

Harmony Farm Sanctuary Strategic Plan 2023 - 2025



Our Mission

Harmony Farm Sanctuary is a 501(c)(3) nonprofit organization dedicated to rescuing and rehabilitating neglected, unwanted, and abused farmed animals, building a kinder and more inclusive community, and advocating for a sustainable food system free from harm.

Our Vision

We envision a world where people and animals are safe to live out their lives free from harm and our planet is treated with respect.

Diversity, Equity, Inclusion, & Justice Statement

At Harmony Farm Sanctuary we strive to promote a diverse, equitable, inclusive, and just community. We believe that organizations that are diverse in age, gender identity, sexual orientation, religion, physical or mental ability, ethnicity, race, socioeconomic status and perspective are stronger and more balanced.



Executive Summary

Harmony Farm Sanctuary (HFS) became a 501(c)(3) non-profit organization in 2015. HFS rests on 10-acres of land in Central Oregon and is home to approximately 150 animal residents, many of whom came from situations of neglect, abandonment, or abuse. HFS is 100 percent volunteer-run, which means that it relies entirely upon its dedicated and passionate volunteers and supporters. Day-to-day operations at HFS are overseen by the Leadership Team. The Leadership Team is a group of devoted individuals who manage volunteers, oversee animal care, maintenance and fundraising, engage in our community, organize advocacy activities, promote sustainability at the sanctuary, and much more.

In addition to rehabilitating and providing lifelong refuge for its animal residents, Harmony Farm Sanctuary is committed to doing its part in building a more compassionate world. To this end, HFS offers educational tours, participates in community engagement events, assists in animal rescues, and advocates in support of animal welfare policy. HFS also works alongside other community organizations. HFS has partnered with the Heart of Oregon YouthBuild program for at-risk adolescents since 2015. YouthBuild participants visit HFS two or three times a year and help build animal shelters, plant trees for shade, and more. HFS has also partnered with the Sisters Life Skills and Transition program since 2015. Special education students visit HFS weekly to help scoop horse manure, groom horses, and learn other life skills such as mindfulness, communication and assertiveness skills while safely interacting with the animal residents. HFS has collaborated with Sisters Parks and Recreation, Bend Parks and Recreation Summer Kids Program, Central Oregon Partnership for Youth (COPY), Friends of the Children, and the Lodge for elderly people in Sisters. Harmony Farm Sanctuary plans to collaborate with schools in the area. One of HFS' hopes is for visitors to leave with more compassion, mindfulness, empathy and kindness towards themselves and others.

Harmony Farm Sanctuary's 2023-2025 Strategic Plan identifies the organization's core activities and outlines its three-year goals. To guarantee that the strategic planning process was collaborative, input was provided by HFS' Leadership Team, active volunteers, and our Board of Directors. The 2023-2025 Strategic Plan will ensure that Harmony Farm Sanctuary continues to be a safe haven for people and animals and that the organization will become an advocate in the fight for a food system free from harm.

Why A Sanctuary?

Our modern food system relies almost entirely on large scale animal agriculture, also known as “factory farming.” This system not only causes institutional harm to animals and the environment, but has proved damaging to public health and disproportionately impacts historically oppressed groups in this country.

Animal Welfare

Approximately 70 billion animals are farmed and slaughtered for food each year.¹ This breaks down to roughly 25 million animals who are slaughtered every single day in the United States.² In the U.S., 99% of meat, dairy, and eggs come from factory farms.³ This kind of animal agriculture prioritizes profit above everything else. Animals on factory farms are often forced to live in horrible conditions, confined in tiny crates, cages, and stalls so small they can’t turn around or participate in natural behavior like nesting or foraging. Mutilation of beaks, ears, tails, and horns absent anesthesia is par for the course.⁴ These animals are then forced to endure hours or even days of travel on crowded trucks without adequate access to food or water and exposure to the elements, including extreme heat and cold. Upon arriving at the slaughterhouse, farmed animals, except birds who are exempt from the Humane Methods of Slaughter Act, undergo a process called, “stunning.” Stunning is meant to make slaughter less cruel, but stunning doesn’t always work. Many times, animals are awake and alert as they go to their deaths.⁵ “Humane slaughter” does not exist.

The Environment

Factory farming also has a devastating impact on the environment. Food production is responsible for almost one-third of all global greenhouse gas emissions.⁶ In the U.S., roughly 260 million acres of forested land have been cleared to make room for crops, and more than 67 percent of these crops — predominantly soy, corn and grains — become food for livestock, rather than food that is consumed directly by people.⁷ It takes about 2,500 gallons of water to produce one pound of beef, while most fruit, vegetables, and plant-based proteins require between 15 to a couple hundred gallons of water per pound to produce.⁸

Environmental Racism

Factory farms have disastrous effects on people. These farms are often situated in proximity to low-income communities as well as those inhabited by Black, Indigenous, and people of color (BIPOC) communities.⁹ “Corporations may...move into these rural areas either believing that the residents do not have the political will and won’t present obstacles, or that these low-income residents need the jobs and will not complain.”¹⁰ Harmful emissions and waste runoff from factory farms threaten the health and

¹ <https://faunalytics.org/global-animal-slaughter-statistics-and-charts/>

² <https://thehumaneleague.org/article/animal-slaughter>

³ <https://www.sentiencinstitute.org/us-factory-farming-estimates>

⁴ <https://awionline.org/content/inhumane-practices-factory-farms>

⁵ <https://thehumaneleague.org/article/animal-slaughter>

⁶ <https://thehumaneleague.org/article/animal-slaughter>

⁷ <https://ffacoalition.org/articles/massive-environmental-impacts/>

⁸ <https://ffacoalition.org/articles/massive-environmental-impacts/>

⁹ <https://foodispower.org/environmental-and-global/environmental-racism/>

¹⁰ <https://foodispower.org/environmental-and-global/environmental-racism/>

livelihood of these communities. Children, the elderly, and individuals with pre-existing respiratory diseases are most at risk.¹¹ According to Food & Water Watch, Morrow County, Oregon, for example, is home to nearly 70 percent of all Oregon's cows living on industrial dairies and the county has nearly triple the proportion of Hispanic/Latinx residents as the state as a whole.¹² As a result of systemic racism and absent regulations, these communities are burdened with contaminated air and water caused by pollution from factory farm operations.¹³

The world can be both cruel and beautiful. Harmony Farm Sanctuary is a place where empathy, kindness and compassion abound. HFS is a safe haven for everyone; the support and interconnectedness that animal residents and community members can experience is infinite. We exist to rescue, rehabilitate and provide lifelong refuge to farm animals, advocate for a food system free from harm, and to build a kinder and more inclusive community.

Our Three-Year Strategic Plan

This three-year strategic plan is broken down into categories that align with core functions of Harmony Farm Sanctuary's Leadership Team: Animal Care, People, Capital and Infrastructure, Operational Safety and Resilience, Community Education and Advocacy, Sustainability, and Financial Sustainability.

The Executive Director is responsible for overseeing the administration of operations and activities that serve these goals and for providing the Board of Directors with quarterly updates on progress.

I. Animal Care

While Harmony Farm Sanctuary's primary mission is to rescue and rehabilitate animals, HFS also understands that space and other resource constraints limit the ability to provide a safe and comfortable home to meet the rescue demand in Central Oregon.

A. Objective: Provide continuous high-quality care to animal residents.

Activities

- In order to provide the best care possible, the Animal Care Team will continuously monitor the health, behavior, and temperament of animal residents and provide the necessary guidance to volunteers to ensure the most safe and efficient daily routines for animal care. Proper care for life-long animal residents is HFS' primary concern and represents more than 75% of our annual operating costs. Animal care costs include veterinary services, medication, farrier services, sheep shearing, emergency care, grain, hay, nutritional supplements, enrichment activities, fence and shelter building and maintenance, manure

¹¹ <https://foodispower.org/environmental-and-global/environmental-racism/>

¹² https://www.foodandwaterwatch.org/wp-content/uploads/2022/05/FSW_2205_ORMega-Dairies.pdf

¹³ https://www.foodandwaterwatch.org/wp-content/uploads/2022/05/FSW_2205_ORMega-Dairies.pdf

management, and more. Whenever possible, HFS relies on experienced and trained volunteers to provide care.

- B. Objective: Ensure that all animal residents have regular access to mentally stimulating toys and/or treats.

Activities:

- Provide treats, balls, puzzles, and more to animal residents

- C. Objective: Help to rescue animals that will go to another sanctuary or home.

Activities:

- Develop and document processes/protocols for helping with third party rescues

II. People

Properly trained volunteers are essential to the successful operation of Harmony Farm Sanctuary. In 2022, HFS trained and scheduled 30 new volunteers for at least one shift each month. As of April 2023, HFS has approximately 100 committed volunteers.

- A. Objective: Implement a system for ensuring that all volunteers are properly trained and review and sign Harmony Farm Sanctuary's volunteer handbook and liability waiver.

Activities

- To help ensure that all volunteers are properly trained, HFS has created a comprehensive volunteer handbook, require all volunteers to read and sign its updated volunteer waiver, participate in a Volunteer Safety Orientation, and shadow senior volunteers for 20 hours before becoming an official volunteer.

- B. Objective: Build and strengthen HFS' volunteer base while maintaining a safe environment for the animals and the people.

Activities

- Engage in at least three community events each year
- Implement new volunteer recruitment methods
- Host quarterly events to bolster community amongst volunteers
- Continue providing sanctuary tours and identifying potential volunteers

- C. Objective: Hire paid staff.

Activity:

- Provide an annual and reoccurring salary to the Executive Director

- Hire a part-time staff member (Leadership Team to define position) to assist with farm and animal maintenance

D. Objective: Develop a comprehensive organizational structure.

Activities

- Formalize position descriptions and terms of positions and identify responsibilities for each member of the Leadership Team and Board of Directors
- Begin to identify future members for the Leadership Team and Board of Directors

III. Capital and Infrastructure

A. Objective: Upgrade technology for better donor engagement, public education, and more.

Activities:

- Install internet in the barn
- Upgrade electrical system throughout the barn allowing us to have heat in the pig stalls and bringing electricity to the tiny house and to the future Infirmary Barn
- Install running, hot water and big sink in barn

B. Objective: Ensure that food and hay are properly secured.

Activities

- Install an adequate container system for food storage in the barn

C. Objective: Instal an infirmary barn to assist with rehabilitating farmed animals including but not limited to HFS' current animal residents.

Activities

- Bring electric out to the new barn location
- Get 3 quotes for approximately 12x24 foot barn structures
- Purchase the infirmary barn BOD approves
- Insulate the infirmary barn
- Purchase metal "cages" for smaller, sick animals, purchase a metal table
- Install cabinets or other necessary storage for items needed in the barn.

IV. Operational Safety and Resilience

A. Objective: Create a Fire Evacuation Plan.

Activities

- Create a committee of volunteers who are interested in helping create a plan and preparing for an emergency
- Draft and formalize a fire evacuation plan

B. Objective: Create a Farm Operating Manual.

Activities

- Draft and formalize a farm operating manual

V. Community Education and Advocacy

A. Objective: Create a formal community education and advocacy program.

Activities

- Establish a Community Education and Advocacy team
- Define what “community education and advocacy” means
- Schedule regular meetings

B. Objective: Formally develop a program for at-risk/vulnerable/underrepresented community engagement.

Activities

- Develop curriculum for at-risk/vulnerable/underrepresented youth
- Find and train volunteers to help run the program
- Build relationships with various programs/non profits in Central Oregon

C. Objective: Develop a humane education program.

Activities

- Develop curriculum for student programs who partner with the sanctuary
- Build relationships with schools in Central Oregon

D. Objective: Lobby in support of animal protection measures.

Activities

- Identify at least three proposed policies that would benefit animals and act in support
- Add the chosen policies to the newsletter and social media accounts to spread the word about the policies and the work HFS is doing

VI. Environmental Sustainability

A. Objective: Implement efficient and ethical composting.

Activities

- Train three volunteers to drive the tractor
- Turn the compost pile at least twice a month
- Build relationships with local gardeners who want the compost
- Post available compost on social media for pick up as compost is ready

- B. Objective: Plant vegetable garden to provide vegetables to animal residents, maintain watering of shade trees on sanctuary grounds, and plant shrubs for chickens.

Activities

- Partner with Sisters Garden Club to assist with spring garden preparedness and tree watering
- Train volunteers to water the trees and help maintain the garden

- C. Objective: Reduce water usage.

Activities

- Teach volunteers how to avoid wasting water
- Set up a system to reuse water from the duck ponds to water the trees

- D. Objective: Promote recycling.

Activities

- Continue collecting Oregon Refundable cans/bottles for the Bottle Drop program
- Recycle non-refundable glass and plastic, empty feed bags and cardboard
- Improve the labeling of bins on farm to help facilitate recycling

VII. Financial Sustainability

- A. Objective: Secure sufficient committed monthly donations to cover base animal care, feed, maintenance, paid staff, and operating expenditures.

Activities

- Design social media fundraising templates
- Identify a standard process for fundraising “asks” (social media, email, newsletter, email, patreon, etc.)

- B. Objective: Formalize processes for tracking sources of donations and detailed costs to allow for a better understanding of effectiveness of specific fundraising efforts and costs of rescuing/homing specific types of animals.

Activities

- Establish a process for tracking in-kind contributions, food and other materials

- Establish a process for providing receipts/thank yous, etc.

C. Objective: Raise sufficient funds to hire an Executive Director.

Activities

- Conduct market research to determine a fair salary for a full-time executive director
- Create a position description, including salary band and total compensation
- Apply for grant funding that could support staff salary
- Create a budget for FY2024 that includes a salary line item

Closing Message from our President & Executive Director

On behalf of Harmony Farm Sanctuary, I want to thank you for your interest and involvement in our little slice of heaven. HFS strives to provide excellent quality of care to each and every resident at the sanctuary and we look forward to growing and making a positive impact in the lives of our residents and our community!

I am humbled and filled with gratitude for the amazing humans who come out and volunteer in the snow, rain, heat or the smoke. I am ever amazed at the community of compassionate people that chose to volunteer here. Volunteers and supporters are an integral part of our mission to care for our animal residents and will help create a ripple effect of empathy, kindness and compassion here at the sanctuary, in the community, and beyond.

With immense gratitude,

Robine Bots, Founder & Executive Director

