

FARM email responses

1) I would estimate that we put about:

- **\$375k into 10BL** (including about 10,000 hours of paid staffers and/or crew-members), reaching 120k complete viewers (4 minute video AND email address + selected a pledge option; 80% of those pledged something above "not at this time") and another 50k partial viewers (online). I think the purpose of 10BL is pretty well spelled out already from the interview.
- **\$115k into AR2013** (none of it from donors; AR Conference is a self-sustaining operation) including 6,000 hours of paid work. The result achieved was 1,100 attendees (a record for us) who were exposed to movement leaders, crowd-sourced ideas, vegan food, networking, a chance to meet donors and fellow activists. Leaders including Dawn Moncrief, Nathan Runkle, and others got their start past AR Conferences; each one has the chance of creating an incalculable spread affect.
- **\$90k** into Overhead (fundraising, HR, financial accountability, and paying for our audit). This is primarily in the form of staff hours, as we do few printed mailings and those we do are targeted to specific donors.
- **\$70k** into Live Vegan and Meatout Mondays (mostly in the form of about 4k staff hours and paying for a sophisticated supporter management system able to send targeted support emails), which served 130k recipients who are 31% more likely to make changes if they read the resources than if they don't (causation not yet determined).
- **\$40k each into World Day for Farmed Animals and Meatout** and \$10k each into Vegan Earth Day and Compassionate Holidays (**\$100k total**). These campaigns led to a combined: 100k+ leaflets being distributed; 1,000+ grassroots events held (bolstering activism and increasing turnout in the future for our more quantifiable campaigns); 20k+ vegan food samples distributed; and media stories in international, national, and local outlets including NPR.
- **\$25k into our Letters to the Editor program** (entirely in the form of staff hours). This program got over 1,000 letters published in 2013 on 16 topics. The papers publishing us average a readership of 50 – 100,000. The staff hours are primarily put into managing a database of thousands of newspapers, most of which have a dedicated representative from FARM's activist network. At \$2.50 per letter published, each reaching between thousands and tens of thousands of viewers, this is by far our most cost-effective program at reaching individuals, though it is more of a seed-planting program than a dietary change-creating program.

2) The campaign with the most rigorous testing and adjusting is of course 10BL. In mid-2011, we received funding to bring the pay-per-view model to a nationwide audience, setting an ambitious goal of reaching 100,000 people in a year. Since FARM historically worked with our network of grassroots activists, our first inclination was to set up local activists with the equipment they need to hold their own events. After only a couple months, we began to realize that grassroots events were always lackluster compared to the events that FARM employees ran. In SF, we noticed that a big hindrance to holding more frequent events was the drawn-out set up time - unloading and plugging in four TV's, DVD players, and a dozen headphones took the better part

of an hour. We built a prototype kiosk out of plywood and a janitor's cart for just a few hundred dollars and instantly knew that increasing the mobility of PPV was key to reaching more people through it. The shortcomings of the grassroots program combined with the relative success of our mobile kiosk in SF birthed a solution and next phase for the program.

Other farmed animal groups have toured in the past with vehicles carrying big screen TV's. Having seen those events in person, we knew that most people walked by those screens for only a brief period, and while they were consistently disgusted by what they saw, there is little chance that they truly understood the practices being shown in the video, nor took the experience as a reason to move towards a vegan diet. However, we noted how much attention these vehicles attracted. With a similar design but with smaller screens and headphones, we could reach hundreds of people per hour in busy areas.

We spent several months designing and perfecting our own truck, complete with 8 screens and 32 pairs of headphones. It was an immediate success, reaching 10's of thousands of people in the first few months on the road. After one semester of college campus visits, however, we noted how difficult it was to get permission to bring the truck onto some campuses. We had to skip some campuses entirely for this reason. While we certainly do not regret building the truck (it is ***perfect*** for festivals like Warped Tour), we remembered the ease that we moved the prototype kiosk about in SF. We would need to build something that is more stable and less of a fire hazard, but the basic model was already there.

So that brings us to the present: we now have a second tour that uses improved mobile kiosks and we're planning to launch a 3rd tour this summer with similar technology. Even with this new tour we're making another change based on our experience: on college campuses, people tend to watch alone or in groups of two, so screens with 4 pairs of headphones are overkill. Instead, we plan to have a higher number of smaller screens with 2-3 pairs of headphones. This will increase efficiency and, on crowded campuses, shorten lines and increase viewership.

We still have a grassroots PPV program with some dedicated participants. We have since added an incentive for the event coordinators, which we will discuss below.

FARM has had the Compassionate Activist Network for years, but it's been mostly a catchy name for our activist base. After the shortcomings of the grassroots PPV program, began giving certain activists small stipends for their PPV work, resulting in an increase in events being held. When we extended this model to World Day for Farmed Animals last year by providing a small stipend to our top activists, we had three times as many high profile events than we've had in the past.

To expand our use of activists incentives, we are building a website to host a community and system for earning the incentives, allowing for more efficient interactions with our activists. We

wanted to provide incentives, but we didn't want our discussions with activists to be centered around those incentives.

A few ideas were born:

CAN: redefined to be a community for activists willing to partake in the most effective forms of activism (PPV, leafleting, certain feed-ins, school talks, and 10BL volunteering) in the ways that FARM has tested and approved in exchange for incentives

CAN Coordinator: a trusted activist who is interested in hosting effective events, subject to the review and supervision of FARM, in exchange for incentives

CAN Credits: points earned by CAN Coordinators for their events

Since most stores are unable to fully donate gift credit, FARM will still need to pay for some % of the incentives, so donations to the program would go directly towards promoting effective activism.

Building this system has been (and continues to be) a long and trying process, as it involves new and custom technology. We have high hopes that grassroots activists will feel appreciated and welcome as CAN Coordinators. We're excited to join with the vegan business community as well, involving them in a way that other nonprofits have never done before and essentially obtaining "new money" through their large discounts. We believe that this program may prove to be a highly cost-effective way both to achieve results for farmed animals and motivate people to take additional actions for animals.