



Field to Market[®]
CONTINUOUS IMPROVEMENT
ACCELERATOR



ACADEMY

Welcome!

Academy Goals



Explore how Field to Market's Continuous Improvement Accelerator can help advance your organization's sustainability goals and objectives



Craft and implement successful sustainability projects with farmers and supply chain partners across the U.S.

Agenda

DAY 1

- **Continuous Improvement Primer**
- **Continuous Improvement:** Key principles for success
- **Farmer Engagement:** Best practices for recruiting and retaining growers in sustainability projects

DAY 2

- **Fieldprint Platform:** Overview and establishing project benchmarks
- **Assuring Credible Communications:** Exploring opportunities to credibly communicate about project outcomes
- **Sustainability Storytelling:** Crafting messages that resonate with key stakeholders across the value chain

Anti-Trust Statement

It is Field to Market's strict policy to fully comply with both the letter and the spirit of all applicable state, federal and international antitrust laws. Because competitors may be present at this meeting, several topics of conversation must be avoided. In general, the types of discussion that must not occur are those that may suggest or imply agreements among competitors with respect to: prices; terms of sale, discounts, credit or any other such items that could impact prices. Other topics that must be avoided include the allocation of customers, markets or territories; bid-rigging; and group boycotts or joint refusals to do business with others.

Field to Market will conduct this meeting in a manner that complies with all applicable antitrust laws. If at any time during the course of the meeting a participant believes that a topic prohibited under the antitrust laws is being discussed, or is about to be discussed, they should advise the facilitator and chair who will halt any further discussion.

Housekeeping – Virtual Attendees

- Please stay muted with cameras off, except for breakout sessions and facilitated discussions
- Breakout sessions will be conducted automatically via Zoom
- Use the “Speaker View” to follow along with current presenters
- Questions? Use the chat box to reach Field to Market staff
- Key Resources are available for download in the chat box
- All resources available on Member Portal, including session recordings and slides
- If you have dialed in, please let Field to Market staff know in the chat box in order to sync your audio and video

Housekeeping – In-Person Attendees

- **Masks are required during the Academy and other Field to Market events this week.**
- We will have designated breaks where you can grab a snack or use the restroom.
- Please feel free to use your laptop to access relevant materials during the session.

Getting to Know You

Virtual Participants

- Jared Clevenger, Bartlett Grain
- Vaughn Duitsman, Bartlett Grain
- Ellie Murphy, Consolidated Grain and Barge
- Drew Kessler, Houston Engineering
- Doug Thomas, Houston Engineering
- Nathaniel Baeumler, Houston Engineering
- Gracie Russell, Ingredion
- Sally Shaver, National Corn Growers

In-Person Participants

- Julie Savoie, CropLife America
- Sean McMahon, Iowa Ag Water Alliance
- Jeff Frye, Kontoor Brands
- Keith Pitts, Marrone Bio
- Chris Fennig, MyFarms
- Jennifer Nelligan, NACD
- Austin Brown, Riceland Foods
- Adam Shea, Riceland Foods
- Kaitlin Conklin, Sound Agriculture

Please tell us your name, role, organization, where you are in your project (beginning to think about it, planning, in-process and how long) and what you hope to take away from this Academy

Meet Field to Market's Staff



Betsy

HICKMAN

Vice President, Stakeholder
Engagement & Implementation

*Sustainable Sourcing Strategy,
Goal Setting, Project Design*



Allison

THOMSON

Vice President, Science &
Research

*Metrics, Land Use Change
Modeling, Science Advisory Council*



Lexi

CLARK

Program Director

*Continuous Improvement Strategy,
Project Design, Implementation,
Farmer Retention*



Paul

HISHMEH

Data & Technology
Director

*Fieldprint Platform, QDMP
Network, Technology Advisory
Council*

INTRODUCTIONS



Eric

CORONEL

Research Analyst

*Sensitivity Analysis, Metrics,
Data Analysis*



Jamie

RICHARDS

Executive Assistant &
Office Manager

Events, Member Database



Carter

PURCELL

Communications &
Membership Manager

*Communications, Membership
Needs, Awards & Recognition*



Kelly

MURRAY YOUNG

Educational Resource Manager

*Education & Outreach, Trusted
Advisers*

Agenda

DAY 1

12:30 | Welcome

**1:00 | Getting Started with the Continuous
Improvement Plan**

1:45 | Break

2:00 | Project Administrator Discussion

Phoenix Dugger

Kaylyn Groce

2:30 | Project Implementation

3:15 | Farmer Engagement

Brandon Hunnicutt

Leslie Fisher

4:00 | Break

4:15 | Putting Ideas into Action

5:00 | Adjourn

Learning Objectives

By the end of today's session, you will be able to:

- Communicate the benefits of Field to Market's approach to accelerating continuous improvement to internal and external stakeholders
- Create a compelling project vision for your project's selected continuous improvement
- Highlight lessons learned from experienced Field to Market Project Administrators supporting ongoing projects

CONTINUOUS IMPROVEMENT

ACADEMY

Getting Started with the Continuous Improvement Plan

TRANSLATING SCIENCE INTO ACTION

Backed by the industry's leading pre-competitive sustainability measurement framework, Field to Market's **Continuous Improvement Accelerator** supports farmers and organizations in making decisions based on science, enabling the entire value chain to catalyze action across the agricultural landscape.





Standardized approach to Projects:

- Harnesses **multi-stakeholder collaboration**
- Advances **locally-led conservation solutions**
- Offers flexible approach through **three unique project pathways**
- Generates **shared value** and **improved environmental outcomes**
- Prioritizes **transparency** to strengthen public confidence
- Creates a clearinghouse for **credible action**

SUPPORTING FARMERS' JOURNEYS OF CONTINUOUS IMPROVEMENT

**AWARENESS**

- Aid farmers in gaining a better understanding of how management practices intersect with sustainability outcomes
- Utilize unique capabilities to help more farmers get started on a journey of continuous improvement
- Create the enabling conditions needed to help farmers get more engaged in sustainable agriculture

**KNOWLEDGE**

- Help farmers unlock improved profitability and productivity by managing for sustainability
- Harness data to support farmers in improving environmental outcomes while pursuing greater operational efficiencies
- Equip farmers with performance baselines, peer-benchmarking and strategies to improve

**IMPACT**

- Enable farmers overcome the barriers to adopting practices that lead to improved sustainability outcomes
- Share in the agronomic and financial risk that farmers face when pursuing management changes
- Support farmers in making transition to new practices and quantifying the related sustainability impact

THROUGH CREDIBLE ACTION TO ACCELERATE CONTINUOUS IMPROVEMENT

1

 Creating Enabling Conditions for Conservation

- Focuses on farmer outreach and education
- Engages farmers on the connection between their management practices and at least one sustainability indicator
- Creates an on-ramp for farmers to engage more deeply with sustainability



INCUBATION
PROJECTS

2

 Building Sustainability Insights

- Enables farmers to learn through measurement
- Partners with farmers to utilize sustainability metrics to analyze performance
- Offers systems-level approach for farmers to assess and benchmark sustainability of their operations



INSIGHT
PROJECTS

3

 Driving Sustainability Impact at Scale

- Offers tangible support to help farmers overcome agronomic and financial risks of adopting new practices
- Helps farmer transition to practices that improve environmental outcomes
- Goes beyond measurement to drive and quantify impact at scale



INNOVATION
PROJECTS

EXPLORE YOUR ROLE IN SHAPING IMPACTFUL PROJECTS

GROWERS	IMPLEMENTATION PARTNERS	PROJECT SPONSORS
COHORTS OF ENGAGED FARMERS	AGGREGATORS & PROCESSORS AG SERVICE PROVIDERS GOVERNMENT AND ACADEMIA CONSERVATION DISTRICTS NGOs GROWER ORGANIZATIONS	BRANDS AND RETAILERS AGRIBUSINESSES GROWER ORGANIZATIONS NGOs UNIVERSITY EXTENSION

Bringing on Additional Project Sponsors

Your project's performance sparks interest in a potential sponsor. What needs to happen?

1. Will the new sponsor's investment change the projects' goals and objectives?
 - What investment is needed?
 - Are there enough additional growers and acres in the supply shed to meet the combined goals?
2. Determine how co-sponsors will share any related product volumes
 - Specific partners may have specific volume needs
 - How will the First Aggregator/QDMP account for the separate needs?
 - What happens if there are shortfalls?

Bringing on Additional Project Sponsors

Your project's performance sparks interest in a potential sponsor. What needs to happen?

3. Determine how co-sponsors will share in communication
 - Some project structures may allow co-sponsors to communicate separately if growers are assigned to specific sub-projects
 - Some projects require “joint statements” with all partners referenced



Determining Grower and Acreage Targets



Sourcing Focus

Sourced Volumes



Effect Focus

Acreage Impacted



Influence Focus

Number of Growers Influenced/Engaged

A warm, orange-toned photograph showing two people shaking hands. The person on the left wears a blue and white plaid shirt, and the person on the right wears a red and white plaid shirt. In the background, several ears of corn are visible. The word "BREAK" is written in large, white, bold, sans-serif capital letters across the center of the image, with a thin white horizontal line above it.

BREAK

CONTINUOUS IMPROVEMENT

ACADEMY

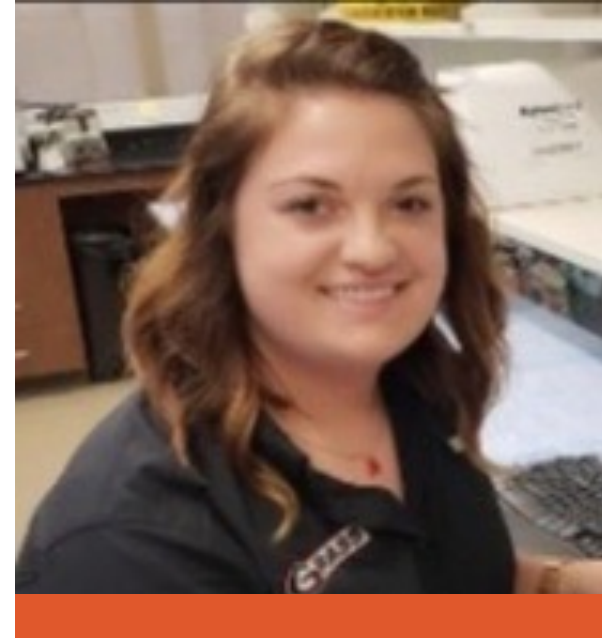
Project Administrator Discussion



Phoenix

Dugger

Manager | Corporate Social
Responsibility
Ardent Mills



Kaylyn

Groce

Cotton & Peanut Sustainability
Educator
University of Georgia

IMPLEMENTATION

ACADEMY

Project Implementation



Climate Change Metrics

- **Greenhouse Gas Emissions (GHG)**- estimates a field's contributions to atmospheric greenhouse gases
- **Energy Use** - component of GHG, measure of resource use efficiency
- **Soil Carbon** - important to offset emissions, and to build resilience to extreme weather events



Ecosystem Conservation Metrics

- **Land Use** measures the productivity of the land
 - Planted area used to produce a unit of crop output
- **Biodiversity** measures the capability crop fields to support diverse habitats
 - Uses Habitat Potential Index (HPI)



Soil Health & Soil Quality Metrics

- **Soil Conservation** - estimates amount of soil lost due to water and wind erosion
 - Erosion - primary indicator of soil health and determinant of soil carbon
- **Soil Carbon** - indicator of how likely it is that soil is gaining or losing carbon
 - Carbon - important for soil health, climate mitigation and builds the resilience of the soil to extreme weather events

Water Scarcity & Water Quality Metrics

Irrigated Water Use

- Measures **efficiency**- volume of water applied (acre-in) per unit of yield above the non-irrigated yield estimate
- Field to Market provides a standard **irrigation volume estimation tool** to help producers calculate how much water was applied





Water Quality Metrics

- **Water Quality** - likelihood that a field is losing nutrients and chemicals in runoff
- **Soil Conservation** - soil lost in runoff

EXPLORE YOUR ROLE IN SHAPING IMPACTFUL PROJECTS

GROWERS	IMPLEMENTATION PARTNERS	PROJECT SPONSORS
COHORTS OF ENGAGED FARMERS	AGGREGATORS & PROCESSORS AG SERVICE PROVIDERS GOVERNMENT AND ACADEMIA CONSERVATION DISTRICTS NGOs GROWER ORGANIZATIONS	BRANDS AND RETAILERS AGRIBUSINESSES GROWER ORGANIZATIONS NGOs UNIVERSITY EXTENSION

EXPLORE YOUR ROLE IN SHAPING IMPACTFUL PROJECTS

GROWERS	IMPLEMENTATION PARTNERS	PROJECT SPONSORS
<p>Assess sustainability outcomes of management practices</p> <p>Connect with technical and financial support</p>	<p>Connect project sponsors with engaged growers</p> <p>Provide technical support to growers</p> <p>Offer local expertise, tools and resources to project sponsors</p>	<p>Shape project design and goals</p> <p>Access aggregate sustainability data</p> <p>Provide financial support and incentives to growers</p>

EXPLORE YOUR ROLE IN SHAPING IMPACTFUL PROJECTS

GROWERS

IMPLEMENTATION PARTNERS

PROJECT SPONSORS





Finding Implementation Partners

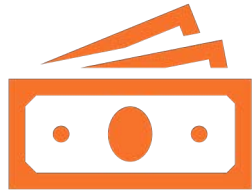
Take advantage of existing work in a supply shed of interest

- Relationships on the ground
- Build on existing grower outreach
- Extra capacity within a supply shed/cooperative

Expertise with desired environmental outcome

Win-Win | Support capacity building at the local-level

Project Incentives



Financial
Assistance



Technical
Assistance



Market
Access

CONTINUOUS IMPROVEMENT

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Farmer Engagement

A man and a woman are crouching in a field of young corn plants. The woman, on the left, is wearing a blue and white plaid shirt, black pants, and a brown baseball cap. She is holding a smartphone in her right hand and pointing with her left hand towards the ground. The man, on the right, is wearing a light-colored short-sleeved button-down shirt, blue jeans, and a brown baseball cap. He is looking down at the ground. The field is filled with small green corn seedlings in rows. The background is a soft-focus field of similar plants under a warm, golden light, suggesting late afternoon or early morning.



Brandon
Hunnicutt

Farmer
Hunnicutt Farms, National Corn
Growers Association



Leslie
Fisher

Resource Conservation s
Benton County Soil & Water
Conservation District

A large group of people, including men, women, and children, are gathered in a grassy field. They are standing in small groups, some looking towards the camera and others looking away. In the background, there is a large, white, arched barn. To the left of the barn, there are several small white tents or canopies. To the right, there are some vehicles, including a white van and a white truck. The field is surrounded by trees in the distance.

What's the most important part of engaging farmers?

Building Trust!

This takes time, and is best done at the field level scale

A warm, orange-toned background image showing two people shaking hands. The person on the left wears a blue and white plaid shirt, and the person on the right wears a red and white plaid shirt. In the background, there is a cornucopia of food, including ears of corn and various vegetables. A white tablet is visible in the lower left corner. The word "BREAK" is centered in white, bold, sans-serif font, with a thin white horizontal line above it.

BREAK

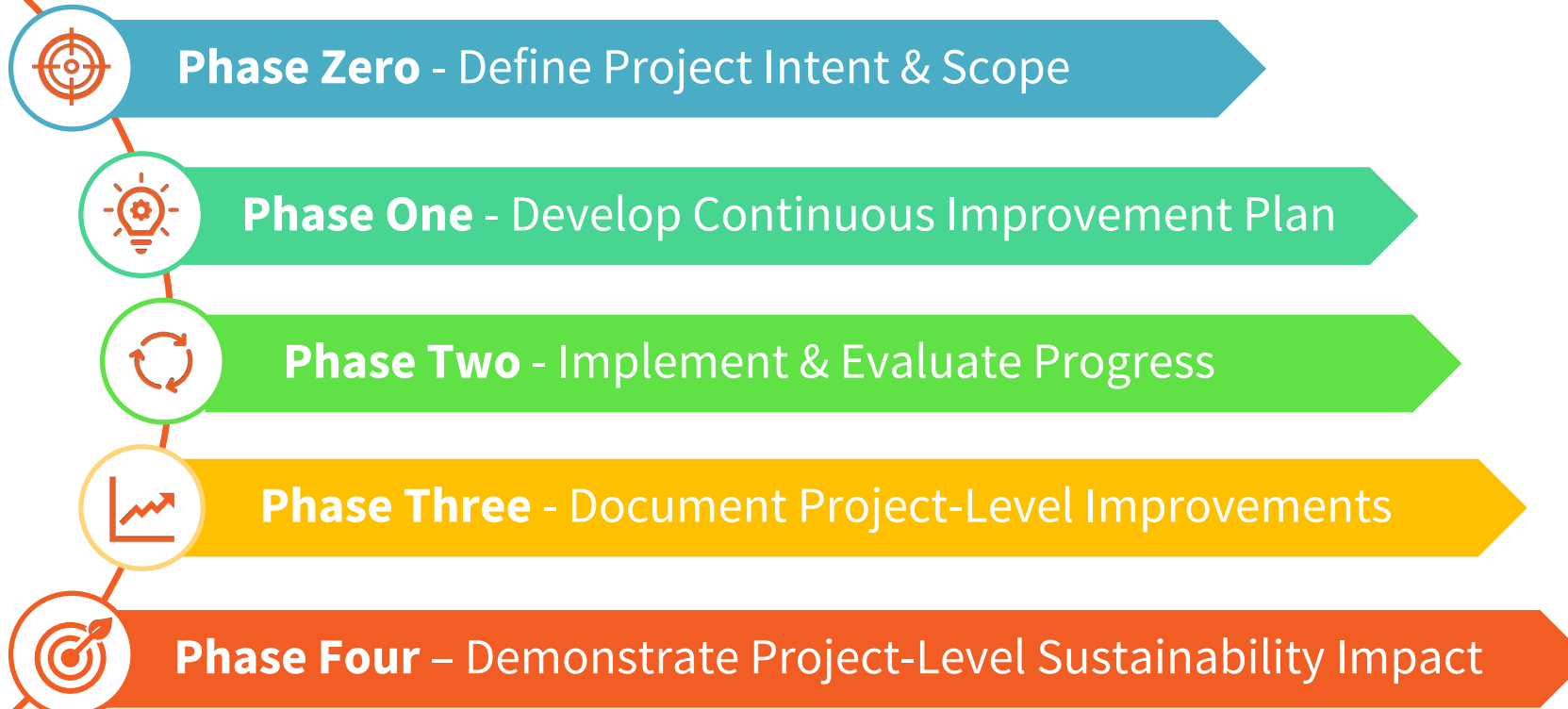
CONTINUOUS IMPROVEMENT

ACADEMY

Putting Ideas Into Action

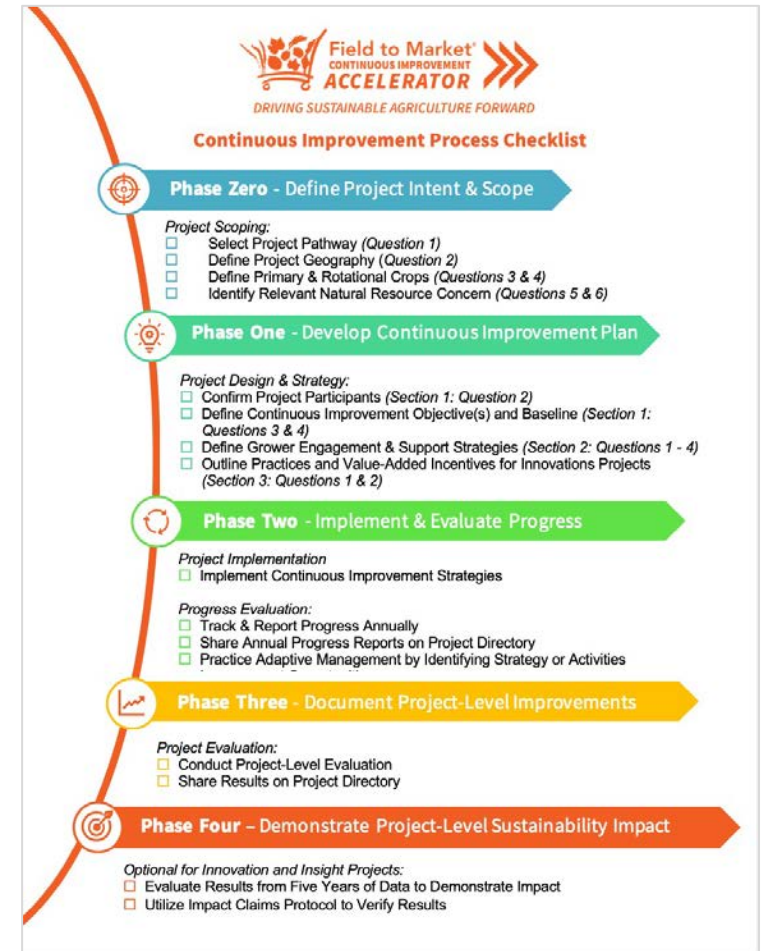


CONTINUOUS IMPROVEMENT PROCESS



Planning & Implementation Resource

- Available in the Member Portal
- **Continuous Improvement Process Checklist** will guide you through the steps needed to comply with the Process-Based Standard
- Color-Coded Planning Forms contain the questions referenced





Phase Zero - Define Project Intent & Scope

- Define Project Intent
- Scope Project Boundaries
- Identify Locally-Relevant Natural Resource Concern(s)
- Map and Engage Stakeholders



Phase Zero Resources

- Available in the Member Portal
- The **Project Registration Form** will guide you through the first step needed to register your project
- The **Identifying Natural Resource Concerns Quick Start Guide** can inform regional issues to address
- You can register as a **Prospective Project** after completing Phase Zero or complete Phase One to register as an **Active Project**

PROJECT REGISTRATION



Field to Market's Continuous Improvement Accelerator harnesses the power of collaboration and shared solutions to deliver sustainable agriculture.

Each project in the Accelerator is designed to improve continuous improvement while also contributing to the overall goals of the Accelerator.

By registering a project, you agree to the terms and conditions of the Accelerator and create a standard for your project's contributions to the Accelerator.

Effective August 1, 2019, the Continuous Improvement Accelerator will be a public-facing platform on an annual basis.

PROJECT REGISTRATION
The following information is for public use.

1. Project Registration
Please click the link below to register your project.

2. Project Registration
Provide the following information to register your project.

3. Project Registration
Provide the following information to register your project.

4. Project Registration
Provide the following information to register your project.

5. Project Registration
Provide the following information to register your project.

6. Project Registration
Provide the following information to register your project.

7. Project Registration
Provide the following information to register your project.

ASSESSING YOUR PROJECT'S TARGETED NATURAL RESOURCE CONCERNS

Launched in 2019, Field to Market's Continuous Improvement Accelerator harnesses the power of collaboration across the agricultural value chain to implement locally-led conservation solutions and deliver sustainable outcomes through member-led Continuous Improvement Projects.

As you design and register a Continuous Improvement Project, you will be asked to identify what key natural resource concerns — those areas of impact on the health of soil, water, air, plants and animals in the region your project operates in — will be targeted by your continuous improvement goals, objectives and strategies.

Use this resource to explore how Field to Market's science-based metrics correspond to key natural resource concerns, and learn how to identify solutions for addressing natural resource concerns where your project is located.



© Field to Market

How do I identify the key natural resource concerns within my project boundaries?

Key natural resource concerns can be identified through a variety of sources. We encourage you to review the following resources and contact expert organizations to ensure your project's continuous improvement goals and objectives are relevant to the location of the project.

- NRCS Critical Conservation Areas Resource Concerns Priorities
- EPA Impaired Waterways
- NRCS & USFWS Working Lands for Wildlife Target Areas
- NRCS Landscape Conservation Initiatives
- NRCS National EQIP Initiatives



Phase One - Develop Continuous Improvement Plan

- Register as Prospective Project (Optional)
- Confirm Project Participants
- Participant Planning & Coordination
- Develop Continuous Improvement Plan
- Submit Project Registration & Supporting Documentation



Phase One Resources

- The **Continuous Improvement Plan Form** will guide you through the final step needed to register your project
- Utilize the **Goals & Objective Setting Quick Start Guide** to shape your plan's strategy
- You can now register as an **Active Project** on the **Project Directory**

CONTINUOUS IMPROVEMENT PLAN



SECTION 1: CONTINUOUS IMPROVEMENT GOAL(S) & OBJECTIVE(S)

The following components must be completed and on file with Field to Market before a project can be registered as a Continuous Improvement Project.

1. Project Summary

Provide a brief summary of your project's improvement goals and objectives. Click here to learn more.

2. Multi-Stakeholder Engagement

Sponsors

Provide a list of sponsors (financially or in-kind) who are supporting your project. Click here to learn more.

Partners

Please provide a list of partners who are contributing to your project's success. Market's license requires that you have at least one partner. Click here to learn more.

3. Continuous Improvement Goals & Objectives

Please list the goals and objectives that your project is working to achieve. Goals are the outcome you are looking to achieve. Objectives outline the strategies and activities that will help you achieve this outcome.

CONTINUOUS IMPROVEMENT GOAL & OBJECTIVE SETTING

Establishing mutually agreed upon continuous improvement goal(s) and objective(s) with sponsors and partners is crucial to your project's success. These critical elements will form the foundation of your project's Continuous Improvement Plan.

Goals are the outcome you are looking to achieve. Objectives outline the strategies and activities that will help you achieve this outcome.

Defining Your Project's Continuous Improvement Goal

Each project, regardless of pathway, is asked to describe the continuous improvement goal that form the basis of the project's Continuous Improvement Plan. This goal serves as the north star for the project by defining clear targets for documenting and demonstrating how the project supports participating farmers in accelerating continuous improvement in a specific sustainability outcome. Collectively working to define the intended outcome up front is time well spent. By engaging fellow sponsors and partners in this critical design step, you are able to also identify potential challenges to achieving your goals such as capacity, economic barriers, competition, market, or resource challenges.

As you craft your continuous improvement goal, reflect on what capabilities and resources your project can uniquely offer to help participating farmers advance on

their journey of continuous improvement. To inform your goal statement, it may be helpful to reflect on the underlying intent of the Project Pathway you selected; the natural resource concerns where your project is located; and the collective sustainability priorities of the sponsors and partners engaged in the project. To aid you in drafting your project's goal statement, work through the questions on the following page.





Phase Two - Implement & Evaluate Progress

- Implement Continuous Improvement Strategies
- Track and Report Progress Annually
- Employ Adaptive Management



Phase Two Resources

- The **Project Annual Report** will guide you in reporting progress against stated goal(s) and objective(s)
- Reference the **Understanding Claims Quick Start Guide** to learn which claims your project is eligible to make upon submitting your Annual Report
 - **Participation Claims**
 - **Measurement Claims**
 - **Adoption Claims**
 - **Trends Claims**





Phase Three - Document Project-Level Improvements

- Conduct Project Level Evaluation
- Document & Publicly Share Project-Level Results



Phase Three Resources

- The **Project Evaluation** will support you in documenting the results of your project
- Upon submission, your narrative will be shared publicly on the **Project Directory**
- Your project is **eligible to make participation, measurement, adoption** and **trends claims** in your project evaluation.

PROJECT EVALUATION



Project Evaluation (Required for Multi-Year Projects)

Provide a narrative description evaluating the total progress you have made during your project's lifespan against the stated goal(s) and objective(s) in your Continuous Improvement Plan. Please reflect on what continuous improvement strategies and activities were particularly effective in helping you achieve your goal(s) and objective(s) and share any lessons learned along the way. In your description, please reflect on any changes you made in your approach related to adaptive management, noting any challenges in achieving the goal if you feel your progress and/or success was impacted by factors outside of your control (i.e., extreme weather, disease pressures, etc.).

Our goal is to support you in communicating the efforts you have taken to support farmers in accelerating continuous improvement in the targeted sustainability outcome and to create an authentic conversation to better inform stakeholders on the challenges and successes in advancing sustainable agriculture.

[Click here to enter text](#)

PHASE THREE

PROJECT EVALUATION



Phase Four – Demonstrate Project-Level Sustainability Impact

OPTIONAL – Only Insight and Innovation Projects Are Eligible

- Collect Data & Analyze Impact
- Verify Results Using Impact Claims Protocol



Phase Four Resources

- The **Impact Claims Request Form** will support you in quantifying the impact of your project
- Utilize **Impact Claims Protocol** to verify results
- Upon submission and verification, your Impact Claim will be shared publicly on the **Project Directory**

CLAIMS REQUEST



Claims Request
(Please refer to Claims Protocol for Project Eligibility)

1. For which project are you submitting this claims request?

2. What type of claim are you requesting?

- ☐ Measurement
- ☐ Adoption
- ☐ Trends
- ☐ Impact

3. How many growers are included in the claim?

4. How many acres are included in the claim?

5. What is the retention rate of the growers included in the claim?

6. If your claim is related to changes in average metric outcomes, please confirm that weighted averages were used.

- ☐ Yes – Weighted Averages Used
- ☐ No – Describe calculation method: _____

7. What additional methodologies, if any, did you use for calculations?

PHASES THREE & FOUR (OPTIONAL)

CLAIMS REQUEST

Key Resources



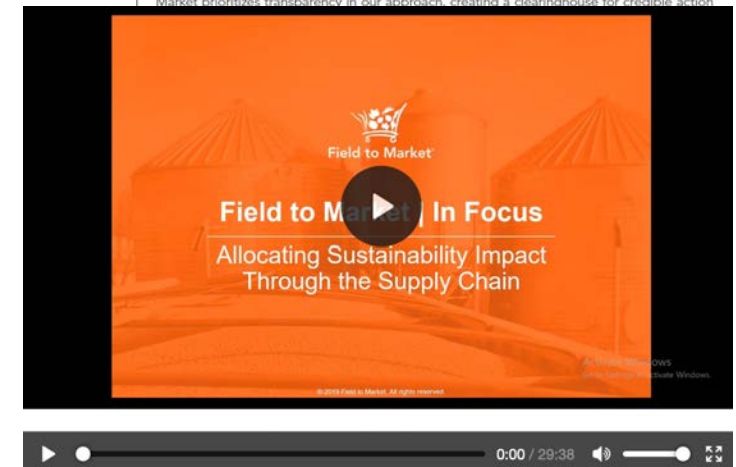
Project Handbook & Quick Start Guides:

- [Claims Enabled in the Accelerator](#)
- [Project Options for Volume Accounting and Supply Chain Claims](#)
- [Continuous Improvement Project Checklist](#)
- [Etc.](#)



On the Field to Market Member Portal

- Sample Project Registrations & Continuous Improvement Plans
- [Project Registration FAQ](#)
- [Continuous Improvement Pathway Descriptions](#)
- [Allocating Sustainability Impact](#) | Field to Market in Focus webinar



Key Resources



Available on Support Portal

- Platform Knowledge Base & User Guides
 - Articles on metrics
- Video Guides for Rotation Template Development



On the Field to Market Member Portal

- [Finding a Data Management Partner for Your Project](#)
- [Fieldprint Platform Version 4.0 Project Administrator Overview](#)

FIELD TO MARKET

Finding a Data Management Partner for Your Project

Field to Market: The Alliance for Sustainable Agriculture envisions a technology landscape in which farmers have wide access to the Fieldprint® Platform's suite of industry-accepted sustainability metrics. To reach this goal, we collaborate with leading farm management, precision agriculture, and decision support providers known as our **Qualified Data Management Partners (QDMPs)** to provide farmers with a robust analysis of their sustainability performance at their fingertips through our Fieldprint® API.

By combining Field to Market's sustainability metrics and algorithms together with precision agriculture, decision support and farm management software solutions, farmers can simultaneously evaluate productivity, profitability and sustainability options as part of their planning process. Use this guide to learn more about the Fieldprint Platform and **explore the capabilities of our current QDMPs**.

WHAT IS THE VALUE OF ENGAGING WITH A QDMP?

Engaging with one of our QDMPs can help your project more efficiently manage sustainability data for your supply chain and benefit from streamlined agricultural data collection and sustainability assessment efforts.

By utilizing existing tools commodity producers rely upon, your project can reduce the burden of data entry for farmers and benefit from the access and reach of these tools when recruiting and retaining growers in your project.

Each of our QDMPs fully integrate Field to Market's eight sustainability metrics, enabling your project to assess sustainability outcomes utilizing a precompetitive measurement framework widely supported by NGOs and universities.

Streamlined supply chain data collection

Reduced data entry burden for growers

Improved grower recruitment

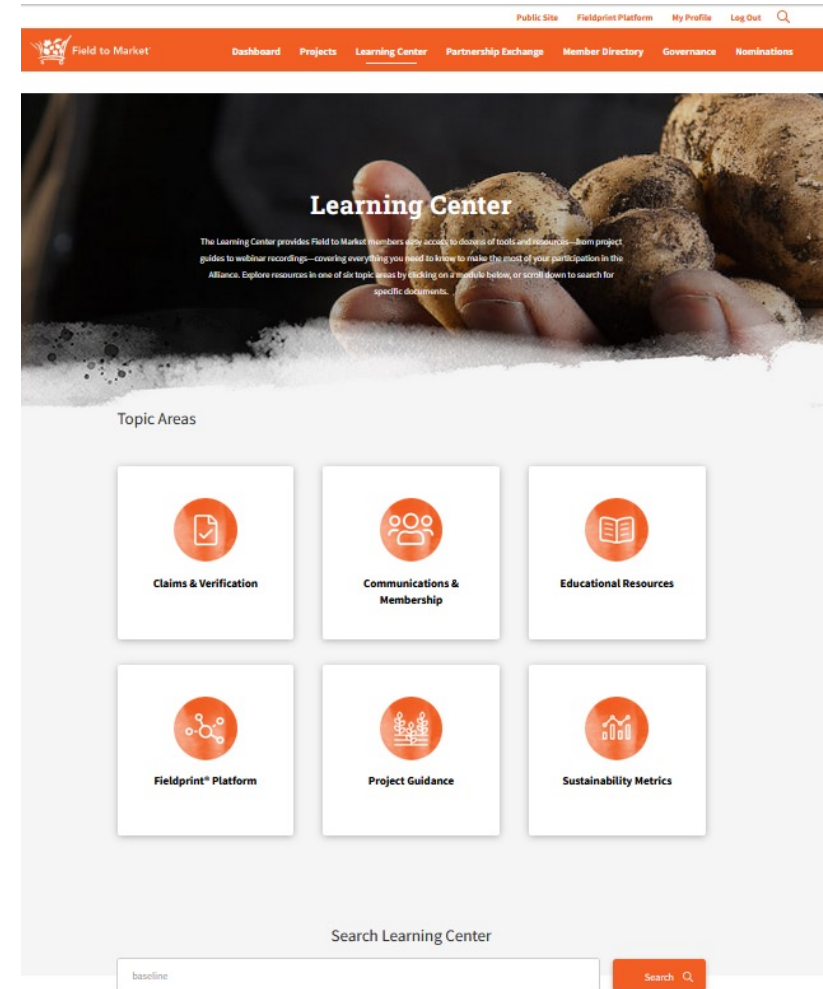
Access to Field to Market's sustainability metrics

In addition to working with a QDMP, farmers and value chain companies also have the option of accessing Field to Market's metrics through our free and confidential web-based [Fieldprint Calculator](#).

Field to Market: The Alliance for Sustainable Agriculture

Wrapping Up

- Key takeaways
- Visit the [Member Portal](#) to Download Key Resources
- See you tomorrow morning!



A photograph of a cotton field at sunset, with a warm orange and red color palette. Cotton bolls are visible on the branches in the foreground and background. The word "ADJOURN" is centered in white, bold, sans-serif capital letters, with a thin white horizontal line above it.

ADJOURN