

# Follow-Up Questions for The Good Food Institute (2019)

If you raised 1.5x your fundraising goal next year, what would you spend the additional funding on?

If we were able to secure funding above and beyond our goal, our leadership team would collaboratively determine how best to allocate the funding. As an effective altruism organization, we approach such an opportunity by identifying and targeting high impact, neglected areas that we believe will not be adequately addressed without our intervention.

Below are some of the extraordinarily high impact activities we would likely prioritize with additional resources. These include accelerating the growth of our international affiliates and Competitive Research Grant Program, expanding our state-level lobbying and university engagement initiatives, and enlarging areas of focus on farm transition, global health and environmental analysis, market-shaping, and consumer-facing work.

## International Growth

Meeting our 2019 development goal will allow us to expand our hiring in India, Asia Pacific, and Europe. With another 1.5x goal, we would expand to at least eight people in each of our five overseas offices (Brazil, India, Asia Pacific, Europe, and Israel). Each office would include a Managing Director (all of whom we've hired), Executive Assistant, and staff members working in policy, corporate engagement, SciTech, communications, development, and administration/operations. These hires reflect the first round of growth for what we know will need to be sizable overseas offices if we are to transition to a sustainable, humane global food supply.

Funding above and beyond our goal would allow us to more quickly expand past our first round of growth for our overseas offices. With additional funding, we would likely add multiple policy and SciTech staff members to each international affiliate, all of whom fill vitally important, neglected areas of mission impact. Every new scientist we hire inspires other scientists to work in the field. Our scientists also speak on campuses and at events and explain alternative protein technologies to established companies. Every new policy staff member we hire expands our reach to government officials and cooperating NGOs, secures additional open-access funding for alternative protein technologies, and ensures a clear regulatory path forward for cultivated meat.

Each year, GFI's U.S. team shares the progress we've achieved in collaboration with our donors, partners, and other supporters. Our goal is not only to dramatically magnify our impact in the U.S.

(which represents 4% of the global population) but in regions around the world with immense opportunity, including Brazil, India, Asia Pacific, Europe, and Israel.

## Competitive Research Grant Program

With 1.5 times our goal in additional funding, our [Competitive Research Grant Program](#), which funds the first phase of critical plant-based and cultivated meat research and connects researchers to private sector partners and/or sources of additional funding, could invest millions of additional grant dollars into promising plant-based and cultivated meat research projects. The program, which is funding \$3 million in open-access research worldwide in its first year, has more than doubled the amount of open-access cultivated meat research funding over the past 20 years and represents the largest infusion of grant funding for plant-based meat research ever.

We are building on the success of the research grant program's inaugural grant round with the release of our [2019 RFP](#), which is expanding the pool of funding available to researchers. While the research grant program's growth in its first year is encouraging, a vast amount of research must still be conducted for plant-based and cultivated meat to become a viable part of the global food supply and to outperform conventional meat on the primary factors driving consumer choice.

We are also actively working to inspire outside public and private research funding, yet we anticipate that our research grant program will remain one of the primary open-access research funders over the next five years. With 150% of our current budget in the coming year, we could accelerate the timeline for bringing to market appetizing, affordable plant-based and cultivated meats that mimic conventional animal meat in taste, texture, and structure.

## Policy Team Growth

Our current growth plan for 2020 is to hire lobbyists in two to three states who will focus on securing state-level R&D funding for plant-based and cultivated meat research. These positions play a key role in driving GFI's mission, as the speed at which appetizing, cost-competitive plant-based and cultivated meat reach the marketplace is almost entirely dependent on the R&D resources allocated to them. Government R&D funding is essential in the development of these products because, while the private sector devotes R&D funding to applied research benefiting individual companies, government funding supports basic research that benefits entire industries.

GFI recognizes that lobbyists have historically been very influential in directing government R&D funds to their interests and industries. Our goal is to lobby multiple state governments in the coming year to mobilize millions of dollars into plant-based and cultivated meat R&D. Twenty states—including GFI's priority states of California, New York, Colorado, Maryland, and Massachusetts—have pledged to fulfill the nation's climate obligations under the Paris Agreement. With resources to hire in-state lobbyists, we are confident that many of these states could be influenced to fund plant-based and cultivated meat R&D, including at key state universities.

We estimate that our lobbying efforts in each state will cost approximately \$100,000 in the coming year and we currently have the resources to support lobbyists in two to three states. With additional resources, we can hire GFI staff who can both coordinate the program and directly lobby for government R&D funding in our targeted states.

## SciTech Team Growth

With additional resources, we would bring more scientists onto our SciTech team to support our core programmatic mission, implement the Competitive Research Grant Program, and engage universities. We currently have two full-time staff (called University Inspiration Specialists) focused on engaging universities. However, this is an extraordinarily high impact program that could use more staff in the US and internationally. Additional University Inspiration Specialists will enable us to:

- Identify high-potential scientists at universities and inspire them to conduct open-access alternative protein research and/or to start or join companies in the alternative protein industries.
- Build a community of student entrepreneurs and scientists interested in working on alternative protein products.
- Collaborate with Business Innovation Specialists to plan and execute campus events targeting student scientists and professors, such as panel discussions and small-scale round tables or conferences.
- Collaborate with members of the Science and Technology team and GFI's other departments to establish strong networks with science, technology, policy, and business know-how.
- Identify and provide support and resources to high-impact campus-based student groups with a focus on various sciences that are useful to the alternative protein future and/or students of entrepreneurship, business innovation, biotechnology, agroecology, or other related fields.

## Expanding GFI's Area of Focus

With additional support in the coming year, we can branch out into areas we have deemed to be high impact, mission-aligned, and highly tractable, but which we don't currently have the resources to fully support. These include:

### Farm transition analysis and outreach

New staff in this area, who deeply understand the U.S. and/or select international farm economies, could help determine how we can transition our food systems from animal agriculture to lucrative alternative protein growing operations, e.g., chickens to mycoprotein. (This would also entail conducting outreach to farmers.)

## Global health and environmental analysis

An opportunity to bring on board environmental and global health scientists would help connect our work to these mission-critical areas of scientific expertise and discovery.

## Market shaping

New staff in this area would strategize how to shape the future global food market and determine incentives and best practices for ensuring that both a sustainable infrastructure and ample global supply of humane alternative proteins exists.

## More consumer-facing work

While we focus on the supply side, there exists a sizable gap on the demand side that we would love to see filled through successfully promoting alternatives to conventional animal meat. With additional resources, we could proactively collaborate with other mission-aligned NGOs in this work.

How many new staff members would you like to hire within the next year if you had sufficient funds? Please specify for what roles or campaigns.

We believe a comfortable growth rate is probably approximately 40 people in the next year on a global basis, which includes our affiliates in Brazil, India, Asia Pacific, Europe, and Israel. Most of this growth would be international.

## U.S. Hiring Goal

Our goal is to add at least 15 high impact staff in the U.S. in the coming year, assuming we meet our fundraising goals. The high priority U.S. roles we are hiring for along with brief descriptions of their roles, include:

- Regulatory Counsel (Policy):
  - Point person on USDA/FDA and international regulation of cultivated meat.
  - Drafts submissions to regulators and analyze regulatory proposals.
  - Speaks publicly on the benefits and fair regulation of plant-based and cultivated meat.
- Policy Coordinator (Policy):
  - Generalist supporting the team on regulatory and legislative initiatives.
  - Helps organize capitol hill events, meeting with NGOs, etc.
  - Works with other departments to provide policy support to their initiatives and to encourage their involvement in the Policy team's legislative and regulatory priorities.
  - Supports efforts to involve plant-based and cultivated meat companies in the Policy team's work.
- Strategy and Project Specialist (Executive Team):

- Works with the Chief of Staff to coordinate the planning, revision, and execution of GFI's global strategy on a quarterly and annual basis by acting as a liaison across U.S. departments and international affiliate teams.
- Collaborates with GFI departments to establish, track, and report on quantitative and qualitative metrics of progress.
- Supports GFI's Global Committees and coordinates with affiliate teams to ensure GFI's global presence is appropriately communicated to our key external stakeholders.
- Identifies high impact opportunities and gaps between the objectives and execution of the strategic plan; works with appropriate staff to make necessary adjustments.
- Corporate Engagement Executive Assistant (Corporate Engagement):
  - Manages and supports the Director of Corporate Engagement's schedule.
  - Completes projects that may involve convening groups of staff, consultants, and others.
  - Carries out research and collects, analyzes, and presents data.
  - Manages all general inquiries to the Corporate Engagement department.
- Manager of Food Service Engagement (Corporate Engagement):
  - Influences restaurant executives and foodservice operators to add more plant-based options and to increase the quality of their plant-based dishes.
  - Promotes the effective marketing of plant-based foods using best practices that appeal to mainstream consumers.
  - Develops partnerships with suppliers, distributors, food companies, culinary service providers, and nonprofits to provide resources that aid foodservice companies in adding more plant-based options.
- Contracts Manager (Legal/Finance):
  - Manages International Affiliate agreements to ensure compliance with contractual requirements.
  - Helps to identify recurring compliance and risk issues in GFI's operations and program areas.
  - Reviews, drafts, and negotiates contracts of all types with assistance from GFI's lawyers.
  - Manages the tracking and administration of contracts.
- Senior Scientist (Seafood):
  - Leads technical analyses of the cultivated seafood industry that culminate in white papers, conference presentations, and peer-reviewed articles.
  - Forecasts future bottlenecks and obstacles that may inhibit the long-term growth of the cultivated seafood industry; proposes solutions to proactively alleviate these bottlenecks.
  - Identifies the key areas requiring the most focused research, finds the most qualified researchers to perform that work, and oversees original research projects through contracted partners and collaborators.

- Supports the SciTech funding team by engaging high-priority investors, foundations, government agencies, and others who can infuse significant capital into cultivated seafood technology development.
- Policy Specialist (Seafood):
  - Develops GFI's strategy to encourage public investment in research critical to plant-based and cultivated seafood.
  - Researches policy approaches to fishing, aquaculture, and seafood processing in jurisdictions outside of the United States.
  - Works collaboratively with the GFI team on legislative efforts, regulatory filings, and other projects.
- Consumer Researcher (Seafood):
  - Designs a consumer research plan for understanding consumer trends around plant-based and cultivated seafood.
  - Leads the implementation of key consumer research projects related to plant-based and cultivated seafood.
  - Works with external partners on collaborative consumer research opportunities.
  - Develops compelling communications materials and reports explaining study results.
- Development Manager (Development):
  - Manages the department's operations, reporting, and accountability processes.
  - Project manages campaign activities, collateral, and other projects that will support outward-facing development staff.
- Retail Specialist (Corporate):
  - Engages in outreach to the top 50 grocery retailers and other retail targets.
  - Helps to build long-term partnerships with grocery stores to expand their plant-based product offerings and to improve the marketing and merchandising of these products to reach the widest possible base of consumers.
  - Manages the annual Good Food Retail Report process, including designing and overseeing in-store audits, analyzing results, disseminating findings, and scheduling meetings with retailers to review results and share recommendations.
  - Attends retail industry events and conferences to establish GFI as a thought-leader and to generate new industry contacts.

## International Hiring Goals

We are planning to hire about 20 people for our international affiliates in the coming year to fully staff each international office. As we describe in response to Question 1 above, each office requires a Managing Director (all of whom have been hired), Executive Assistant, and staff focused on of policy, corporate engagement, SciTech, communications, development, and administration/operations. While every new international staff member we hire represents tremendous mission impact, we would prioritize hiring additional scientists and policy staff with additional resources.

Regarding the top 3–5 programs you provided, give a description of the expenses that are NOT related to staff. Expenses related to staff include salaries, insurance, travel costs, and similar expenses.

Because GFI staff work remotely, our programs have very few overhead expenses. They include office expenses, software and IT services, events, and research grants awarded through GFI.

Regarding the top 3–5 top programs you provided, estimate how much of the expenses are NOT related to staff. Provide either an amount in USD or a percentage.

In 2018, non-staff expenses for our top five programs were:

- Corporate Engagement: \$20,226
- International Engagement: \$113,603
- Policy: \$23,843
- SciTech: \$48,931
- Competitive Research Grant Program (part of SciTech): \$1,700,130
- What does PCMED stand for?

(We did not include professional fees and staff retreats in the above calculations under the assumption that they are categorized as staff-related expenses. If ACE defines them to be non-staff related expenses, we are happy to add those figures into our expense calculations above.)

## What does PCMED stand for?

We apologize that this acronym was in the documents we provided to you. In fact, we no longer use the term, which stood for “plant-based and cell-based meat, eggs, and dairy” because it does not accurately reflect the alternative protein industries. We now use the term “alternative proteins” to include not just plant proteins and animal cell culture (the products of which we now refer to as “cultivated meat”) but also non-animal cell culture and recombinant proteins. For an overview of these four categories of alternative proteins, see GFI food scientist MJ Kinney’s recent article “[Formulating With Animal-Free Ingredients](#)” in *Food Technology* (June 2019).

Our recent consumer market research, an overview of which you can find [here](#), has determined that the term “cultivated meat” is the optimal term for what has also been referred to as “cell-based meat,” “clean meat,” and other terms for animal cell culture. We provide a high-level summary of our decision to use the term “cultivated meat” [here](#).