.
 - We also provide guidance to individuals and organizations from other countries who are interested in using our model and materials. We are currently working with advocates in Romania, the Netherlands, Spain, Greece, and India.
- Strategic Partnerships
 - While factory farming is a critical social justice, environmental, and public health issue, those respective movements have traditionally excluded the food system from their work. We conduct outreach to organizations to advocate for the incorporation of plant-based foods into their materials and policies.
 - FFAC is partnering with Center for Biological Diversity, Animal Place, and Farm Forward to encourage environmental conferences to adopt a sustainable food policy. We have created a website with information and resources so that individuals attending conferences serving unsustainable food can easily advocate for the policy to the conference organizers.

OUR 3-YEAR GOALS

1. Raising Awareness

- a. Reach 100,000 people annually through in-person and digital presentations
- b. Motivate 90% of audience members to pledge behavior change
- c. Directly measure long-term impacts on behavior change, and set goals to reduce recidivism based on the findings.

2. Institutional Change

- a. Implement Green Monday / Default Veg at six Fortune 500 companies, six government agencies, and twenty schools
- b. Pass Green Monday resolutions in ten cities
- c. Develop accurate measures for impact of Green Monday at respective institutions, and set subsequent goals based on those measures

3. Mobilizing Activists

- a. Mentor 250 interns annually
- b. Inspire six social justice, six environmental, and six public health NGOs to incorporate plant-based foods into their materials/programming.
- c. Motivate fifteen environmental conferences to commit to the sustainable food pledge.

