

Guide to Confronting a Factory Farm

Socially Responsible Agricultural Project

Phone: 208-315-4836

E-mail: info@sraproject.org

Web: <http://www.sraproject.org>

© November 2007

This guide may be reprinted in part or whole without permission on the condition that the Socially Responsible Agricultural Project is credited.

Introduction to the Guide

A confined animal feeding operation is moving into your area, or worse yet, already exists near you, and you aren't sure what you can do to protect your family's health and wellbeing. **Guide to Confronting a Factory Farm** has been created to help you understand how factory farms operate and to assist you in organizing your community to prevent the problems caused by these facilities. We've included tips on what you need to know, where to find this information, and how to use this information to successfully protect your community.

The Socially Responsible Agricultural Project (SRAP) utilizes the skills of consultants across the US and Canada, including family farmers and ranchers, as well as experts in the fields of engineering and economics. When invited into an area, the SRAP consultants help guide communities in confronting a factory farm, but we can only help a group after it has organized. Through years of experience confronting factory farms, we have found that the most important steps in dealing with a factory farm are to educate yourself and your community and then to organize the people in your area. Confronting a factory farm requires a community effort; you need help from as many people as possible.

Before you understand how the law works (or doesn't work, in some cases), challenging a CAFO can seem like a daunting task. We want to assure you that you are not alone. There are hundreds of groups around the country working on these same issues, and we will do our best to help connect you to them.

If you have any tips or suggestions for improving this guide, or ideas about how factory farm groups can work together, please let us know. We are grateful for any information you would like to share.

We wish you the best of luck.

*The Socially Responsible Agricultural Project Team
November 2007*

APPENDIX

We have provided an appendix which includes useful materials such as fact sheets, reading materials and much more.

Appendix I contains a checklist that you can use as you make your way through the steps outlined in this guide.

Table of Contents

Step 1	Educate Yourself and Others.....	5
	Essential Reading	
	Reading Materials about Community Organizing	
	Cattle & Dairy Reading Materials	
	Hog Reading Materials	
	Poultry Reading Materials	
	Videos	
Step 2	Organize Your Community.....	11
2a	What to Do Before Any Meeting	
	Agenda	
	General Meeting Ideas	
	Advertising	
2b	Public Informational Meeting	
2c	Organizational Meeting	
	Creative Items	
	Assign Duties	
	Communications and Outreach	
	Taking Care of Business	
Step 3	Gather Information.....	19
3a	Starting Out	
	Land Appraisal	
	Water Monitoring Step	
3b	Where to Look	
	Libraries	
	Government Agencies	
3c	What to Look For	
	Requesting Information	
	Logistical and General Information	
	Corporate CAFO Information	
	Local and/or State CAFO Regulations	
	Health Ordinances	
	CAFO Construction Plans and Permit Applications	
	Nutrient (Manure) Management Plans	
	Water Permit	
	Local, State and/or Federal Clean Water Act Guidelines	
	Local, State and/or Federal Clean Air Act Guidelines	
Step 4	Plan a Campaign/Develop a Strategy.....	34
	Finding Your Target	
	Maintaining Professionalism	
	Getting Noticed	
	Putting Your Research to Work	
	Getting Political	
	Confronting the CAFO	

Step 5	When the Going Gets Tough.....	39
	Taking Legal Action SLAAP Suits	
Step 6	Press and Media.....	42
	Points to Remember and Ideas to Try How to Find Press	
Step 7	Fundraising.....	46
	Sources of Funding	
Step 8	Next Steps.....	50

Appendix

Enclosed in separate booklets

Step 1: Educate Yourself and Others

If you aren't familiar with the factory farm issue, your first step is to educate yourself. There's a lot of information to absorb, and many places to look for all the relevant information you'll need, so make use of your local library and the Internet. Both the web and your local reference librarian can be of invaluable assistance. Once you're educated about the problem, you'll be in a better position to help others understand why CAFOs need to be stopped.

The following resources will help you find the information you need:

A. GENERAL EDUCATION

1. The Socially Responsible Agricultural Project (SRAP) website:

<http://www.sociallyresponsibleagriculture.org>

All you need to know to educate yourself is on the site, including links to many other organizations and local groups. If you have a slow connection speed, email info@sraproject.org and ask for a copy of the website on CD-ROM.

2. See Appendix B for fact sheets and handouts on the issues. You can copy these and hand them out to your community or at meetings.

3. Stay up to date on the factory farm issue through newsletters and electronic news digests. You can find some listed on the SRAP website at:

4. Talk with people who live near CAFOs. Take notes and include the dates and times that you spoke with them. Read the testimonials we've gathered from these people, available online at:

5. Read reports and studies that have been published on factory farms. Some are listed below; others can be found online at:



Electronic Newsletters

• **Farmed Animal Watch**

Info@FarmedAnimal.net (type the word SUBSCRIBE and your last name in the subject line of your email)

• **Center for Rural Affairs**

<http://www.cfra.org/newsletter/default.htm>

• **Rural UPdates!**

<http://www.familyfarmer.org/sections/ruralsubscribe.html>

B. READING

Essential Reading Materials

Dr. John Ikerd's papers

<http://www.ssu.missouri.edu/faculty/jikerd/papers/default.htm>

Dr. Ikerd is a retired Professor Emeritus of Agricultural Economics at University of Missouri, Columbia, College of Agriculture, Food and Natural Resources. Make sure to read his *Top Ten Reasons for Rural Communities to be concerned about Large-scale, Corporate Hog Operations*. (Included in **Appendix B**)

Cesspools of Shame

<http://www.nrdc.org/water/pollution/cesspools/cessinx.asp>

Documents how animal waste from factory farms threatens our nation's rivers and human health. (Natural Resources Defense Council and Clean Water Network, July 2001)

Clean Water and Factory Farms

<http://www.sierraclub.org/factoryfarms/>

An overview of the environmental, health, and social problems caused by CAFOs. Includes activist resources and information - make sure to read the "Low Plains Drifter" section - organizer Ken Midkiff's diary from his road trip across the West. (Sierra Club)

America's Animal Factories: How States Fail to Prevent Pollution from Livestock Waste

<http://www.nrdc.org/water/pollution/factor/aafinx.asp>

Describes the environmental pollution generated by animal factories in 30 states. Also includes an index of state activists working on the CAFO issue. (Report by the Clean Water Network and Natural Resources Defense Council, December 1998)

Farm Animal Health and Well-Being: Supplementary Literature Summary and Technical Working Paper for the Minnesota Generic Environmental Impact Statement on Animal Agriculture

http://www.eqb.state.mn.us/geis/LS_AnimalHealth.pdf

Describes the adverse impacts of routine agriculture industry practices on farm animals' ability to grow and reproduce, and proposes that farm animal welfare is important to both human and animal health. Includes information from scientific studies about poultry, cattle and hogs, and discusses alternative practices to improve animal wellbeing. (Marlene Halverson, prepared for the Minnesota Planning Agency Environmental Quality Board, updated June 2001, 325 pages.) (Note: You must have Acrobat Reader version 5.0; download time can be long.)

Reading Materials about Community Organizing

Five Local Strategies to Keep CAFOs Out

<http://www.sierraclub.org/factoryfarms/resources/strategies.asp>

Successful strategies from Missouri that could help your community. (Sierra Club)

Rural Communities and CAFOs: New Ideas for Resolving Conflict

<http://www.kerrcenter.com/HTML/pub2.html#CAFO>

This 56-page report is a must-read for background information. In addition to describing alternatives to fighting CAFOs through litigation, the report covers topics such as nuisance laws, right-to-farm laws, odor, environmental regulation of CAFOs, and state efforts to limit CAFO growth. (Kerr Center for Sustainable Agriculture, Principal Investigator, James E. Horne, Ph.D., September 2000).

When Industrial Ag Comes to Town

The Land Stewardship Project Guide to fighting a CAFO. You can receive the full 35-page guide by sending \$6 (checks made payable to LSP) to Land Stewardship Project, 2200 Fourth Street, White Bear Lake, MN 55110. Call 651-653-0618 or visit <http://www.landstewardshipproject.org>. LSP publishes excellent fact sheets and reports - for a list of these and ordering information, visit: <http://www.landstewardshipproject.org/resources-main.html#publication>.

Cattle and Dairy Reading Material

A Citizen's Guide to the Regional Economic and Environmental Effects of Large Concentrated Dairy Operations

This guide helps citizens and environmental groups evaluate applications for concentrated dairy operations. (Bill Weida, November 20, 2000)

Erath County's Booming Dairy Industry Pollutes Texas' Waterways

<http://www.txpeer.org/toxictour/erath.html>

This website describes the devastating impact of factory farms in Erath County, Texas, home to over 200 dairy feedlots. The site includes downloadable video footage documenting the community's struggle. (Texas Public Employees for Environmental Responsibility)

Hog Reading Material

The Price We Pay for Corporate Hogs

<http://www.iatp.org/hogreport/>

A report on the impact of the industrialization of hog production that emphasizes the historical and political-economic context in which this industry emerged. The report examines the broader issues of rural community impact and is thus relevant to other types of industrial livestock production. Also provides ideas for alternatives and action strategies. Appendix E of the report lists contact information for CAFO activists around the country. (Marlene Halverson, published by the Institute for Agriculture and Trade Policy, July 2000)

The Effects of Industrial Swine Production

<http://www.kerrcenter.com/HTML/pub2.html#CAFO>

An informative presentation for civic, public policy or agriculture groups - includes facts about pork production and sections on adverse environmental outcomes, public health effects of neighbors, occupational health effects, effects on community dynamics, and solutions. Packet includes a color brochure, 140 slides, and an accompanying narrative. (Amy Chapin and Charlotte Boulind. For more information contact The Kerr Center at 918-647-9123 or mailbox@kerrcenter.com. Price is around \$40.)

Poultry Reading Material

Washington Post Three Part Series on Poultry Production and Pollution

<http://www.washingtonpost.com/wp-srv/local/daily/aug99/chicken1.htm>

Describes the impacts of large-scale poultry production in the Delmarva Peninsula. Includes links to other poultry information resources. (August 1999).

Poultry on the Potomac

<http://www.wvgazette.com/static/series/poultry/>

A special series on poultry production in West Virginia's Potomac Valley, which produces nearly 90 million chickens a year. The Potomac River is said to be one of the top 10 most polluted rivers in North America. (The Charleston Gazette, 1997)

Miscellaneous Reading Material

A Glossary of Agricultural Terms, Programs and Laws

<http://www.house.gov/agriculture/info/glossary.html>

In addition to defining terms and phrases with specialized meanings for agriculture (e.g., food programs, conservation, forestry, environmental protection, etc.), the glossary identifies acronyms, agencies, programs, and laws related to agriculture. (House Committee on Agriculture)

Videos and Presentation Materials

Featured Videos

And On This Farm

Focuses on the effect of factory farms on independent family farms and rural communities. Also discusses economics, the impact of pollution on humans and the environment, agriculture regulations, and animal welfare. Though filmed in Lincoln Township, Missouri, the story is relevant to any community facing factory farms. To obtain a copy, please contact Wendy Swann at the Animal Welfare Institute: 202-337-2332. \$15 per copy. 28 minutes. (1998.)

Hog Factories: Corporate Injustice

In-depth program on the factory farm issue and associated problems, particularly the impact of improper manure disposal and the devastating effects on humans and the environment - including water and air pollution. Though filmed in North Carolina, the story is relevant to any community facing factory farms. Please Note: viewers may find some of the graphic factory farm footage upsetting. 22 minutes. (Earth Rescue, television program on the Outdoor Life Network, November 2001.) Email info@sraproject.org for a viewing copy.

Living a Nightmare: Animal Factories in Michigan

Produced by the Michigan Chapter of the Sierra Club, this video provides a detailed account of the devastating impacts of factory farms on local communities. The video includes interviews with longtime Michigan residents whose health, environment, and quality of life were dramatically impaired by the construction of neighboring factory farms. Watch the video online on [Google Video](#):

[http://video.google.com/videoplay?docid=-](http://video.google.com/videoplay?docid=-3176184587819334935&q=sierra+club+michigan)

[3176184587819334935&q=sierra+club+michigan](http://video.google.com/videoplay?docid=-3176184587819334935&q=sierra+club+michigan). 24 minutes. (Sierra Club, 2006.)

Through Farmers' Eyes: The Impacts of Industrialized Agriculture

In 2003, Public Citizen sponsored a "factory farm tour" for nine farmers from around the world in an effort to connect people who are working to stop inhumane, environmentally damaging factory farming. This video documents their travels through the Midwest and their reactions to the industrial model of farming that is starting to invade their own countries. Contact: foodandwater@fwwatch.org or 202-797-6550 to receive a free copy - please specify DVD or VHS. 22 minutes (Public Citizen, 2003.)

Overuse of Antibiotics in Animals

Excellent introduction to the issue of antibiotics in agriculture and how overuse is affecting us all. Good for organizational and educational meetings. Email info@sraproject.org for a copy. 8 minutes. (Sierra Club, December 2002.)

Other Videos

A Time to Act for Family Farms

A documentary about the farm crisis in America that illustrates the value of family farms and the forces that threaten their existence. Covers sustainable farming and tells the story of five families to show how immediate action can reverse the decline in family farms and rural communities if policy changes are made. Contains no graphic imagery; suitable for children, 6th grade and up. Running time: 26 minutes. \$5 to rent or \$10 to purchase. Contact the Center for Rural Affairs at 402-846-5428 or 101 S. Tallman St, PO Box 406, Walthill, NE 68067.

Bacon, le Film

Information available at www.nfb.ca. The film was originally made in French, but is now available in English.

The Effects of Industrial Swine Production: A Speaker's Packet

<http://www.kerrcenter.com/HTML/pub2.html#CAFO>

Written by two graduate degree candidates at the Yale University School of Public Health, the packet includes a color brochure, 140 slides, and a written narrative to go with the slides. Also may be available as a PowerPoint presentation on CD-rom. An informative presentation for civic, public policy or agriculture groups; includes facts about pork production, and sections on adverse environmental outcomes, public health effects on neighbors, occupational health effects, effects on community dynamics, and solutions. For more information and availability of the packet contact the Kerr Center for Sustainable Agriculture at 918.647.9123 or mailbox@kerrcenter.com.

People, Pigs and Politics: Cleaning up the Hog Industry in North Carolina

A video from Southern Environmental Law Center, 201 W. Main Street Charlottesville, VA 22901, selcva@selcva.org. Call to order 804-977-4090; \$10 per copy. 19 minutes. (1998.)

The Pig Picture

http://www.hfa.org/photo/video_gallery.html

Produced by the Humane Farming Association, this powerful video traces the development of commercial pig rearing in America – from the small-scale family farms of yesterday to the corporate-owned pig factories of today. Does not contain scenes of animal slaughter and is suitable for group or school showings. To obtain a

copy, email hfa@hfa.org at the Humane Farming Association, (415) 485-1495. Cost: \$15 per copy. 18 minutes. (1995.)

The True Cost of Food

<http://www.truecostoffood.org/>

A 15-minute animation that compares food produced in factories to food raised sustainably, and describes how tax dollars and subsidies mask the true costs of seemingly low-priced food. Email truecostoffood@aol.com for a copy on DVD.

Waterkeeper Alliance Presentation

Video of a presentation by Robert F. Kennedy Jr. and Rick Dove at St. Olaf College, Northfield, MN on December 11, 2001. The focus of the talk is feedlots and factory farms, and their effect on family farmers' livelihoods, rivers and streams, ground water, and human and animal health. The video is just under 3 hours, and includes footage of a press conference. Cost: \$25 on VHS, shipping included. Available on one 3-hour tape or split to 2 tapes by request. Real Life Video, PO Box 81703, Minneapolis MN 55458-1703.

Step 2: Organize Your Community

Once you've educated yourself about factory farms, the next step is to organize your community. First, check for other groups that have already formed in your area. Hundreds of grassroots organizations have formed over the past several years to take on factory farms at the community level. Visit SRAP's state information pages to find groups in your state. In addition, Idealist <http://www.idealist.org> has a list of nonprofit organizations around the world. Joining an existing group is usually easier than starting one from scratch.

If you can't find a group to join, then start your own. If your community is unfamiliar with the factory farm issue, arrange a public informational meeting to find and educate neighbors interested in joining your group. You can set this up yourself or with others in your community who share your interests.

Meetings do not have to be fancy or formal - they can simply be a small get-together among neighbors to discuss the issues. Some groups have gathered at local schools or libraries, others have used barns, shops or garages. Find a place that is quiet and without distractions such as phones, young children, or other potential interruptions. Restaurants, coffee shops and other commercial public places are usually poor choices unless they have private meeting rooms. If you think the meeting will last for more than an hour or two, provide refreshments or encourage everyone to bring something to share.

If you decide to form your own group, make every effort to maintain a working relationship with any other groups in your area. It is critically important to present a unified front of opposition to the CAFO. Consider forming an alliance of all the groups in your region to coordinate your activities and support each other. Working together is vitally important and will make the efforts of all groups more productive.

Once you are organized, please send information about your group to info@sraproject.org if you would like to be listed on our web site. We encourage you also to email us to arrange to speak with a Socially Responsible Agricultural Project (SRAP) consultant. Please make sure to send your full contact information, including name, address (including the state and county you live in), and telephone number, so a consultant may contact you. In addition, the SRAP website, www.sociallyresponsibleagriculture.org, is full of information to assist you.

If your community is already familiar with the factory farm issue, and if you already have a group of people interested in helping out, you can skip the public informational meeting and start by holding a group organizational meeting.

RELATED RESOURCES

Check out the web sites of these active community groups:

- [F.A.R.M. \(Illinois\)](#)
- [C.C.I. \(Iowa\)](#)
- [C.C.O.C.E. \(Canada\)](#)

2a: How to Hold a Meeting

Plan the meeting

- **Determine logistics for the meeting:** when, where, what time, etc.
- **Determine who you want at your meeting.** For a public meeting, you want as many people as possible (read more under **2a**). If you are developing strategy, you only want core members of your group (read more under **2b**). Determine your audience first - that will help determine the agenda, who's invited, the type of advertising, etc.
- **Develop an agenda.** (See **Appendix D-1** for a sample.) Write down the items you wish to cover and print copies for anyone helping out - this will help your focus and keep the group on track. Make sure to bring the agenda with you to the meeting!

For a public meeting, keep your agenda short. Focus on a few main points so you don't overwhelm the audience. Your agenda can cover information you've already uncovered about the operation, a background on the factory farm issue in general, and a brief talk about what you would like to accomplish by creating a group.

Set up time toward the end of the meeting for a question and answer (Q&A) period, and use this time for issues not on the agenda. If, during the meeting, anyone strays, let them know you will address their questions or concerns during the Q&A session. If you cannot answer a question, simply say you will get back to them with an answer later. Move on to the next question.

Have someone speak who has experience fighting factory farms. They can share insight on their successes and failures. Contact the Socially Responsible Agricultural Project at info@sraproject.org for help in finding someone suitable.

Advertise the meeting

- **Phone** your neighbors to let them know about the meeting.
- **Create** a simple, one-page flyer, voicing your concerns and inviting people to the meeting. Post at supermarkets, schools, libraries, or any public place that has a bulletin board. Include your contact information on all fliers so people can phone with questions.
- **Advertise** in your local paper at least twice.
- **Call** your local radio and television stations and see if they do PSAs (public service announcements). If so, get them to advertise your group's public meetings.

Meeting Materials Checklist

- sign-up sheet
- fact sheets
- documentation - video/audio/note taker
- agenda
- presentation materials - video, photos, charts

Run the meeting

- **Establish** a few ground rules for the meeting. For example: no interrupting while someone else is speaking, no personal attacks, raise your hand to speak, no repeating what's already been said, etc. The organizer is responsible for making sure any guidelines are followed.
- **Have** a table by the door to the meeting. Put a sign-in list, nametags, handouts and fact sheets here. (See **Appendix B**.)
- **Take** notes at all your meetings.
- **Record** presenters at your public meetings, with either video or audio. Keep a file with tapes of all your meetings so you do not record over them! Determine a policy with regard to taping - some groups have had great success and have held officials accountable for broken promises. Other groups have found taping to inhibit group members from speaking up. If you do tape, inform everyone who will be recorded.

2b:

Public Informational Meetings

Use this initial meeting to educate your community on the factory farm issue and motivate them to help you confront the CAFO.

As people arrive, ask them to fill out the sign-in sheet and take a nametag. Provide space for their name, address, telephone number, email, as well as a column to check if they want to volunteer. Leave the sheet on a table by the door, with a big sign. Mention the sign-up sheet at the end of the meeting, for anyone who arrives late or forgets to sign up. Tell the audience that signing up does not commit them to being part of the group, but means that they will be contacted in the future.

Leave copies of the agenda at the sign-in table for those that want it, and make sure to read the agenda at the beginning of the meeting.

Provide information on the sign-in table about factory farms for people to take home. These can be brochures, hand-outs or fliers. Make a poster with photos of local CAFOs, and enlarge the pictures to 11x17 so people can see them better. Visit SRAP's website for printed materials and photos, and feel free to make as many copies of these as you need (also see **Appendix B** for materials).

Recommended for a public meeting:

- **Videos.** Show one of the videos recommended in the "Educate Yourself and Others" section of this guide (Step 1).
- **Experts.** Have presenters talk about the social, environmental, and economic impacts of factory farms. You may wish to have experts like soil specialists, microbiologists, economists, water quality experts, etc., on hand. Find local experts that are established in and familiar with your area. While your nearest university may have some of these experts, please note that agriculture departments at universities can be heavily funded by agribusiness, so they might not be sympathetic to your cause. However, it's worth a try, and the Biological Sciences department may be your best bet. Make sure you know

where presenters stand on the factory farm issue before you invite them to speak.

- **Testimonials.** If possible, have someone speak who lives next to a CAFO. If you can't find someone to speak in person, film them beforehand, or get written statements about their experiences.
- **Politicians.** Invite your local elected officials. Display a chair with their name on it; if they don't attend the meeting, keep it there for all to see. Remember, however, to always be diplomatic with public officials and politicians.

At the close of the meeting, set a date and time for a follow-up meeting. Hand out a bulletin summarizing your concerns. Make sure to include your name and contact information on the flier.

2c: GROUP ORGANIZATIONAL MEETING

This focus of this meeting is to begin organizing your community and to determine what work needs to be done. You might need several meetings before you can assign all the work listed below, so don't worry about doing everything in the first meeting.

Invite everyone who attended your public informational meeting to join the group. Post fliers around town and advertise in your local paper again for this meeting to reach people who may not have seen previous ads but who could be interested in joining the effort.



For whatever stage your group is at, be it choosing a name or launching your website, divide the discussion into three parts - brainstorming, evaluating and deciding. During the brainstorming process, anything goes; no matter how unusual an idea might seem, just record it on paper. Sometimes the most unusual ideas lead to the ones that end up working. Place an easel with large sheets of paper at the front of the room and write the ideas down for everyone to see. During the evaluating phase, participants discuss the ideas and rank in order of importance. During the decision phase, the group agrees on which ideas to pursue.

1. Assign Duties

Divide up responsibilities so work is shared. Overwork and burnout can lead to problems and ultimately hamper productivity, so be sensitive to members' family and work commitments. Be flexible and understanding if a member cannot fulfill their duties, and have some type of backup plan so necessary work gets done.

- **Spokesperson.** This person communicates well and represents the entire group. S/he must be willing to delegate work and encourage others, not dominate. S/he can be elected as the President or Executive Director of the group. This person must be comfortable with the media, and work well in public and in front of cameras.

- **Press and media.** One or more people are needed to develop relationships with the press, send out press releases, organize media events, and get as much exposure as possible for the issues. (For more information, see Step 6.)
- **Officers.** Appoint people to other positions, such as secretary and treasurer. The secretary will take notes at meetings and circulate to all, including people who could not attend.
- **Coordinators.** Select one or two people to be coordinators so group members can stay in touch and act as a team. A successful organization keeps people informed and encourages participation. Make a workable phone tree and use it to convey new information to your group. (See **Appendix D-3.**)
- **Researchers.** Assign people to work on gathering information and contacting local officials. Develop a list of concerns regarding the facility, including environmental, economic, health and social impacts. Issues to be considered include: water and soil contamination, air pollution from odors, gases and dusts, loss of family farmers, property devaluation, tax credits, exemptions, enterprise zones, road degradation and increased traffic. Write them down in order of importance to your group. Have members appointed to research investigate the different objections. (Details on how to do this can be found in Step 3.)
- **Facility liaisons.** Select a couple representatives to talk with the facility operator/owner. Consider having the owner/operator attend a group meeting to hear community concerns.

2. Establish Who You Are

- **Name your group.** This will help the media, elected officials, and the public identify you. Many use acronyms to identify themselves; for example, FARM (Families Against Rural Messes) or ARSI (Alliance for a Responsible Swine Industry). The name you choose is important, so spend some time deciding.
- **Develop a campaign slogan.** This slogan will be used again and again, and will help people identify you. Examples include **Farms Not Factories**; **Illinois - Land of Stinkin'**; **Family Farms, not Factory Farms**. Remember to keep it simple, and keep the number of slogans you use to a minimum. You want the media and your community to recognize you through your slogan – using too many can be confusing.
- **Organize a fundraising dinner,** bake sale or a raffle to pay for expenses. (See Step 7.)
- **Develop a Q&A list of citizen questions and concerns** to provide ideas and facts to participants during hearings and public meetings. Localize information by having members of your community fill out a questionnaire about their feelings, opinions, and experiences with the proposed or existing factory farm. (See **Appendix D-2.**)

3. Communications and Outreach

Groups to seek out for coalition-building

- **Develop a petition** listing the reasons you are opposed to the facility. The petition itself probably won't stop the CAFO, but it can let facility owners and local/state government officials see this is a community problem, not one person's complaint. This is also a good way to collect names and addresses of people interested in the issue. Never throw away your petitions, no matter how much time passes. They can be used at a news conference or in testimony to help pass a local resolution against a CAFO. (See **Appendix D-4**.)

Restrict signers to those 18 years of age and older who live within the county/municipality. This gives the petition more credibility. Ask for volunteers to go to your local shopping area, Main Street, or other high traffic areas to get signatures. If you know storeowners sympathetic to your cause, see if you can leave petitions in their store. Don't forget to pick them up!

If you're short on time, place the petition in your local paper. A large ad that people can cut out and mail to you is a great way to get people's attention. Run the ad at least twice, in case people miss it the first time.

- **Build coalitions.** Speak with members of your community; try to both educate them and get them to join your organization. Partnering with local nonprofits is a good way to reach a larger number of people. Get these organizations to support your cause or at least distribute information to their members. Visit <http://www.idealists.org> for a list of some nonprofit organizations in your area.

- **Create a flier or brochure.** Use short factoids, quotes from testimonials, or any concise presentation of the information you've gathered in order to explain the potential impact of a factory farm on your community. Always use credible and documented facts. Keep a file of all your sources, even if you footnote your brochure. Distribute these fliers to individuals, groups and elected officials. Find sympathetic local businesses, like restaurants or stores, who will put out your brochures. Mass mail them to surrounding communities. You can find facts to help you create a brochure in the **Appendix B** handouts and also by visiting SRAP's Facts and Data page.

- **Establish an email list.** Also called a listserv, this is an effective way to distribute information to your members. Go to <http://groups.yahoo.com/> and register for free to start a listserv. Assign one person, perhaps the secretary, to post short,

- Consumer
- Environmental
- Clubs (garden, book, sports)
- Food Co-ops
- Local chapters of national groups
- Minority
- Neighborhood groups
- Political and Governmental
- Professional Associations (medical, business, etc.)
- Religious
- Senior Citizen's groups (AARP, senior communities and residences)
- School Associations (PTA, alumni)
- Unions
- Veterans
- Wildlife
- Women's
- Youth and Student (4H, college)

[Creating a Successful Web Page](#)

Geared toward beginners and very well done; specifics on what to do and what to avoid in order to make people come to your site, stay at your site, and come back again.

[Internic](#)

The official site to research your Internet domain name (address) and registrar. One registrar (among many options) is [Network Solutions](#).

[The List](#)

A comprehensive list of Internet Service Providers in the US and Canada searchable by area code or state or province.

Web Sites

weekly updates to keep members up to date. If a member does not have access to a computer, the secretary may have to call with updates.

- **Create a web site.** It's a great way to get information to your community, a good resource for the media, and a simple way to connect to other factory farm groups across the country. If you create a website, email the web address to info@sraproject.org, and we'll link to your site. Make sure that any claims you make on your website are backed up by solid facts, and keep your group's strategy in mind when posting information to your site, because all information there will be available to the public. Web sites can become very expensive if you pay someone to design and upkeep them, so try to find a volunteer with web experience, or teach yourself. Many companies that offer email accounts, such as Yahoo, also offer free web space and simple tutorials on how to create a site.
- **Set up meetings with local elected officials,** including both your state and national representatives. See **Appendix D-5** for tips on arranging a meeting. Make sure to record these meetings and make their results public.
- **Submit letters of concern to county officials.** Keep a copy for your files and give a copy to others in your group so they can also submit similar letters. Letter writing is a good option for concerned community members who would rather not get publicly involved.
- **Collect testimonials** from people living near a CAFO. Hearing someone's personal story about living near a factory farm helps people understand the problem, and these are very effective at meetings, news conferences, hearings, etc. (See **Appendix D-6a** and **D-6b** for examples.)

4. Taking Care of Business

- **Determine a regular meeting time,** whether it be once a week or once a month. Try to pick the same day and time to make it easier for your members to remember. Use your phone tree to remind members of each meeting a day or two in advance.
- **Consider your status.** Decide whether or not your group wants to incorporate and file for tax-exempt, nonprofit status, commonly referred to as a 501(c)(3). For more information, see:
 - **BoardSource** <http://www.boardsource.org/> (formerly The National Center for Nonprofit Boards)
 - **Internet Nonprofit Center** <http://www.nonprofits.org/>
 - **About.com's** Nonprofit section <http://nonprofit.about.com/?once=true&>
 - **The Community Environmental Legal Defense Fund (CELDF)** has written a guide called *Forming a Non-Profit 501(c)(3) Federally Tax Exempt Corporation in Pennsylvania to Pursue Environmental or Citizen Activism*. It's specifically written for Pennsylvania but has useful information for people in all states. <http://www.celdf.org/Default.aspx?tabid=101>

- Many books have been written about starting a nonprofit - try a bookstore or your local library. Make sure you understand the different types of nonprofits. (See **Appendix D-7** for a brief overview.)
- **Keep accurate records** for all business and financial transactions. Record the date and time of phone calls, meetings or any event of significance; you may need to refer back to them at some point. Keep a list of important contact information, either on a computer or a rolodex, and keep notes from calls and meetings in a spiral bound notebook. For extra help getting organized, look for a **Small Business Association (SBA)** in your area with: <http://www.sba.gov/services/>. SBAs are government-funded organizations staffed by retired business executives - you might find help in organizing your group for no charge.
- **Have a realistic approach to finances.** Decide how to handle expenses before they arise. How will money be handled? Will each person pay a membership fee, with extra money coming from fundraising efforts? Or will each person give as they see fit? Do you want to have a separate bank account for the group's money? What is your procedure when an unexpected expense occurs? How will you determine what your money will go toward? Answer these questions upfront, before a situation occurs; otherwise, your group might end up with financial problems and disagreements that could undermine the organization's cohesiveness.

Step 3: Gather Information

Before you begin to plan your campaign and develop a strategy, you must determine the best way to approach the issue. Each factory farm is different, as are the various town, regional and state regulations which address CAFOs. Gathering the information you will need to fight your local factory farm may begin to feel like the most daunting task in this project, but it is by far the most important.

This section includes the following:

3A Getting Started

This will introduce you to two of the more common ways to expose the harm done by factory farms: by monitoring land devaluation and water pollution.

3B Where to Look

This provides a comprehensive listing of local and national sources for the legal information important to your case.

3C What to Look For

This provides an exhaustive list of all of the information to look out for, from specifics about agribusiness corporations to the state and national regulations that may affect your case.

3A Getting Started

1. Land Appraisal

Have your land or property appraised by a certified, licensed appraiser or, if one is not available, a certified real estate agent. Gather all concerned neighbors and have all neighboring properties appraised as well. It is important to do this before the CAFO is operational. Let the CAFO owner/operator, county commissioners, county assessor, county health boards, and zoning boards know that you plan to hold someone accountable for decreases in your property value after the factory farm is operational. (See **Appendix E-1** for a sample letter to use for a contract grower.)

If the CAFO does begin operating, and you have provided the CAFO owner/operator and public officials with documented information that your property value has decreased, you may be able to hold the CAFO owner/operator or public officials financially accountable for the loss. (See **Appendix E-2** and **E-3** for more information on property values.)

File the record of any loss of property values with the recorder of deeds and ask your assessors office to reduce your property taxes. Let your local press know.

2. Water Monitoring

Perform water quality tests on all neighboring wells, rivers, streams or tributaries in the vicinity of the proposed CAFO to establish baseline data before the facility begins operation. Include tests for E coli and fecal coliform counts. Once the CAFO is in operation, testing should be done on a routine basis to clarify the impact the CAFO is having on the water quality. It is critical to have the baseline data beforehand in order to compare it to data gathered from local waterways after the CAFO is operational.

Tests should be done by a certified laboratory or Public Health Department, or may be done by private individuals who have been certified through state or federal programs as volunteer water quality monitors. Certification allows volunteer reports to be reported to state agencies as well as the federal EPA.

3. Legal Assistance

Many groups have been successful in deterring a CAFO by monitoring the water and getting their land appraised, and having an attorney send a letter to the owner/operator. Have the attorney state that if property values and/or water quality are affected by the operation, legal action will be taken. (See Step 5 for information and resources on litigation and lawyers. Try to find a lawyer who will work with you "pro bono" - free of charge.)

3B Where to Look

Each state has different procedures and systems in place for permitting and regulating CAFOs. Some areas regulate at the state level, others regulate at local or county levels. It's very important to research every available resource to become familiar with the laws and regulations in your area. In addition, the review process, the enforcement, the requirements, and the implementation of any plans or permits filed vary greatly from state to state. Below are suggestions on the type of information to look for and where to look for it, but be open to other ways of finding out information about the factory farm and the operator.

1. Libraries

When looking for information, never underestimate your **local reference librarian** - s/he is usually a wealth of knowledge and can help with some of your research. If the local public library can't help out, try visiting your **local university library** - call ahead to make sure there is public access to the facility.

2. Government Agencies

Ask each of these government bodies for general information or regulations for CAFOs as they apply to that organization. For example, ask your Health Department for information or regulations on the health impact of CAFOs. Ask each organization if they have any specific information/complaints on the CAFO you are investigating. The following section (What to Look For) explains this in more detail.

For suggestions on how to contact different government bodies within your state, go to SRAP's state information page. The main page lists national resources. Click on

your state for specific information about your area and links to many of the state offices mentioned below.

Government Agencies

- County Recorder of Deeds
- Local County Government/Township Zoning office, including Planning and Zoning Boards and Zoning Commissioners
- Local, regional and/or state health departments
- Department of Environmental Quality, or Department of Natural Resources
- Department of Economic Development (exemptions, tax credits, enterprise zones, etc.)
- Regional Natural Resource Conservation Service (NRCS)
- State Department of Agriculture
- Secretary of State
- State Constitution and Bill of Rights (statutes, classification of water and water rights)
- Regional United States Geological Service (USGS)
- Regional office of Army Corp. of Engineers
- Regional office of Environmental Protection Agency (EPA)
Check to see who has the delegated authority to implement the federal programs and permits, i.e., National Pollution Discharge Elimination System (NPDES) permits. Usually, whatever agency is in charge of the NPDES permitting will be the agency you need to contact for much of the information you are seeking.
- National Environmental Protection Agency (EPA)
- United States Department of Agriculture (USDA)
- US Security and Exchange Commission (SEC)

3C What to Look For

1. Requesting Information

Obtain all available information filed by the proposed CAFO operator, as well as copies of all applications or permits. You might not get all the information you need right away, so keep checking for new or more updated data. Below are suggestions regarding the type of permits, plans and information you should look for. Since each state operates differently, you will have to research the procedures for your state. Do not assume that information supplied by the CAFO is correct - get independent verification whenever possible.

If you are having difficulty getting information from State and Federal Agencies, try using the Freedom of Information Act (FOIA). The Freedom of Information Act generally provides that any person has a right of access to federal agency records. It

is enforceable in court except for records that are protected from disclosure by the nine exemptions to the FOIA. Be aware that using a FOIA takes a lot of time - start as soon as possible! See **Appendix E-4** for more detailed FOIA information and how to apply.

If you want to check for hazardous materials at a CAFO, see if the operation has filed a SARA Tier I, Tier II or Tier III (Community Right to Know) report with your state emergency response division or department of Environmental Quality. (See **Appendix E-5** for more information.)

2. Logistical and General Information

Fill in the following information as completely as you can. See **Appendix E-6a** for a printable version of the form. Information to look for includes:

- Proposed Developer
- Type of facility (hog, dairy, poultry, etc.)
- Number of animals proposed at facility
- County and state facility where CAFO is proposed
- Structure of the local government
- Location and Acreage of Proposed/Established Facility
 - Nearest city/town and current population
 - Number of people living in 10-mile radius of facility
 - Location and distance of nearest freeway
 - Location and distance of nearest railroad
 - Location and distance of nearest grain elevator
 - Location and distance of nearest hospital
 - Investigate and list nearby entities that will be affected by the CAFO including all home residences, established businesses, nearby schools, day care centers, nursing homes, churches, and tourism sites including parks, recreational areas, swimming and fishing refuges. (Obtain a copy of a town map from the local library or county office and mark locations and distance).
- Type of waste storage system to be utilized (lagoon pits or holding ponds).
- Geology of ground and soil type (including tributaries, streams and rivers, other water bodies and underground water sources).
- Discern how dead animals will be handled, i.e., incinerated, composted, or stockpiled and hauled away.
- Economic development promise
 - Is the proposed operator promising that the CAFO will bring economic benefits to the area?
 - What kind of benefits?
 - Is the proposed operator promising the CAFO will buy local feed, goods, and services?
- Crops
 - Types of crops grown in the area?
 - Will the facility grow crops?
 - Number of pounds of nitrogen applied to land for their crops?

Logistical and General Information Resources

[Enviromapper](#)

Provides information on water discharges; air releases; churches, hospitals, schools and populated places; counties, states, streets; rivers, streams, watersheds and water-bodies; major roads and interstates; railroads; and federal lands. (US Environmental Protection Agency)

[Local Area Unemployment Statistics](#)

Includes types and number of schools in the nearest community, e.g., primary, secondary, community college, etc. (Bureau of Labor Statistics US Department of Labor)

[National Agricultural Statistics Service](#)

U.S. state and county level agricultural statistics for many commodities and data series. Includes statistics on number of cattle, dairy, hogs, poultry, crops and farms. (USDA)

[National Soil Survey Center](#)

[National Soil Survey Handbook](#)

Provides the standards, guidelines, definitions, policy, responsibilities and procedures for conducting the National Cooperative Soil Survey in the United States. (Natural Resources Conservation Service, a division of the USDA)

[1997 Census of Agricultural Profiles](#)

Provides land size, number of farms, average size of farm and market value of products sold for each county and each state in the country. (USDA)

[Published Estimates Data Base](#)

U.S., state, and county level agricultural statistics for many commodities and data series. Includes statistics on number of cattle, dairy, hogs, poultry, and farms in each state and county, as well as crops. Site is still under construction so not all areas are available yet. (National Agricultural Statistics Service)

[Techniques for Tracking, Evaluating and Reporting](#) the Implementation of Nonpoint Source Control Measures - Agriculture (EPA Office of Water)

[US Census Bureau](#)

Has information on nearest city and town, and current population.

[US Census Bureau County Population](#)

[Warning Letters for Dairy Companies](#)

Compilation of warning letters issued to dairies by the US Food and Drug Administration.

3. Corporate and CAFO Information

If your neighbor is starting the CAFO, s/he is probably under contract to a large corporation. Look for Financial records, liens, security statements and information on the company behind the proposed CAFO. Investigate the past track record of any investors as well as the operator. When one group discovered that some irresponsibly-run CAFOs in other states were owned by the proposed operator in their case, they took photos of these poorly run operations and offered them to their elected officials and local press. Residents in the other state also signed affidavits about odors and other environmental problems.

Information to look for includes:

- **Corporation Uniform Commercial Code (UCC) loans or liens** on the operation. This information may be found at the County Recorder of Deeds office or Secretary of State's office.
- **Corporation filings** as a state corporation, foreign or Delaware-based corporation. (This may be found at the Secretary of State's office). If foreign or Delaware-based, check Security and Exchange Commission (SEC) filings to see if privately held or traded stock. If traded, filings will have a prospectus of the company and financial statements.
- **Loans or funding** provided for the CAFOs, programs to assist CAFO operations (state or federal) or departments that may have the authority to regulate facilities.

Corporate CAFO Information Resources

Researching Your Farm Bureau and Factory Farms

How to obtain Uniform Commercial Code (UCC) information and why that can be important. Sally Jo Sorensen, NWU-UAW, Local Union 1981, Twin Cities Local 13.

What is Research?

Tips on researching corporate agribusiness.

4. Local and/or State CAFO Regulations

- **State Statutes and regulations relating to agriculture and concentrated animal feeding operations (CAFOs) or animal feeding operations (AFOs).**
The Legal Information Institute at Cornell University (http://www.law.cornell.edu/topics/state_statutes.html#agriculture) has a site devoted to state statutes. Look for any farming restrictions. At this point, most states do not differentiate between family farms and corporate farms, so look for any restrictions or loopholes that a CAFO might use. Nebraska has a corporate farming law called Initiative 300; Colorado passed Amendment 14, regulating corporate hog farms; and Missouri has a corporate farming law but exempted three counties. Unfortunately, many states exempt farming from some regulations and allow CAFOs to hide behind these exemptions.
- **Local or township resolutions**
See if your local government has passed any resolutions regarding the regulation of CAFOs/AFOs. If you can't find any local resolutions, try getting one passed! (See **Appendix E-8** for a sample resolution.)
- **Local ordinances, zoning ordinances or other land use bylaws that may have restrictions or clauses for CAFOs/AFOs**
Call your local zoning commission and find out if there are any zoning laws pertaining to your case. Zoning is the process of dividing land into "use districts" or zones, depending on the potential use and type of land, and the nature of the surrounding area. It is usually used to protect environmentally sensitive lands, recreation areas, economic development, and housing. (See **Appendix E-9a** for "Zoning Basics".)

Find out what the zoning restrictions are in your area and make sure the CAFO is following them exactly. Make sure the minimum distance requirements are being met. If the operation is not, file a complaint with the zoning commission.

Get to know the people on your zoning commission- they can be great allies. You can find out who your local officials are by finding your county's web site on the Internet. If you do not have access to the Internet, try the blue pages, if you have them, in your local phone book. Get the name, address and telephone number for all members of the county board, as well as the county planning and zoning commissioners. Send information packages, including a video on factory farms.

Ask the zoning official to describe exactly how the application will proceed in the county. Remember to be diplomatic. Take notes and be sure to write down the names and phone numbers of people you speak with. (See **Appendix E-9b**, **E-9c** and **E-9d** for sample ordinances.)

- **Propose Legislation**

If you find your state and/or county does not have any relevant laws or ordinances regulating CAFOs, get legislation passed to protect you and your property. Contact all village boards, township boards and county boards and propose general zoning/permitting laws that will apply to the CAFO in question and any other similar industry/business in your area.

Unfortunately, many laws have agricultural exemptions and CAFO operators have used this to their advantage. They have also worked very hard to prevent having stricter legislation passed. However, other groups around the country have successfully overcome this opposition.

The procedure for developing a legislative bill for a state statute:

1. Work with various local and state groups to detail the legislative bill that is needed.
2. Find a sponsor - local representatives or others in the state legislature - to introduce the bill.
3. Once a bill is introduced and designated to a committee, the committee will hold public hearings and either pass or reject the bill.
4. The bill will have to pass both the senate and house, and reappear on the house floor for a final vote.
5. If a bill fails in its original form, it may be rewritten and added as an amendment to another bill in another committee.

Samples of Proposed Resolutions:

You can use examples of legislation that have been passed in other areas to guide your group as it develops its own resolution or ordinances. A model ordinance is available from the Sierra Club at:

<http://www.sierraclub.org/factoryfarms/resources/model.asp>

Local/State CAFO Regulation Resources

[Anti-Corporate Farming Laws, the "Goldschmidt Hypothesis" and Rural Community Welfare](#)

Anti-corporate farming laws, such as Nebraska's Initiative 300, lead to fewer families in poverty, lower unemployment and higher percentages of farmers receiving cash gains from farming. The research also indicated that, while low levels of agricultural industrialization tend to benefit rural communities, these same communities suffer when industrialization and consolidation begin to dominate a county's farm structure. (Dr. Rick Welsh of Clarkson University and Dr. Thomas A. Lyson from Cornell University)

[Community Environmental Legal Defense Fund \(CELDF\) Local Ordinance Drafting](#)

Lists a selection of ordinances, including the Southampton Anti-Corporate Farming Ordinance (**Appendix D-9b**).

[1998 National Survey of Animal Confinement Policies](#)

Information regarding regulation requirements on a state-by-state basis. Designed and administered by the Animal Confinement Policy National Task Force, representing land grant agricultural economists from a dozen universities and chaired by Mark Edelman, Iowa State University.

Regulation of Concentrated Animal Feeding Operations: The Legal Context.

Examines case law governing the use of zoning and land use controls as a means of regulating a CAFO's location within a community. Also explores the use of health ordinances to regulate CAFOs. (S. Mark White)

Recent Developments: Concentrated Animal Feeding Operations

Examines recent case law governing the use of zoning and land use controls to regulate CAFOs within a community. (S. Mark White, JD/ACIP)

[State Farmland Protection Statutes by State](#)

(American Farmland Trust Farmland Information Center Library)

[State Statutes in Agriculture](#)

State-by-state breakdown of agricultural statutes around the country. (Legal Information Institute at Cornell University)

[Swine Farm Zoning Notebook](#)

Contains statutes, regulations, ordinances and court cases addressing zoning, nuisance and animal waste management issues for hog operations and other intensive livestock operations in NC, GA, IA, MD, MN SC, and VA. (North Carolina State University)

5. Health Ordinances

When the use of normal zoning regulations to control CAFOs was ruled illegal, Worth County, Iowa, passed a local health ordinance that accomplished the same end. Ask your Department of Public Health for laws, codes and/or ordinances relating to air and water quality, agriculture or CAFOs in particular. If you test the air and water around the farm and find it is not in compliance, file a complaint. This must be performed by a state certified lab, but formally request an independent lab to draw and perform the analysis as well. Contact your regional or state health department for guidance.

6. CAFO Construction Plans and Permit Applications

Do a record search of all files and communications for materials, maps, documents, applications, contracts, spreading agreements, emails and faxes supplied during facility applications for approval.

Things to look for:

- Land surveys of proposed facility by NRCS or USGS
- Applications or approvals for land disturbance permits
- Letters of Approval (LOA)
- Any general permits or operating permits (including NPDES)

If the operator has filed a CAFO application, find out if the CAFO permit is for **Discretionary** or **Permitted Use**.

- **Discretionary Use:** Even if the applicant has met all the necessary requirements as set out in the permit application, s/he must still show a CAFO is a good & appropriate use of the land and will not negatively impact the use of neighboring lands.
- **Permitted Use:** If the developer meets all the necessary requirements, s/he will receive their development permit automatically as a matter of entitlement or right.

Most CAFOs are considered "discretionary use". This means that even if the facility meets all the guidelines set out in the permit requirements, it is up to the people giving the permit to decide if the permit is a good and appropriate use of the land. If neighbors can prove the CAFO will negatively impact the use of their land, the proposal can be turned down.

If the CAFO permit is 'permitted use', the only way to fight the facility is to find out what the regulations are and determine if the application meets the criteria. There should be an appeal process.

7. Waste Management Plans

Regulations often stipulate that the operator of the factory farm must have a waste management plan, or a nutrient management plan, but there is no review or approval process for the plan. This means plans are not filed at a local or state agency; they are maintained onsite by the operator. You can file a formal complaint with an authorized agency and demand the proposed facility provide a full and complete copy of the waste management plan.

Information to look for includes:

- Operator certification for waste management
- Type of manure lagoons; are they going to be deep pits under the buildings, or open air lagoons lined with a synthetic liner, or clay based liner?
- If enough land is available for spreading of the manure.

For example:

If the application is for a certain number of animal units (1000 pounds of animal equals 1 animal unit), calculate how many animals of the type to be

raised at the CAFO or could be placed at the site. For example, one animal unit equals two and a half 400-pound hogs. ($400+400+200=1000$). Stated another way, each hog is .4 animal unit. Finishing hogs have an average weight of about 135 pounds so 7 animals could technically be raised for each animal unit. However, animal unit calculations are used for political purposes to simply limit the size of some operations. So don't be surprised if you find that each hog over 55 pounds is regarded as equaling .4 animal unit. In such cases, just follow the guidelines provided by the state or county.

- The exact land location of manure application or stockpile areas.
- If manure-spreading contracts or agreements are in place, what is their duration and who is responsible or liable for the application of manure.
- If lands are suitable for manure application.
- How will manure be applied; irrigated sprinkler, knifed into the soil, etc.
- How the manure will be transported; trucks, honey wagons, pipelines, etc.
- How often manure will be applied to the land and at what rate. Manure should not be applied to frozen or saturated ground.
- Are there any designated wetlands within the land application area?
- If any abandoned/uncapped wells, sinkholes or mining sites are on the proposed site or on manure application or stockpile areas.

If you cannot obtain a manure management plan, look for this information in the CAFO permit or application.

Manure Management Resources

[Agricultural Waste Management Field Handbook](#)

Covers laws, regulations, policy and water quality criteria for handling agricultural waste. Also includes the effects of waste on water, air and animal resources; the role of soils and plants, and waste management systems. (Natural Resources Conservation Service, a division of USDA)

[Waste Scorecard](#)

Find out how much waste is in your area. (Scorecard by Environmental Defense)

8. Water Permits

Most states require a permit for water wells or water usage, which are normally handled through a state engineer or state water engineer department. Usually, the requirements are minimal - the applicant provides the type of well being used and the quantity of water required. The engineer evaluates the usage and amount of withdraw on the aquifer, and determines if the permit will be issued and the amount of water that will be allocated to the permit. If the operation is tied into a municipal water system, the local engineer simply evaluates the system's capacity to handle the demand, with no additional oversight by any state agency.

Look for:

- Information regarding your aquifer and sensitive areas. How close is the facility to waters or watersheds of the state or region, wetlands, floodplains,

- playas, sinkholes, springs or other surface waters, wells, abandoned mines, drainage tile, etc.? Look for any threatened or impaired watersheds in your state. Talk with people in your community - they often know the lay of the land and the depth of the water table better than government officials.
- Identify all surface waters that will be near manure application sites.
 - Investigate and highlight proposed water usage from your water supply. Is there an adequate water supply for the facility to operate?
 - Where they plan to obtain water
 - A water license (if required)

Water Resources

[Groundwater and Drinking Water](#)

Information on your local drinking water system from the EPA.

[Groundwater Atlas of the United States](#)

United States Geological Survey (USGS)

[National Watershed Manual](#)

Sets forth the minimum requirements for administering the Watershed Protection and Flood Prevention Act (Public Law 83-566). Authorizes the Secretary of Agriculture to cooperate with State and local agencies in planning and carrying out works of improvement for soil conservation and other purposes.

[USGS National Mapping System](#)

Enter your county and state, select "stream" in the feature section (note: in the feature section, "stream" includes creeks, rivers, streams, ditches, and branches) to find a list of all waterways in that area. Includes longitude and latitude.

[United States Geological Service Real-Time Water Data](#)

Find out water levels and stream flows for surface water in every state. Includes longitude and latitude.

[Watersheds](#)

Find your local watershed. (EPA Office of Water)

9. Local, State and/or Federal Clean Water Act

An effective way to stop a factory farm from polluting your community is to pursue enforcement of the Clean Water Act (CWA). The CWA is a federal law developed to protect our nation's water, including lakes, rivers, aquifers and coastal areas, by eliminating the discharge of pollutants. The CWA has identified factory farms as industrial facilities and requires pollution control permits, but due to a lack of enforcement and loopholes in the current requirements, most large feedlots still do not have permits.

The law has not been enforced effectively enough to stop the manure spills, illegal dumping, over-application of manure, and other violations that occur at factory farms. A facility is in violation if it has the potential to impact surface water or an underground drinking water source - the facility in question does not have to directly discharge into surface water to be in violation.

Suggestions for what you can do:

- The **NPDES (National Pollutant Discharge Elimination System) Program** was established under amendments to the Clean Water Act. Section 502 of the Act defines CAFOs as point sources of pollution and outlines the conditions under which they are required to obtain an NPDES permit. Contact your local or regional Environmental Protection Agency (EPA) office and ask if an NPDES permit has been filed for the CAFO in question, and find out who has the oversight authority in the state for the NPDES program.
- **Water Quality**
Obtain a copy of all "impaired water bodies" or the "303(d) list" for your state from your state water regulatory agency or the US EPA regional offices for your area. Every state has such a list. They can also provide you with a copy of the regulations that govern the impaired water body process. No new or expanded CAFOs are allowed to locate in the drainages of impaired water bodies unless very strict standards are met. If you know of such a new or expanding operation in an impaired water body, report this to the state agency, the regional office of EPA, and to Ken Midkiff, Coordinator of the Sierra Club Clean Water Campaign (who will follow up with EPA-DC). Ken's email is ken.midkiff@sierraclub.org.
- **Citizen Suits**
In order to start enforcement action against a facility, you must first exhaust all efforts at a local and state level by filing formal complaints and response letters. If you do not get adequate response, you can then formally request the Federal/State EPA Agency to get involved.

This can be requested under the clean water act, which states:

- **Clean Water Act - Title 33 - Chapter 1365 - Citizen Suits**
"Any citizen may commence a civil action on his own behalf -
(1) Against any person
(including (1) the United States, and (2) any other governmental instrumentality or agency to the extent permitted by the eleventh amendment to the constitution) who is alleged to be in violation of
(A) an effluent standard or limitation under this chapter or
(B) an order issued by the Administrator or a state with respect to such a standard or limitation, or
(2) Against the Administrator where there is alleged a failure of the Administrator to perform any act or duty under this chapter which is not discretionary with the Administrator."

And requires that:

- A 60-day notification giving the intent to sue has to be sent to the violator or defendant and also to the EPA administrator. Within that time, the violator may come into compliance or the EPA may file an action against the violator. If the EPA administrator has commenced a civil or criminal action against the violator, any citizen can intervene as a matter of right. If the EPA administrator takes no action, then the citizen's suit will go forward and EPA may enter the suit at any time thereafter.

Clean Water Act Resources

[Assessing the Risk of Groundwater Contamination from Animal Waste Management](#)

Worksheet to help you discover if a CAFO is contributing to water pollution. It includes definitions that will help you better understand technical language used by the EPA and other CWA enforcement agencies. (University of Missouri Extension)

Socially Responsible Agricultural Project Water Page

Resources related to effects on water quality from factory farm pollution.

[NPDES Information](#)

Fact sheets that include NPDES info for cattle, swine, poultry and sheep. (EPA Office of Wastewater Management)

[Government Oversight of Animal Feeding Operations](#)

To help familiarize people with issues and topics related to agricultural law. (National Agricultural Law Center, 2003)

Spills and Kills: Manure Pollution and America's Livestock Feedlots ([Online Excerpt, Purchase](#))

Between 1995 and 1998, ten states were surveyed for pollution incidents related to livestock facilities. Where available, fish kill data - a clear indicator of water quality degradation - was also gathered. (Clean Water Network)

10. Local, State and/or Federal Clean Air Act

The Federal Clean Air Act was first passed in 1970 and amended in 1990. Even though the Act is a federal law that covers the entire country, states do most of the enforcement. The EPA sets limits on how much pollutant can be in the air anywhere in the country, but it's the State's responsibility to hold their industries accountable. Individual states can adopt stricter laws than the Clean Air Act, but they cannot have weaker ones.

States must develop State Implementation Plans (SIPs), a collection of regulations the state will use to carry out the Clean Air Act. The public must be involved in the development of each SIP. The EPA must approve each state's SIP, and they are available to the public.

In addition, a national permit is required for "larger sources" that pollute the air. According to the 1990 Clean Air Act amendment "A source can be a power plant, factory, or anything that releases pollutants into the air." States issue the permits, and if the state fails to carry out the Clean Air Act successfully, the EPA can take over. These permits include information on which pollutants are being released, how much may be released, what steps the owner or operator is taking to reduce pollution, including plans to monitor the pollution. Contact your state or regional air pollution control agency, or the EPA, for information on how to access these documents.

According to the EPA,

"Public participation is a very important part of the 1990 Clean Air Act. Throughout the Act, the public is given opportunities to take part in determining how the law will be carried out. For instance, you can take part in hearings on the state and local plans for cleaning up air pollution. You can sue the government or a source's owner or operator to get action when EPA or your state has not enforced the Act. You can

request action by the state or EPA against violators." (EPA's [Plain English Guide to the Clean Air Act](#))

Hydrogen sulfide, the gas is emitted from large amounts of liquid animal waste, is an air pollutant commonly tested for around factory farms. The best way to test is to use a hydrogen sulfide detector - a Jerome meter is the best instrument. The best type of meter is an MDA continuous monitor. Unfortunately, new ones run around \$10,000, but used ones run around \$2000. You can also rent them for around \$1700 a month. For more information on the meters, you can call Arizona Instruments, a company who sells them, at 1-800-390-1414.

For more information on hydrogen sulfide and its effects, please read **Appendix E-11** "Hydrogen Sulfide and Factory Farms", **Appendix E-12** "Review of Hydrogen Sulfide Data" and the resource information below. See also **Appendix D-6a** for a testimonial from a woman who tested for hydrogen sulfide after experiencing many negative health effects.

Agriculture has been exempt from air emissions in years past, but various states have enacted air standards for large facilities, e.g., Missouri has placed monitoring criteria on class 1A facilities and California has ended an exemption for farmers. EPA's new guidance rules may defer the agriculture air exemption and place emission standards on larger facilities.

Clean Air Act Resources

The ILO and Depopulation of Rural Agricultural Areas: Implications for Rural Economies in Canada and the US

Large CAFOs are usually located in areas of rural agricultural activity. While these operations are a point source of both water and air pollution that falls unevenly across the area surrounding the CAFO, air pollution has generally imposed the most significant costs on surrounding residents. Costs shifted to the residents of the region by a CAFO lower the sales and taxable value of neighboring properties. (Dr. William Weida, Presentation at the National Conference on Intensive Livestock Operations - Beyond Factory Farming, University of Saskatchewan, November 8, 2002)

Controlling Odor and Gaseous Emission Problems from Industrial Swine Facilities: A Handbook for All Interested Parties

Overview of odors and gases, sources of such problems in agriculture, public health issues, effects of odor on local economies, property values, methods of controlling and measuring odors, and 1998 laws and regulations addressing odor issues. (Amy Chapin, Charlotte Boulind, Amanda Moore, Yale Environmental Protection Clinic, 1998)

Socially Responsible Agricultural Project

Odor Reports page

[Hydrogen Sulfide & Factory Farms](#)

Land Stewardship Project fact sheet, February 2000.

Hydrogen Sulfide and Health Effects

A concise report on the effects of human exposure to excessive hydrogen sulfide present in overpowering emissions from large-scale hog farm waste. (Neil J. Carman, Ph.D., Clean Air Program Director, Sierra Club Lone Star Chapter)

[Iowa Concentrated Animal Feeding Operation Air Quality Study](#)

A joint report from a team of scientists at the University of Iowa and Iowa State University that recommends the development of ambient air-quality standards for CAFOs. A printed version can be obtained by emailing debra-venzke@uiowa.edu. (University of Iowa, Environmental Health Sciences Research Center, February 2002)

[Odor From Feedlots Setback Estimation Tool](#)

A simple tool designed to help answer basic questions about odor impacts from livestock and poultry facilities.

[Rural Communities and CAFOs: New Ideas for Resolving Conflict](#)

Report from The Kerr Center. Includes a section on odor. pp.28-30.

[The Plain English Guide to the Clean Air Act](#)

EPA Office of Air Quality Planning Standards.

Step 4: Plan a Campaign, Develop a Strategy

After gathering as much information as you can, you are ready to plan your campaign. In addition to the suggestions below, check the "Resources" listed at the end of this section for books you can read on how to effectively organize and plan campaigns.

Very briefly, determine your ultimate goal: do you want to stop a CAFO from coming into your area, or hold an existing CAFO accountable for environmental degradation? Once you develop your long-term goal, determine intermediate and short-term goals, the most effective strategy for achieving each of these, and various tactics that will help you carry out your strategies and achieve your goals.

Scrutinize all the material you've gathered and determine your plan of action. Many communities have taken on water contamination issues; others have confronted CAFOs through zoning laws, and others have found property devaluation issues are an effective tool. Air pollution issues have recently become more of a focus and are increasingly used to hold a factory farm accountable. Only you and your group can decide the best course of action for your community.

Below we've listed tips, suggestions and information to help you achieve your goal.

1. Finding Your Target

- When working on your campaign and strategies, determine exactly who to target in order to be successful. You need actual people, not faceless corporations or institutions. Working to influence your "zoning commission" is less effective than learning the names of each person on the commission and working to influence them personally and directly.
- Don't think of your "target" as someone to attack. A target is an individual or group of individuals who can make your goal achievable; don't assume they are against your goal. Sometimes public officials and other people with influence are simply not educated on an issue. When you start your campaign, start with the belief that you can educate people to agree with your side of the issue, including politicians and officials in your community. Try not to alienate anyone; you need every friend you can make.
- Whoever your target is, hold them accountable for any promises they've made or anything they've publicly stated. This is why video or audio taping every meeting or encounter can be so important. Publicly thank people for things they've done right and publicly criticize them for things they've done wrong. Don't forget to encourage and praise your elected officials in the media and in public meetings when they do something right.

2. Maintaining Professionalism

- Do not claim information is factual unless you have the facts to back it up. Besides losing credibility, you don't want to risk being sued. If you want to raise an issue but don't have the facts, pose your information as a question.
- Only you and your group can decide which tactics are best suited to your region or problem. No matter what you decide, make sure you always stay within the boundaries of the law.
- It is critical that you remain professional and levelheaded during your entire campaign. This is especially true when you are in public and working with the press. Work to upset your opponent, or try to outsmart them in debate, but never turn your campaign into a screaming match – your group will lose supporters and credibility.
- Before you go to any public meeting or meet the media, try to anticipate what the other side is likely to do and what your response will be. Practice with other group members by having them pretend to be the opposition. Have them try to undermine you and get you to lose your 'cool'. This will help prepare you in the event things do get heated.
- When planning tactics or press events, time is usually the biggest constraint. To manage your time effectively, set a deadline in the future, such as the date of a public hearing or when you want to have a press conference. Then determine what steps are needed to reach your goal by that date. The easiest way to do this is to start with your deadline and plot the steps backwards along a timeline, to know when you should begin or implement each phase of your planning. Be realistic about how long each task might take.

3. Getting Noticed

- **Get the word out.** To do that, people need to hear your message – a clear message – over and over. Take your group's fliers to county fairs, church gatherings, PTA meetings, local restaurants, community functions, or any place where people might gather. Make sure to invite these people to your next meeting.
- **Put a face on your issue.** Generalities are not as interesting as personal stories, so get the people who've been affected by factory farms to give testimonials. Showing photos of factory farms or of the pollution created by factory farms will help people understand the threat in a more personal way. (See **Appendix C-6a** and **C-6b** for sample testimonials.)
- **Make your campaign visible.**
 - Have demonstrations, rallies and marches.
 - Have a booth at community events.
 - Print t-shirts, bumper stickers, buttons, signs, hats, etc., with your campaign slogan and sell these items at your booth.
 - Make smaller signs to fit in the windows of homes or businesses, or larger signs that can be posted in front yards or along highways.
 - Signs are not allowed in public hearings, but paper fans are. Have some printed with a simple slogan like: *FARMS not FACTORIES.*

- Organize a peaceful drive-by protest. Assemble as many cars as possible and slowly drive by the facility with headlights on. This was done in Knox County, Illinois, which attracted TV crews to the citizens' display of concern.

4. Putting Your Research To Work

- Bring a large map of your county/municipality to public events and:
 1. Highlight the lands of those opposed to the CAFO in a bright color. This shows the amount of opposition to the CAFO.
 2. Highlight the barn sites at the CAFO in another color.
 3. Highlight land for manure disposal that is located outside a 5-mile radius from the proposed CAFO in a third color to show the area where it is not economically feasible or safe to transport the manure and where such transport may damage county roads.
 4. Highlight a tri-county map showing distances and levels of odor zones, e.g., two mile radius, five mile, ten, etc.

This map will show that this is not just an issue for 'neighbors' of the CAFO; it's an issue that affects everyone in the community.

- Develop a plan for presenting your case to the appropriate governmental body (planning and zoning, county board, etc.). You should involve a number of citizens with diverse backgrounds, including both farmers and rural non-farmers.
- If the factory farm has not yet started to operate, assemble a group of people and take a day trip to another area where a CAFO is already operating. Knock on doors and talk with the neighbors. Video and interview them if they will allow it. Write down your experience and use this as testimony during a public hearing or when interviewing with the media.
- Have someone who lives next to a CAFO travel to your hometown to testify at a public hearing. Groups in many states have done this with great success.
- Find out if local farmers are taking "free" manure from the site. Consider crafting a "covenant against manure dispersal." Circulate this agreement to farmers in the community. The covenant should state that spreading manure over farms around the CAFO is not an appropriate means of disposing of waste from the factory farm.
- Compare the waste from the animals in human population equivalents. For instance, because one 1,400-pound dairy cow alone produces 21 times more waste than an average human, a 10,000 head CAFO can produce the same amount of waste as a city of 210,000 people. Use these calculations at public events to help people understand the enormity of the problem.

5. Getting Political

- Contact County Board members and send them a letter stating your concerns. Ask your friends and neighbors to do the same, and ask that they supply you with a copy for the group. Make sure to date your letters and always keep copies of them in your files.