

Niche Meat Processor Assistance Network (NMPAN)
“Today a niche, tomorrow the norm.”

2018-2023 Strategic Plan Summary

Vision A stable base of profitable and nimble small and mid-sized processors that are essential to bringing sustainably- and humanely-raised meat and poultry to local and regional markets.

Mission NMPAN is a national community of practice of people and organizations helping small meat processors thrive, and growing our shared wealth of information and innovation.

Core Values

- No processors, no meat.
- Increased education, coordination, collaboration, commitment, and respect along the supply chain are essential to the long-term viability of the local and regional meat and poultry sectors.
- Information sharing and peer-to-peer learning are powerful tools for change.
- Strategic partnerships with agencies, NGOs, universities, and others are essential to achieve our broad vision.
- Market demand is a crucial driver, but a supportive policy environment is critical.

Theory of Change

Connecting meat processors to each other and to supply-chain actors creates opportunities for peer-exchange, problem-solving, better understanding of different challenges and needs of the sustainable meat value chain. Incorporating the whole array of interests involved is essential to the long-term viability of the niche meat sector.

Outcomes We Seek for the Local & Regional Meat Sector Include:

- | | |
|--|---|
| <ul style="list-style-type: none">• Increased availability of sustainably-raised meat and poultry in local and regional markets.• More plentiful and diverse mid-scale meat supply chains that can support regional producers and processors while providing better consumer access to regionally-produced, ethical meats.• Retention and recruitment of local meat processors and producers.• Profitable processors now and opportunities for next generation meat processors.• Improved economic returns and equity-building for meat processors and meat producers. | <ul style="list-style-type: none">• Processors will experience enhanced food safety and regulatory compliance.• More commitment and respect between producers, processors, and the full supply chain.• Fair wages and conditions for meat workers, and up & down the meat supply chain.• Humane treatment of livestock and poultry.• Extension/academia/economic development agencies and other NGOs understand niche and local meat processing.• Regulatory agencies are better at listening and responding to the needs of small and mid-scale processors. |
|--|---|

NMPAN Strategic Goals:

Goal 1: Be the hub that connects niche meat value chain actors.

Objectives include:

- Create opportunities for people to meet, converse, collaborate, information share, and problem-solve
- Support producers in identifying and working effectively with processors, and helping them understand market opportunities
- Support processors in working more effectively with both producers and “downstream partners” including distributors, aggregators, and/or brands
- Broaden our reach to include more custom and retail exempt processors and butchers, as well as mid-level meat brands and producer groups, beginning with understanding their unique challenges and opportunities

Goal 2: Provide accurate, peer-reviewed information in a multitude of formats.

Objectives include:

- Content-rich, easy-to-navigate website with new information being added regularly to it
- Publish papers and case studies on pertinent information
- Publish monthly newsletter with links to important, timely information
- Produce recorded and video content for our Youtube Channel to broaden our reach
- Produce additional resources on business planning, budgeting, costing, and pricing
- Produce additional resources on humane handling and slaughter
- Produce additional resources on human resources best practices, finding/retaining good labor, and apprenticeship programs
- Resources on integrated meat supply chains, such as case studies, how-to guides, and presentations
- Gather, host, and highlight information and outreach developed by NMPAN members and partners, in multiple formats

Goal 3: Facilitate peer-to-peer learning.

Objectives include:

- Host & facilitate peer listserv
- Organize peer consulting partnerships as needed
- Organize webinars with industry experts

Goal 4: Evaluate and adapt; stay current.

Objectives include:

- Conduct comprehensive annual evaluation
- Send out webinar surveys and surveys on other content
- Organize and evaluate survey data to inform programming and process
- Be flexible and nimble enough to take on special projects and/or consulting

Goal 5: Be a resource for policy-makers; engage membership in policy.

Objectives include:

- Provide research-backed information and technical guidance to policy advocates and policy makers
- Help policy makers understand local/regional meat supply chain and meat processing, as well as challenges and opportunities in the sector
- Participate in monthly FSIS Industry calls
- Disseminate key information from USDA FSIS to NMPAN membership

- Encourage membership to comment on regulatory proposals
- Collaborate with NSAC, AAMP and other organizations in connecting niche meat industry stakeholders with appropriate USDA FSIS policy-makers

Goal 6: Provide for sustainability of organization.

Objectives include:

- Maintain positive relationship with our sponsor university
- Secure sufficient restricted and unrestricted funds
- Maintain a professional staff and engaged board

Potential Partners:

Independent Meat Processors

Farmers, Ranchers & Branded Meat Companies

Meat Industry Trade Groups

American Association of Meat Processors (AAMP)
 North American Meat Institute (NAMI)
 State & regional meat processor associations
 American Pastured Poultry Producers Association (APPPA)

Academic Institutions

Cooperative Extension- livestock agents, meat scientists, marketing experts, local & regional food system specialists
 NC Choices
 Land-grant universities

Nongovernmental Organizations (NGOs)

Farmer-driven NGOs (like Friends of Family Farmers Oregon Pasture Network, Glynwood Institute, Stone Barns, New Entry Sustainable Farming Project, The Livestock Institute, Quivira Coalition, Holistic Management International, etc.)

Certification Bodies, including

American Grassfed Association
 A Greener World/AWA
 Savory Institute
 Regenerative Organic Alliance
 Other organic certifiers

Meat Industry Consultants & Suppliers

Private consultants
 Equipment & supply companies

State & Federal Agencies

State level agencies (Department of Agriculture) and county-level
 USDA FSIS
 USDA FDA