



OPERATION
ANGELS

STRATEGIC PLAN 2025-2026

[OPERATIONANGELS.ORG](https://www.operationangels.org)

Operation Angels Strategic Plan - 2025-2026

**“We can’t rescue our way
out of animal agriculture.”**



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Our Origin Story

My commitment to animals—especially farmed animals—runs deep and has been part of me for as long as I can remember. After a successful career in the for-profit sector, I knew I needed to devote my life to working directly for animals. That calling led me to serve as Vice President of Mercy for Animals in Canada, where I first heard about a little pig named Esther.

At the time, Esther was believed to be a mini-pig who had been rescued by her dad, Steve Jenkins. Steve and I connected, and from the very beginning, we became fast friends. Not long after, I was invited to join as a founding board member of Happily Ever Esther Farm Sanctuary—the home Esther shared with her dads. I served as the board president for six years, and during that time, I witnessed the magic of sanctuary life first-hand.

I saw the joy and peace that sanctuaries can bring to animals and people alike. But I also came to understand the incredible challenges that sanctuaries face—financial, emotional, and operational. At Happily Ever Esther, we were spared many of the financial hardships that other sanctuaries endure because Esther was not only beloved—she was a world-renowned social media sensation. She became a New York Times best-selling author, inspired children’s books, and built a wonderful, global community of supporters who shared our commitment to peace and love.

Since Esther’s passing, Steve and I have talked many times about how to best honour her memory and continue her commitment to living an “Esther-approved” lifestyle. After many heartfelt discussions over many months, Operation Angels was born.

Operation Angels is our way of carrying forward Esther’s legacy—not only by telling her story but by ensuring that sanctuaries everywhere have the resources, knowledge, and support they need to thrive. In doing so, we hope to spread the same love, compassion, and joy that Esther brought to the world, one sanctuary at a time.

**Always for the Animals,
Krista**



The Promise of Sanctuary

The farmed animal sanctuary movement is at a crossroads. For decades, sanctuaries have been the moral heart of our cause—safe havens for animals and living testaments to a more compassionate world. Yet today, many are underfunded and overlooked, and too often dismissed as not strategic. At the same time, it must be said plainly: too many sanctuaries themselves have not been well managed. Without stronger governance, fundraising, programs, planning, and collaboration, they risk being left behind by a movement that is advancing quickly on many of these fronts.

And yet, sanctuaries remain uniquely powerful. They are bridges—connecting the general public to a deeper understanding of the individual, unique nature of each animal. Visitors quickly see that farmed animals are no different from the dogs and cats they love at home. Sanctuaries ground our movement in the personal lives of animals, reminding us that behind every statistic is a being with a face, a name, and a story.

Humans are not motivated by numbers alone; we cannot truly grasp what it means for over 70 billion land animals and trillions of aquatic animals to be killed each year for food. We are a story-driven species, moved not by abstraction but by the individual stories that sanctuaries reveal. And yet, storytelling has too often been undervalued in movement strategy and philanthropy, leaving sanctuaries without the resources or recognition they deserve.

This moment brings both urgency and possibility.

With new matching funds secured and renewed attention on sanctuaries, there is an opening to step forward—not only as places of rescue, but as vital partners in shaping cultural and institutional change. That requires sanctuaries to do better: to embrace collaboration, strategy, and vision, and to rise into their role as contributors to the larger fight for a vegan world.

Operation Angels will not be the right fit for every sanctuary. We are here to support those seeking to step up and meet this moment.

Social movements succeed when they build democratic structures, foster cooperation, and coordinate the efforts of many local groups toward a shared mission. Sanctuaries can and must take up this challenge—serving, empowering, and amplifying the larger movement while never losing sight of the individuals at the heart of our struggle.

The promise of sanctuary is therefore not only in saving lives today—we cannot rescue our way out of animal agriculture—but in being a vital part of moving our movement into the next stage of change.

This is the path we now walk together.





Theory of Change

Our theory of change is grounded in Bill Moyer’s *Doing Democracy*, *The MAP Model for Organizing Social Movements*, which maps out the trajectory of successful social movements through eight interconnected stages. These stages begin with a small group of activists raising awareness of an injustice, build through growing public attention and grassroots organizing, peak when the majority of the public agrees morally with the cause, and ultimately culminate in lasting cultural, political, and institutional change.

Moyer also highlights four key roles that are necessary for any movement to succeed: the rebel, who disrupts and challenges the status quo; the reformer, who presses for concrete policy and institutional shifts; the citizen, who reflects and channels the broader public’s moral agreement; and the change agent, who helps envision and build the new alternatives. Each role is essential, and sanctuaries often embody aspects of all four—demonstrating resistance, pressing for reform, cultivating public empathy, and modeling a new way of living with animals.

At this point in the movement’s evolution, sanctuaries have a unique capacity to embody the moral awakening of Stage 5 while helping the movement transition toward institutional reform and normalization in Stages 6–8.

At the same time, we recognize that no single actor—or even sector—drives the arc of social change on its own. While some evidence suggests that in many Westernized countries the animal rights movement is somewhere around Stage 5—where public awareness and moral agreement are growing but enduring individual and institutional changes have yet to be secured—this is not a uniform reality. Other regions and contexts may be in different stages, and even within the same society, progress is uneven. The truth is that no one can know with certainty where the movement as a whole stands.

What we do know is that sanctuaries are vital partners in the collective effort to move forward. As Moyer notes, the goals of movement organizations at this point are “to create effective and efficient democratic organizational structure and group dynamic processes... train activists to be more cooperative in their relationships... help to coordinate and consolidate the efforts of numerous local groups... serve, nurture and help to empower the rest of the movement, and... keep focused on the fact that the primary audience is the general citizenry.” In this sense, sanctuaries are not isolated voices but part of a broad ecosystem of actors, all working toward the same shared mission of lasting cultural, legal, and structural shifts toward veganism and animal liberation.

Operation Angels’ role is to strengthen sanctuaries so they can fully participate in this shared movement infrastructure—recognized as credible, impactful, and strategically relevant forces—while working in partnership with others to help achieve enduring change.

For an additional reflection on Moyer’s work, Krista has written a [blog post on this topic](#).



Mission and Vision

Mission

To provide capacity-building education, operational guidance, and direct financial support to animal sanctuaries, with a focus on sustainability, ethical care, and community impact.



Vision

A world where every animal sanctuary has the support, knowledge, and funding it needs to thrive as a meaningful part of the global animal advocacy movement.

Organizational Values

Radical Transparency

We commit to openness in our decisions, our finances, and our relationships. This means we communicate honestly, share information proactively, and welcome questions and accountability. Within our team, we cultivate clarity and trust by making processes and expectations visible. In our external relationships—with sanctuaries, supporters, and partners—we are forthright about our goals, criteria, successes, and challenges.

Lifelong Learning

We believe education is a continuous, shared journey. We foster a culture of humility and curiosity, always seeking to expand our understanding of animal care, the inner lives of animals, nonprofit governance, and social justice. Internally, we support one another's growth by sharing knowledge and reflecting together. Externally, we are committed to accessible, inclusive learning for sanctuaries and the broader public, encouraging both giving and receiving knowledge as forms of leadership.

Every Life is Sacred

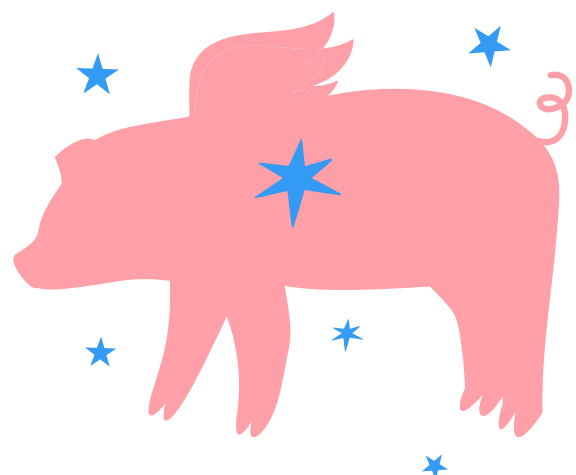
We honour the irreplaceable value of every individual being. We do not measure worth by species, ability, productivity, or popularity. Within our organization, we centre compassion in our decisions and recognize the intrinsic value of our colleagues' well-being. In our work with sanctuaries and supporters, we strive to amplify the principle that every life—animal or human—is worthy of care, protection, and dignity.

Shared Belonging

We nurture connection across differences, including species, and cultivate true community. We believe our work is stronger when it is rooted in trust, collaboration, and shared purpose. We recognize and respect sanctuary residents as autonomous agents capable of sharing knowledge that can guide us. Internally, we practice inclusive dialogue, celebrate each other's contributions, and hold space for honest disagreement. Externally, we work in solidarity with sanctuaries and supporters to build a global movement where no one is isolated, and everyone is part of a greater whole.

Cultural Humility

We approach differences with respect, openness, and an eagerness to learn. We recognize that veganism and animal advocacy take many forms and must be grounded in the social, historical, and cultural contexts of the communities we engage. Within our team, we honour diverse perspectives and lived experiences. In our external work, we strive to partner with sanctuaries and supporters in ways that are context-sensitive, non-impositional, and mutually respectful.



SWOT Analysis

Strengths

- **Sector Expertise** – Leadership team with deep sanctuary experience, governance knowledge, and operational systems expertise.
- **Clear Theory of Change** – Grounded in Bill Moyer's Doing Democracy, providing a tested social movement framework.
- **Established Operational Funding for Pilot** – \$150K in 2026 and \$100K in 2027 operational funding commitment from the Karuna Foundation.
- **Credibility in the Movement** – Strong relationships with funders, sanctuary leaders, and movement strategists.
- **Esther Community Support** – Robust global community of supporters committed to the legacy of Esther the Wonder Pig.
- **Comprehensive Support Model** – Integration of education (SPAA), funding, mentorship, and future support services.
- **Criteria for Impactful Sanctuaries** – Evidence-based tool for assessing and improving sanctuary operations.

Weaknesses

- **Small Core Team** – Heavy reliance on a few individuals could strain capacity as demand grows.
- **Lack of Unrestricted Multi-Year Funding** – Beyond the Karuna commitment, future sustainability is uncertain.
- **Perception Challenges** – Overcoming entrenched beliefs among funders and some activists that sanctuaries are strategically irrelevant.
- **Data Gaps** – Initial absence of robust baseline data for sanctuary performance and sector-wide impact metrics.

Threats

- **Continued Farmed Animal Funder Disengagement** – Risk that even with strong results, major funders may not diversify their funding programs to include sanctuaries.
- **Movement Politics** – Ideological divides (e.g., abolition vs. welfare) may limit buy-in from some stakeholders.
- **Sanctuary Sector Instability** – High rates of burnout, financial precarity, and staff turnover among sanctuaries.
- **Economic Downturns** – Could reduce charitable giving and increase operational costs for sanctuaries.
- **Reputational Risk** – Association with underperforming sanctuaries could harm OA's credibility if due diligence fails.
- **Resistance from sanctuaries** – Sanctuaries may be unwilling or unable to adopt and implement strategic planning.
- **Capacity strain** – Our limited ability to support sanctuaries if demand grows faster than resources.

Opportunities

- **Repositioning Sanctuaries in the Movement** – Chance to demonstrate sanctuaries as credible drivers of cultural and institutional change.
- **New Money** – Several opportunities exist to bring in new revenue. This includes expanding the Esther community to grow individual donor support, reaching more members of the general public who care about animals, and developing new revenue streams such as Cedar Brook Farm.
- **Farmed Animal Funder Engagement** – Ability to shape the narrative and funding priorities of major philanthropic players.
- **Capacity Building at Scale** – Potential to implement a train-the-trainer model and regional hubs to reach global sanctuaries.
- **Movement Collaboration** – Build alliances with vegan influencers, advocacy groups, and educational institutions (e.g. Open Sanctuary Project) to amplify reach.
- **Public Appetite for Storytelling** – Sanctuary stories remain powerful tools for shifting attitudes toward animals.
- **Global Expansion** – Opportunity to serve sanctuaries across diverse cultural and geographic contexts.



Program Areas

1. Strategic Planning for Animal Activism (SPAA)* and SPAA for Sanctuary Capacity Building for Sanctuaries

Grounded in our commitment to lifelong learning, this program brings the acclaimed SPAA model directly to the sanctuary community, including a specialized additional program tailored to address the needs of Sanctuaries. SPAA for Sanctuary equips sanctuary founders and leaders with practical, accessible tools in strategic planning, systems thinking, and organizational design. We center the unique needs of sanctuary work—emotionally intense, physically demanding, and financially fragile—within a curriculum that is kind, rigorous, and adaptable.

SPAA helps animal advocacy organizations develop clear and effective strategies for greater impact. Offered both as a live, cohort-based program and as a self-learning option, SPAA combines lectures, practical assignments, and mentorship to guide groups through every step of building a strategic plan. By the end, participants are equipped with actionable roadmaps that strengthen their operations and expand their ability to create change for animals.

SPAA for Sanctuary is taught by experienced facilitators who understand the intersection of animal care and social movement work. Through this program, we honour the sacredness of every life by helping sanctuaries build long-term stability, integrity, and impact.

Core Activities:

- Self-paced and instructor-led online modules for strategic planning
- Tailored SPAA for Sanctuary including deep learning on animal storytelling
- AI tools and templates specific to sanctuary planning (e.g., intake criteria, land management, succession)
- Live Q&A sessions and peer group learning cohorts

Expected Outcomes:

- Participants build confidence and clarity in managing their sanctuary's future
- Sanctuaries identify their organizational stage and goals
- Strategic plans guide internal decision-making and external communications
- SPAA for Sanctuary equips sanctuary leaders with additional experience unique to sanctuary leadership operations, and animal storytelling for advocacy.

The Strategic Planning for Animal Activism (SPAA) program, along with its sanctuary-specific track, SPAA for Sanctuary, are resources available to any sanctuary worldwide. You do not need to apply for funding from Operation Angels to take part, and you are welcome to join even if your sanctuary is not eligible for our grants (for example, if you are located outside our first four focus countries).

We warmly encourage sanctuaries that are considering applying for funding to take SPAA for Sanctuary—it's a wonderful way to learn more about our philosophy of sanctuary and to strengthen your own planning and growth. **Just as importantly, we see SPAA for Sanctuary as a space for shared learning. No one has all the answers, and we look forward to learning from the sanctuaries we serve.** Together, we hope to grow, evolve, and build collective wisdom that strengthens the entire movement.

SPAA for Sanctuary Requirement and Recognition

For a sanctuary to qualify for funding from Operation Angels, at least one board member and the Executive Director must complete the SPAA for Sanctuary program. Additional team members are welcome to join, and many sanctuaries find shared learning helpful, but these two roles must complete the program as part of our commitment to strong, steady leadership.

Individuals who complete SPAA for Sanctuary will receive a customized logo to add to their email signatures. The logo will read “SPAA for Sanctuary – Strategic Planning Excellence, YEAR” which signals that the sanctuary has built a solid foundation for its future work for animals.



* SPAA is a program created and owned by Dr. Krista Hiddema

2. Sanctuary Funding Program

Grantmaking in Service of Compassion and Capacity

At the heart of our mission is the redistribution of resources—money, time, knowledge—to sanctuaries that protect farmed animals. Through our Sanctuary Funding Program, we provide strategic grants to organizations that have demonstrated a commitment to care, ethical governance, and continuous improvement. We do this with radical transparency, clear funding criteria, and personalized guidance to ensure applicants understand how to qualify and strengthen their eligibility.

Funding is prioritized for sanctuaries that complete our educational programming and mentoring pathway. We view funding not as a reward, but as a shared investment in a movement of belonging and justice.

Core Activities:

- Grant opportunities
- Funding decisions based on strategic clarity, care ethics, and impact potential
- Follow-up reporting that emphasizes learning, not perfection

Expected Outcomes:

- More sanctuaries meet elevated standards of safety, sustainability, and care
- Grantees increase their capacity to manage funds responsibly
- Sanctuaries are able to avoid crisis closures and staff burnout

Details:

Sanctuaries will apply for funding through Grantii, and the application will ask that sanctuaries:

- Provide their 2-year strategic plan
- Provide information about their animals (number, age, species, health status)
- Provide information about their animal care practices
- Provide information about their property
 - Size
 - Ownership
 - Financial status
- Provide information about their financials and their fundraising strategy
- Provide a clear understanding of their advocacy work, explaining how they
 - are reaching a mainstream/influential audience
 - are promoting a vegan diet change
 - are undertaking this work in a cost-effective manner
- Provide information about their board of directors (or equivalent for their country of residence)
- Participate in a meeting with one of our OA representatives

Grant applications will close on the last day of each calendar quarter and will be reviewed and decided upon by the end of the next quarter.

Grant Cycles 2026–2027

Application Deadline	Decision Communicated By
June 30, 2026 ●————●	September 30, 2026
September 30, 2026 ●————●	December 31, 2026
December 31, 2026 ●————●	March 31, 2027
March 31, 2027 ●————●	June 30, 2027
June 30, 2027 ●————●	September 30, 2027
September 30, 2027 ●————●	December 31, 2027
December 31, 2027 ●————●	March 31, 2028



Our funding process follows a clear and transparent pathway:



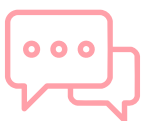
- **Step 1: Strategic Plan Submission**

Sanctuaries begin by sharing their strategic plan with Operation Angels. This allows us to understand their vision, priorities, and current capacity.



- **Step 2: Initial Review**

Our team carefully reviews each strategic plan against our standards for clarity, feasibility, and alignment with long-term impact for animals.



- **Step 3: Feedback and Next Steps**

We meet with selected sanctuaries to discuss their plans in more depth. For sanctuaries not moving forward, we provide constructive feedback to support their future growth. All sanctuaries, regardless of whether or not they are eligible to apply for funding, are welcome to join our SPAA for Sanctuary learning community.



- **Step 4: Invitation to Apply**

Sanctuaries whose plans show strong potential are invited to submit a full grant application.



- **Step 5: Grant Application**

Applicants complete a detailed application that allows us to assess programs, budgets, and alignment with Operation Angels' mission.



- **Step 6: Impact Criteria Assessment**

We evaluate each application against our Impact Criteria, which measure both animal well-being and the sanctuary's contribution to cultural and systemic change.



- **Step 7: Grant Determination**

Based on this assessment, we determine eligibility and the level of funding awarded.



- **Step 8: Funding Disbursement**

Approved sanctuaries receive funding, structured to support both immediate needs and long-term sustainability.

NOTE: Sanctuaries that receive funding will be required to meet the SPAA for Sanctuary Requirement within 12 months of receiving funding or will forfeit future funding opportunities.



- **Step 9: Follow-up and Evaluation**

We conduct follow-up evaluations, which include reviewing progress, outcomes, and participation in SPAA for Sanctuary. This ensures continuous learning and improvement, as well as eligibility for future funding.

Grantmaking Philosophy

Geographic Focus (Initial Phase: 2025–2026)

- Funding will be limited to farmed animal sanctuaries operating with a vegan ethic in Australia, Canada, the United Kingdom, and the United States. After this initial phase, geographic reach may expand based on capacity and impact.

Sanctuary Size

- We will prioritize funding for small- to medium-sized sanctuaries with annual operating budgets of approximately \$1 million or less. We also recognize that the cost of caring for animals, staff, and maintaining land can vary significantly from place to place — a sanctuary in Iowa may face very different expenses than one in California. Our assessment will take these regional differences into account, ensuring that each sanctuary is understood within its own unique context.

Funding Purpose

- Encourage sanctuaries to become hubs of compassion, offering events, education, and outreach to inspire broader social change for animals.
- We will prioritize funding sanctuaries that provide care for animals who are most commonly raised and eaten for food in the regions we are focused on (cows, pigs, chickens, turkeys, sheep, goats, ducks, etc.). While we recognize that all animals are eaten by some people in some parts of the world, our funding focus is on animals who are most visible in grocery stores and restaurants, as supporting sanctuaries for these species has the greatest potential for cultural and systemic impact.
- We will not fund sanctuaries that regularly rescue animals from sources where the same cycle of exploitation continues year after year, unless the source agrees to cease the abusive practice. For example, rescuing a baby goat from a petting zoo that will simply acquire another goat the following year, or rescuing a chicken from the Kaporos festival that will take place again the following year, does not create meaningful change. Our funding will support rescues that disrupt cycles of abuse rather than inadvertently sustaining them.
- We do not provide emergency funding for situations that should have been anticipated and included in a sanctuary's budget (e.g., routine repairs, expected and unexpected medical costs). However, we will consider emergency support in the case of natural disasters or other extraordinary events beyond a sanctuary's control (e.g., floods and wildfires).

Impact and Movement Alignment

- Funding decisions will prioritize sanctuaries that align with OA's Criteria for Impactful Sanctuaries (documented separately).

Funded Sanctuary Recognition

Every sanctuary that receives funding from Operation Angels will be invited to display a recognition logo that reads “Proudly Supported by Operation Angels, YEAR” denoting the year in which the grant was given. This customized logo may be added to the sanctuary’s website, email footers, or other communication materials. It is a simple yet powerful way to show that the sanctuary has met our standards and is part of a community of organisations working with care, clarity, and dedication for animals.



Target Market

Operation Angels has two distinct target markets— one for our program work and one for our fundraising efforts.

1. Target Market for Program Areas

Our program services are designed for farmed animal sanctuaries that operate with a vegan ethic. In our first two years of operation (2025–2027), we will focus on sanctuaries located in Australia, Canada, the United Kingdom, and the United States. These regions have both a significant sanctuary presence and the potential for impactful collaboration.

After the initial two years, we intend to expand our reach globally, adapting our programs to meet the diverse cultural, geographic, and operational realities of sanctuaries worldwide.

2. Target Market for Fundraising

Our fundraising efforts will focus on two primary audiences:

- Compassionate people worldwide, beginning with the global community of Esther the Wonder Pig supporters. This is a highly engaged and deeply committed network that spans continents and shares a strong desire to honor Esther’s legacy through supporting sanctuaries.
- Major funders in the farmed animal movement include philanthropic foundations, high-net-worth individuals, and strategic grantmakers. These funders will be engaged with evidence of measurable impact, strong governance, and a clear theory of change that positions sanctuaries as essential drivers of cultural and institutional transformation.

Financial Information

All figures are expressed in United States Dollars (USD).

Operation Angels maintains two distinct budgets to ensure transparency, clarity, and strategic allocation of resources.

Operational Budget

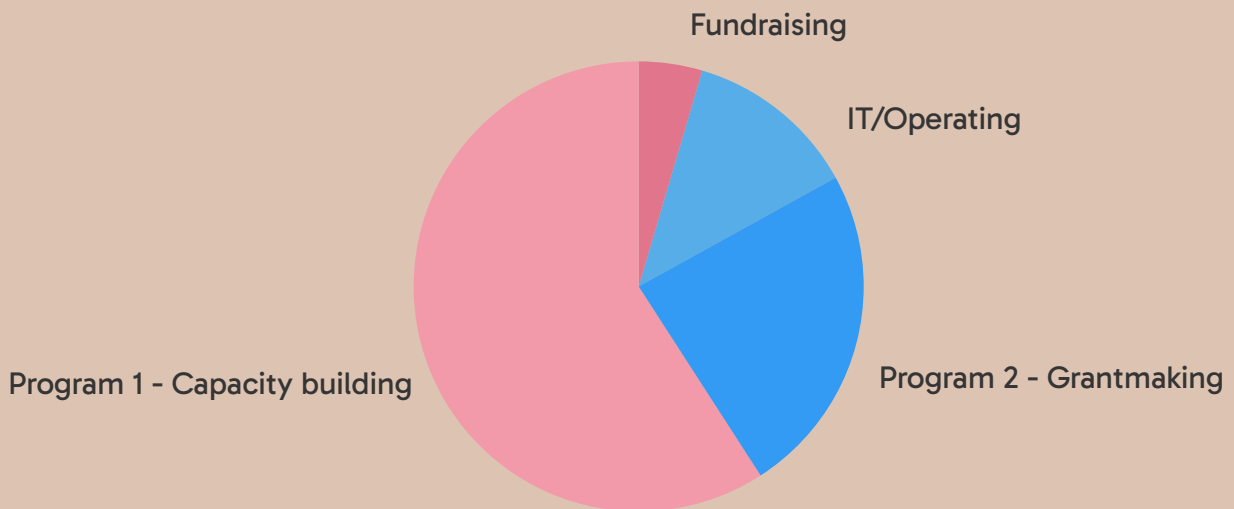
This budget encompasses all organizational expenses associated with running OA, including staff salaries, program development, technology and systems maintenance, fundraising activities, and administrative overhead. It ensures the infrastructure of OA remains strong, enabling us to deliver our programs effectively.

Grantmaking Budget

This budget is dedicated solely to funding sanctuaries that meet OA's Criteria for Impactful Sanctuaries. It includes all funds distributed to grantees, as well as associated grant administration costs. Keeping this budget separate from operations allows donors to clearly see the direct impact of their contributions to sanctuary support. It ensures funds earmarked for grants are used exclusively for that purpose.

2026 Expected Operational Budget

This is the first budget prepared for Operation Angels, as the organization is newly established and has no financial history to draw from. Accordingly, all figures are estimates based on our best projections at this early stage. The Karuna Foundation has generously committed \$150,000 to support our operational costs in 2026. Our total estimated operational expenses for 2026 are \$166,300, leaving a projected shortfall of \$16,300. The area of greatest uncertainty remains banking and transaction fees associated with receiving and disbursing grant funds, which may vary once our systems are in place.



2026 Expected Grantmaking Budget

Krista Hiddema and Steven Jenkins bring a deep and proven track record of highly successful fundraising across diverse platforms and audiences. Together, they have led and executed fundraising efforts for Esther the Wonder Pig, Happily Ever Esther Farm Sanctuary, and The Esther Scanner—each of which demonstrated their ability to build broad-based support, inspire generosity, and convert compassion into meaningful action.

Building on this success, and with the foundational operating expenses for Operation Angels covered, we project raising at least \$500,000 USD in 2026. These funds will primarily come from numerous small donations from individuals around the world—people who, in most cases, have not previously supported vegan causes or farmed animal sanctuaries.

As has been true in our past work, this represents new funding for the movement. Just as importantly, it means new hearts and minds connected to the cause of farmed animal protection. For many of our donors, their contributions are also a first step toward vegan living—a shift driven not by ideology but by story, empathy, and love.

2026 Matching Grant for Grantmaking

The Karuna Foundation has offered to contribute 50 cents for every dollar we raise for Operation Angels between now and the end of 2026.





Fundraising Strategy

Operation Angels will employ a multi-track fundraising approach designed to diversify revenue sources, enhance financial stability, and ensure we have the necessary resources to achieve our mission.

Track 1: The Esther the Wonder Pig Community

Our first and most emotionally connected funding audience is the global community of Esther the Wonder Pig followers. This group is a deeply committed, highly engaged network of supporters spread across every continent. Many have been part of Esther’s journey for years and remain devoted to honoring her legacy. Their passion for animals, combined with their enduring affection for Esther, makes them an ideal audience for sustaining grassroots support.

These supporters have a proven track record of generosity and activism. They respond to compelling storytelling, appreciate transparency in impact reporting, and often share OA’s campaigns within their own networks, creating organic reach far beyond direct contacts. Steve Jenkins—Esther’s dad and storyteller—will lead this fundraising stream. His voice, authenticity, and deep relationship with this community make him uniquely positioned to inspire donations, maintain engagement, and expand the reach of OA’s mission.

Campaigns in this track will include:

- Monthly giving programs
- Legacy giving appeals to honor Esther’s memory
- Limited-edition merchandise linked to sanctuary impact stories
- Social media-driven micro-campaigns tied to OA milestones

Track 2: General Public

The second fundraising stream will focus on engaging the broader public—individuals who may not already be part of the Esther community but who care deeply about animals, justice, and building a compassionate future. This group comprises individuals inspired by sanctuary stories, those motivated by broader animal advocacy, and socially conscious donors seeking tangible impact.

Track 3: Major Funders in the Farmed Animal Movement

The third funding stream will target major philanthropic funders within the animal advocacy movement. This group includes foundations, high-net-worth individuals, and impact-driven donors who fund strategic initiatives. Our approach will be to position Operation Angels as a critical solution to a sector-wide problem—the decline in credibility, funding, and influence of farmed animal sanctuaries.

We will proactively engage major funders and movement leaders to understand their perspectives on sanctuaries. Through structured interviews and collaborative dialogues, we will identify the changes they require before reinvesting in sanctuary work. This feedback will directly inform our program priorities and sector advocacy.

Through tailored proposals, in-person briefings, and evidence-based reporting, we will demonstrate OA's unique ability to restore sanctuaries as a credible, impactful force for cultural and institutional change. These funders will be cultivated through:

- Relationship-building meetings led by Krista Hiddema
- Presentations at major animal advocacy and philanthropic gatherings
- Strategic updates showcasing measurable progress
- Invitation to participate in OA's advisory or thought-leadership initiatives

Track 4: Cedar Brook Farm

The fourth fundraising stream will come from all profits generated by Cedar Brook Farm, a sole proprietorship owned and operated by Steve Jenkins. Cedar Brook Farm will produce and sell high-quality, ethically made goods—ranging from food products to lifestyle items—rooted in values of compassion and sustainability. By design, 100% of the profits from these ventures will be directed to Operation Angels, creating a steady, mission-aligned revenue stream. This track leverages Steve’s entrepreneurial skills, public profile, and trusted relationship with the Esther the Wonder Pig community, offering supporters a tangible way to contribute through their purchases while receiving meaningful, ethically sourced products in return.

Together, these four tracks ensure financial stability through a balanced mix of emotional storytelling, public engagement, strategic philanthropy, and mission-aligned enterprise.



Team

Dr. Krista Hiddema Executive Director

Dr. Krista Hiddema is a seasoned leader in the animal advocacy movement, bringing decades of expertise in ethics, governance, philanthropy, and strategic planning. After a successful career in the for-profit sector, she transitioned to full-time animal advocacy, serving as Vice President of Mercy for Animals in Canada and later as Chief Philanthropy Officer at Vegan Grants. Krista was a founding board member and six-year board president of Happily Ever Esther Farm Sanctuary, where she witnessed first-hand the transformative power—and the challenges—of sanctuary work. She holds a doctorate in organizational leadership and is the creator of SPAA (Strategic Planning for Animal Activism), a program that equips advocacy organizations worldwide with tools for measurable impact. At Operation Angels, Krista provides overall vision, strategic direction, and movement leadership, with a deep commitment to restoring the credibility and influence of the sanctuary movement.



Roles and Responsibilities:

- Funding oversight and grant decisions
- Oversee the operations of Operation Angels
- Develop and lead the overarching vision and strategic direction of Operation Angels
- Secure and manage high-level relationships with funders, partners, and influencers
- Help elevate the sanctuary movement's influence and visibility within the broader animal rights ecosystem
- Serve as the lead architect and instructor of SPAA (Strategic Planning for Animal Activism)
- Co-develop and co-teach SPAA Sanctuary, focused on transforming sanctuary leadership
- Set and steward the internal and external messaging of Operation Angels
- Work with Kyle on system development
- Define success metrics and oversee impact reporting to funders and stakeholders

Lauri Torgerson-White Director of Sanctuary Animal Well-being

Lauri Torgerson-White is a respected animal welfare scientist with extensive experience in sanctuary operations, research, grant-making, and policy. She served as the Senior Director of Research and Sanctuary Animal Welfare at Farm Sanctuary, where she developed and implemented welfare assessment programs and training for sanctuary staff. She also served as a philanthropy officer, assisting with grant-making at Vegan Grants, before joining New York University's All Animals Initiative as a research scientist. Lauri's expertise spans behavioral health, environmental enrichment, and ethical care for farmed animals, with a focus on agency-based welfare approaches that respect animals as individuals. At Operation Angels, Lauri co-leads grant decision-making, evaluates sanctuary care practices, and co-develops the SPAA for Sanctuary program, ensuring animal well-being remains at the heart of every sanctuary we support.



Roles and Responsibilities:

- Partner with Krista in developing OA's vision and strategic direction related to sanctuary animal welfare and care
- Co-lead grant decision-making with Krista, ensuring recipients meet OA Criteria for Impactful Farmed Animal Sanctuaries
- Work with Krista to create a clear grant-making strategy
- Evaluate welfare/care practices, strategic plans, and implementation for alignment and impact
- Assess animal well-being, behavioral health, and physical environments using an agency-focused approach
- Collaborate with Krista and Kyle to ensure systems support efficient grantmaking and sanctuary oversight
- Assist in administrative grant processing, including disbursements and tracking
- Manage OA volunteer programs, including recruitment, coordination, and oversight
- Co-develop and co-teach SPAA for Sanctuary, integrating agency-focused welfare principles into governance and planning
- Serve as OA's public-facing expert on agency-focused sanctuary animal welfare

Team

Kyle Behrend Director of Sanctuary Systems

Kyle Behrend is an operations, technology, and AI specialist with a strong track record in nonprofit systems development. As former Operations Director at Edgar's Mission in Australia, Kyle streamlined workflows, implemented digital tools for animal care management, and enhanced donor engagement systems. He is the creator of the AI Impact Hub, a resource designed to help sanctuaries and advocacy organizations leverage artificial intelligence for efficiency, communication, and impact. His expertise includes website design, CRM management, automation, AI integration, and digital infrastructure for sanctuary operations. At Operation Angels, Kyle oversees all technical and operational systems, from websites to grant management platforms, and co-teaches SPAA for Sanctuaries. His work ensures that sanctuaries have the tools, processes, and technologies they need to operate efficiently and sustainably.



Roles and Responsibilities:

- Oversee website setup and maintenance, including donation platform, security measures, and receipt generation
- Implement and manage automation systems; ensure accurate transfer of data to the CRM
- Set up and maintain Grantii, OA's grant management system
- Manage CRM setup, maintenance, and automation processes, integrating with website and email systems
- Oversee email marketing system setup and ongoing maintenance
- Administer Google Workspace, including email setup and user management
- Manage Slack setup and maintenance for internal communications
- Co-develop and co-teach SPAA for Sanctuary, contributing expertise in operations, systems, and technology
- Lead enhancements to the Animal Database (currently live on OSP) to improve data tracking and reporting
- Provide operational and technical support to ensure systems run efficiently and securely
- Not involved in making funding decisions

Sierra Bessey Sanctuary Animal Care Specialist

Sierra Bessey is an experienced sanctuary professional with a strong background in farmed animal care, welfare assessment, and program coordination. She spent a decade at Farm Sanctuary, where she worked directly with rescued animals, oversaw animal care teams, supported sanctuary operations, and contributed to welfare evaluation processes. Sierra brings a deep understanding of the day-to-day realities of sanctuary work, as well as the importance of aligning care practices with a sanctuary's mission and values. At Operation Angels, Sierra focuses on evaluating animal care during the grant application process, collaborating closely with Krista and Lauri to ensure that funded sanctuaries meet OA's Criteria for Impactful Sanctuaries.



Roles and Responsibilities:

- Conduct direct outreach to sanctuaries regarding animal care during grant application assessment
- Evaluate animal care standards in relation to OA's Criteria for Impactful Farmed Animal Sanctuaries
- Provide input on care-related aspects of grant eligibility determinations
- Collaborate with Lauri on animal welfare evaluations
- Document findings and provide summaries to the grant decision-making team

Board of Directors

Audrey Lawson-Sanchez Board Chair

Audrey Lawson-Sanchez is an award-winning educator, nonprofit leader, and public health advocate with over 15 years of experience in mission-driven organizations. She is the founder and executive director of Balanced, a nutrition security and public health advocacy organization that advances healthier food environments through grassroots advocacy, institutional partnerships, and policy change.

Before launching Balanced, Audrey built her career in K–12 education in Kansas City and New Orleans, where she served as a teacher and coach for both teachers and school leaders. Her work in education, paired with firsthand experience of the connection between nutrition, learning, and long-term health, inspired her to focus her career on nutrition policy and advocacy.

In addition to founding Balanced, Audrey has led sector-wide initiatives that combine public awareness campaigns, practical implementation support, and systems-level change to address nutrition insecurity and reduce diet-related disease. At Operation Angels, she brings her expertise in public health advocacy, systems change, and coalition building to strengthen OA's strategies and expand its impact.

Roles and Responsibilities:

- Provides leadership to the Board and ensures the Board functions effectively.
- Presides over board meetings and sets the agenda in collaboration with the Executive Director.
- Ensures the Board fulfills its governance responsibilities.
- Acts as a liaison between the Board and the Executive Director.
- Represents the Organization publicly, when appropriate.



Britta Jensen Board Secretary

Britta is a former lawyer turned mental-health professional focused on bringing meaningful compassion and empathy to the way we support people through grief, especially where it intersects with the human-animal bond. She began her over 15-year career as a corporate lawyer in private practice and later served for three years as general counsel at a Canadian plant-based food company. At Operation Angels, Britta draws on her legal acumen, strategic insight, and deep empathy to help guide governance and ensure our work remains both impactful and grounded in compassion.

Roles and Responsibilities:

- Maintains accurate minutes of board meetings.
- Ensures records of the Organization (by-laws, board resolutions, official correspondence) are properly stored.
- Manages notices of meetings and board communications.
- Assists with regulatory filings as required.



Board of Directors

Nigel Osborne Board Treasurer

Nigel Osborne is a dedicated advocate for farmed animals and the founder of two influential platforms: Egg-Truth and Dairy-Truth. Through these projects, he has exposed the hidden realities of the egg and dairy industries, offering accessible, evidence-based information to inspire compassionate choices. Before devoting himself to animal advocacy, Nigel built a successful career as a General Manager in the outdoor advertising industry, where he gained extensive experience in finance, operations, and organizational leadership. At Operation Angels, Nigel serves as Treasurer, combining his professional expertise in management with his passion for animal rights to ensure strong financial stewardship and transparent governance.



Roles and Responsibilities:

- Oversees the financial affairs of the Organization.
- Reviews and presents financial reports to the Board.
- Ensures proper financial controls and compliance with taxation bodies
- Works with staff or contractors to support budgeting, audits, and financial reporting.

Advisory Board

Steve Jenkins Sanctuary Ambassador & Fundraising Advisor

Steve Jenkins is a storyteller, sanctuary founder, and global advocate for compassion whose life changed in 2012 when he adopted Esther, a “micro-pig” who grew into a 600-pound ambassador for farmed animals. Steve co-founded Happily Ever Esther Farm Sanctuary in Ontario, creating a haven for Esther and other rescued animals. Under Steve’s leadership, Esther’s story became a worldwide phenomenon, building a global community of millions and inspiring three New York Times best-selling books. With a background in real estate and a natural ability to engage audiences, Steve brings unmatched authenticity and connection to Operation Angels’ fundraising efforts. As fundraising lead, he will mobilize Esther’s vast, dedicated supporter base to help sanctuaries worldwide thrive in honor of her enduring legacy.



Roles and Responsibilities:

- Lead individual fundraising efforts with the global Esther the Wonder Pig community
- Develop and execute donor engagement strategies that honour Esther’s legacy and inspire giving
- Apply expertise in storytelling and social media to amplify OA’s mission and impact
- Co-teach SPAA for Sanctuary, bringing the perspective of a successful sanctuary founder
- Mentor sanctuary leaders in audience engagement, community building, and narrative development
- Serve as a public ambassador for OA, representing the organization in media and community events
- Leads the social media for OA

Advisory Board

Rachel McCrystal Sanctuary Impact & Strategy Advisor

Rachel McCrystal is the Executive Director of Woodstock Farm Sanctuary, one of the most respected and influential farmed animal sanctuaries in the United States. Her leadership blends deep compassion for individual animals with a clear-eyed commitment to organizational excellence, movement impact, and long-term sustainability.

At Woodstock, Rachel has strengthened programs across animal care, community engagement, and advocacy while advancing the sanctuary's role as a powerful voice for justice. She has been a leading figure in professionalizing sanctuary operations, building strong internal systems, and centering transparency, financial stability, and measurable impact.

Rachel is known throughout the sanctuary sector for her thoughtful guidance, collaborative spirit, and dedication to elevating sanctuaries as



Roles and Responsibilities:

- Advise Operation Angels on assessing sanctuary impact using both qualitative and quantitative measures, including the development of tools that help sanctuaries evaluate and communicate their outcomes
- Support the refinement of OA's Criteria for Impactful Sanctuaries, offering insight from practical experience with sanctuary operations, program evaluation, and advocacy
- Provide strategic counsel on sector trends, common challenges, and opportunities that influence sanctuary effectiveness and long-term sustainability
- Offer high-level guidance on strengthening sanctuary capacity, professionalism, and ethical governance within diverse organizational contexts
- Contribute expertise to the SPAA for Sanctuary program, especially in the areas of impact measurement, operational planning, and data-informed decision-making
- Serve as a thought partner to OA leadership, participating in advisory discussions and supporting the identification of sanctuaries that align with OA's mission and values

Jane Land UK Sanctuary Partnerships Advisor

Jane Land is a globally recognized leader in vegan advocacy and philanthropy. She is the co-founder of Veganuary, the international campaign that has inspired millions of people in over 200 countries to try vegan each January and beyond. With a background in education as a former English teacher, Jane transitioned to full-time activism after learning about the realities of factory farming. She currently leads Veg Trust, a UK-based philanthropic organization that funds innovative vegan and animal advocacy initiatives worldwide. Known for her strategic vision and warm leadership style, Jane brings a wealth of experience in movement building, fundraising, and global campaign development to Operation Angels.



Roles and Responsibilities:

- Advise on outreach, engagement, and relationship-building with UK-based sanctuaries
- Provide insight into the operational, cultural, and funding landscape for sanctuaries in the UK
- Support identification and vetting of UK sanctuaries that meet OA's vegan ethic and Criteria for Impactful Sanctuaries
- Offer strategic guidance on adapting OA programs for the UK context
- Serve as a liaison between OA and UK sanctuary networks, funders, and advocacy organizations

Advisory Board

Federico Callegari Brand and Creative Advisor

Federico Callegari is a Creative Director and activist whose work bridges global design excellence with deep social purpose. Based in Argentina, he built his career in international advertising agencies, including La Comunidad (Miami and Buenos Aires), Young & Rubicam (New York City), and David & Goliath (Los Angeles), collaborating with major brands such as MTV, Rolling Stone Magazine, Universal Studios, and Citibank. In 2010, his shift toward veganism and environmentalism led him to co-found Voicot and launch DifusionV — a global network amplifying the animal and Earth liberation movement. As founder of Guma, a creative studio specializing in vegan brands and NGOs, Federico has partnered with movements including Veganuary, Surge Activism, Plant Based Treaty, Animal Save Movement Guma, and Christspiracy. As Operation Angels' Brand & Creative Advisor, Federico and his team are in charge of the development of Operation Angels' branding and visual identity, ensuring every element reflects our compassion, professionalism, and unwavering hope for farmed animals. essential contributors to cultural and institutional change for animals. As an Advisor to Operation Angels, she brings extensive experience in strategic leadership, operational oversight, metrics development, and sector-wide movement building.



Roles and Responsibilities:

- Lead the development and ongoing stewardship of Operation Angels' visual identity and brand system
- Design key organizational materials including the website, publications, and program documents
- Develop and maintain OA's brand guide to ensure consistent application across all platforms
- Collaborate with the leadership team to translate mission and strategy into cohesive visual storytelling
- Provide creative direction for campaigns, presentations, and educational materials
- Advise on design accessibility, inclusivity, and emotional resonance in all OA communications



Call to Action

We invite all who share our vision to stand with us in this work. Sanctuaries are essential to the moral arc of the animal liberation movement, yet they remain among its most under-resourced leaders. **With your financial support**, Operation Angels can help to strengthen their foundations and expand their reach so that every sanctuary is equipped to provide safe refuge for animals and serve as a powerful force for justice. Your contribution is more than a gift; it is a direct investment in a more compassionate world for all animals. A vegan world.

URL: OperationAngels.org

Mailing Address: 192 Bear Christina Road #2280, Bear, DE 19701

EIN: 39-4676416

Legal Status: Operation Angels is a tax-exempt nonprofit organization under section 501(c)(3) of the Internal Revenue Code (pending)

Banking Information:

ABA Routing Number: 091311229

Bank Name: Choice Financial Group

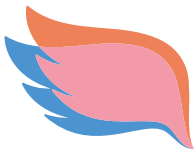
Bank Address: 4501 23rd Avenue South, Fargo ND, 58104

Name: Operation Angels

Account Number: 202536683280

Type of Account: Chequing

Address: 192 Bear Christina Road #2280, Bear, DE 19701



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