Encompass Strategic & Business Plan 2021

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Programs

Organizational Consulting

Transformational Consulting

- What
  - 1-2 year, in-depth, culturally-transformational, racial equity consulting engagement aligned with Global Diversity and Inclusion Benchmarks

- Objectives
  - Phase 1: For senior leadership to articulate why racial equity is important to them personally and to the organization and also identify where the organization has room for improvement
  - Phase 2: Create a racial equity plan so everyone in the organization understands why this work is needed to advance the cause of animal protection, their role in racial equity work, and what accountability looks like to make this vision a reality
  - Phase 3: Begin to work on the highest priority issues identified in Phase Two—by the time we complete our work, organizations will have the tools they need to continuously and independently advance racial equity

- Target Audience
  - Primary: Farmed animal protection organizations in the United States
  - Secondary: Funders
  - Secondary: Animal advocates of the global majority

- Encompass Goal
  - Start 2 new organizational clients, in addition to continued work with three existing clients in in-depth, culturally-transformational, racial equity consulting engagement
  - Long-term support (coaching, consulting) to funders who participated in the 2020 Racial Equity Institute for Philanthropists

- Monitoring and Evaluation
  - Participation records - to assess demand for transformational projects
  - Pre and post racial equity concepts survey; client satisfaction survey - to assess Encompass’ performance
  - Phases reports - to gain insight into the challenges and dynamics organizations face, and how Encompass can help them grow
  - 1-year follow up survey - to assess long-term value to the organization; to gauge need for additional services
  - Encompass internal records (time, cost, etc.)

- Budget - Priced according to client’s budget based on latest 990
  - Racial equity contractors hired on a project basis: $24,000
  - Staff salaries and benefits: $30,000
  - Other: $3,800
  - Total: $57,800
Racial Equity Assessment

● What
  ○ Short-term Global Diversity and Inclusion Benchmarks (GDIB)-aligned diagnostic assessment for farmed animal protection organizations. Encompass delivers a report explaining findings and issues an internal racial equity scorecard based on benchmarks developed by the GDIB.

● Objectives
  ○ Provide the organization clarity on where it thrives and where extra attention is needed.
  ○ Provide the organization clarity on metrics to benchmark for future success.
  ○ Provide the organization clarity on the types of racial equity work that are needed to advance and who needs to be involved.

● Target Audience
  ○ Primary: Farmed animal protection organizations in the United States.
  ○ Secondary: Funders, evaluators.

● Encompass Goal
  ○ 3-5 client organizations per year.
  ○ Because the Transformational Consulting work is our priority, we are disincentivizing the Assessment through pricing. However, we recognize that we are able to offer value to organizations who do not know how they perform on racial equity, and so are offering the Assessment as an entry point to prospective client organizations.

● Monitoring and Evaluation
  ○ Participation records - to determine demand for the assessment.
  ○ Client satisfaction survey - to assess Encompass' performance.
  ○ Assessment report - to gain insight into the challenges and dynamics organizations face, and how Encompass can help them grow.
  ○ 1-year follow up survey - to assess long-term value to the organization; to gauge need for additional services.
  ○ Encompass internal records (time, cost, etc.).

● Budget - Priced according to client's budget based on latest 990.
  ○ Racial equity contractors hired on a project basis: $11,000.
  ○ Staff salaries and benefits: $25,665.
  ○ Other: $2,585.
  ○ Total: $39,250.

Ad-hoc and Retainer Services

● What
  ○ Short-term racial equity consulting services for isolated, emergent needs.

● Objectives
  ○ Offering a way for organizations to interface with Encompass around short-term needs. This is not a priority for us organizationally so we are
disincentivizing by having higher rates. However, we recognize that we are able to offer value during individual moments of need.

- **Target Audience**
  - Primary: Farmed animal protection organizations in the United States
  - Secondary: Funders
  - Secondary: Animal advocates of the global majority

- **Encompass Goal**
  - N/A

- **Monitoring and Evaluation**
  - Participation records - to assess demand for transformational projects
  - Client satisfaction survey - to assess Encompass’ performance
  - Phases reports - to gain insight into the challenges and dynamics organizations face, and how Encompass can help them grow
  - 1-year follow up survey - to assess long-term value to the organization; to gauge need for additional services
  - Encompass internal records (time, cost, etc.)

- **Budget**- Priced according to client’s budget based on latest 990
  - Included in Racial Equity Assessment above

### Training

**Racial Equity Institute**

- **What**
  - 1- or 2-day intermediate training in the Spring for people who attended Encompass Institutes in 2020
  - 2-day beginners online training in Fall

- **Objectives**
  - Create shared language and overall racial equity work objectives
  - Explore the ways racism operates in our society and apply that knowledge to our movement
  - Explore the impact of racism on advocates and how that harms organizations and our movement
  - Discuss and strategize how we can create more equity and justice in organizations and our movement

- **Target Audience**
  - Farmed animal protection organizations
    - Top leadership
    - Racial equity champions
  - Individual advocates of the global majority
  - Philanthropists

- **Encompass Goal**
  - 30 participants for both events, including 8 individual advocates on scholarship
• Monitoring and Evaluation
  ○ Participation records - to assess demand
  ○ Pre and post racial equity concepts survey; client satisfaction survey - to assess Encompass’ performance
  ○ Assessment report - to gain insight into the challenges and dynamics organizations face, and how Encompass can help them grow
  ○ 1-year follow up survey - to assess long-term value to the participant; to gauge need for additional services
  ○ Encompass internal records (time, cost, etc.)

• Pricing and Budget - Priced according to client’s budget based on latest 990
  ○ Racial equity contractors hired on a project basis: $18,500
  ○ Staff salaries and benefits: $35,445
  ○ Other: $2,555
  ○ Total: $56,500

Some participants of the 2020 inaugural Racial Equity Institute chose to publish personal essays on their anti-racist journeys on Sentient Media as a collaboration between Our Hen House and Encompass. These essays will be published as a book collection in 2021 with Lantern Books.

Research

State of the Movement Report

• What
  ○ Collaborate with a partner in designing, implementing, and analyzing a survey of farmed animal protection organizations in the U.S. using the Center for Global Inclusion and Green 2.0 as a guide
  ○ Encompass will produce a report explaining findings and issuing a racial equity scorecard for the movement as a whole, based on benchmarks developed by the Center for Global Inclusion

• Objectives
  ○ Provide animal protection stakeholders clarity on where the movement thrives and where extra attention is needed
  ○ Provide the movement clarity on metrics to benchmark for future success
  ○ Provide the movement clarity on the types of racial equity work that is needed and who needs to be involved

• Target Audience
  ○ Farmed animal protection organizations in the United States
  ○ Advocates of the global majority
  ○ Funders and supporters
  ○ Evaluators
  ○ Racial equity field professionals

• Encompass Goal
○ 1 comprehensive survey in 2021 every 3-5 years thereafter to measure progress

● Monitoring and Evaluation
  ○ Participation records, to assess demand for the report
  ○ Longitudinal comparison
  ○ Encompass internal records (time, cost, etc.)
  ○ Report itself:
    ■ Gain insights into the challenges and dynamics organizations face, and how Encompass can help them grow
    ■ Gain insights into how the animal protection movement compares with other social justice movements

● Preliminary Budget - could vary greatly based on collaboration with partners
  ○ Data collection and analysis: $33,000
  ○ Report writing: $2,000
  ○ Staff salaries and benefits: 28,700
  ○ Total: $63,700

Global Majority Advocate Services

Global Majority Caucus

● What
  ○ Leadership Development Program: Executive development cohort for US-based Black, Indigenous, and other People of the Global Majority with demonstrated track record of leadership (e.g. executives, directors, founders, board members)
  ○ Community Building: Four quarterly community building sessions open to all members

● Objectives
  ○ Develop leadership skills
  ○ Build community
  ○ Develop personal resilience

● Target Audience
  ○ Animal advocates of the global majority worldwide

● Encompass Goal
  ○ Serve 10 advocates through leadership development program
  ○ Serve 30 advocates through community building series

● Monitoring and Evaluation
  ○ Participation records - to assess demand for caucus programs
  ○ Caucus member satisfaction survey
  ○ 1-year follow up survey
  ○ Encompass internal records (time, cost, etc.)

● Budget
  ○ Staff salaries and benefits: $42,515
○ Other: $3,785
○ Total: $46,300

Talent Database
• What
  ○ Internal database of mid- and entry-level animal advocates of the global majority, their expertise and professional interests
  ○ Primary resource for identifying candidates for career-building opportunities, including speaking, moderating, board service, paid staff, paid leadership posts, etc.
• Objectives
  ○ Increase exposure of advocates of the global majority in farmed animal advocacy
  ○ Increase the number of advocates of the global majority at all levels in the farmed animal advocacy movement
• Target Audience
  ○ Animal advocates of the global majority worldwide
  ○ Farmed animal advocacy nonprofit organizations worldwide
  ○ Secondary: Plant-based companies worldwide
• Encompass Goal
  ○ 100 advocates in database in 2021
  ○ 10 organizations sourcing from the database in 2021
• Monitoring and Evaluation
  ○ Participation records - to assess demand for database and matching services, both from the advocate, the organization, and the media
  ○ Client satisfaction survey - to assess Encompass' performance
  ○ 1-year follow up survey - to assess long-term value to the advocates; to gauge need for additional services
  ○ Encompass internal records (time, cost, etc.)
• Budget
  ○ Staff salaries and benefits: $28,665
  ○ Other: $1,010
  ○ Total: $29,675

Operations
Organizational Structure and Staffing
• One FT Executive Director, since 2017
  ○ Primary duties: Development, governance, communications, recruitment
  ○ Shared duties: Human resources, strategy, programs
  ○ Sabbatical in 2021 or 2022 - under consideration
• One FT Managing Director, since 2019
  ○ Primary duties: Finance, operations, compliance
  ○ Shared duties: Human resources, strategy, programs
• One FT Executive Assistant, since 2020
• Ad-hoc racial equity consultants as independent contractors on a project basis
• Outsourced: graphic design, web development, executive coaching

Human Resources
• Performance review - quarterly progress reports; yearly review, aligned with quarterly and annual goals, focused on performance improvement, staff development
• Payroll every 2 weeks
• Benefits: paid holidays, unlimited vacation, sick pay, Q-SEHRA health reimbursement, 403(b) retirement plan, professional development stipend

Technology Infrastructure
• Remote work
• GSuite for email, office documents, instant messaging
• Zoom for video conferencing
• Zoho for website, CRM, Caucus/membership, forms, donations, project management

Governance

Board of Directors
• Currently composed of five officers and directors: President, Treasurer, Secretary, and two non-officer board members
• Expertise: Equity building, volunteer management, sanctuary operations, legal, fundraising
• Gaps: Governance

Advisory Council
• Currently composed of 10 active members
• Expertise: Fundraising, nonprofit leadership, corporate campaigns, writing, racial equity, social media, plant-based/cultivated meat disruptors, visual media, legal, financial oversight, public relations
• Gaps: HR knowledge

Finance and Development

Revenue generation
• Fee-for-service model, where organizational clients invest time and financial resources to racial equity, a necessary step to build and demonstrate commitment for this work.
• Fee-for-service model allows Encompass to diversify revenue streams beyond philanthropic fundraising, providing stability for core programs and general operations. Gross profit from consulting programs is used to fund the Global Majority Caucus and to offer subsidies for small groups. Nonprofits in other spaces have been
successful with fee-for-service model\textsuperscript{1} and Encompass is learning from organizations and companies outside the animal movement.

**Development**

- Philanthropic gifts will be the primary source of revenue for the next two to three years and will continue to be an important secondary source of revenue for several years thereafter.
- Development plan includes solicitation from various sources:
  - Animal protection grants
  - Racial equity grants
  - Individual gifts of various sizes
  - Organizational sponsorships for racial equity Institute
  - In-kind professional support (legal, web development, etc.)

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<td>Contributions, grants and gifts</td>
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<td>$307,000</td>
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<td>Program service revenue</td>
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<tr>
<td><strong>Expenses</strong></td>
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<td>Salaries, other compensation, employee benefits</td>
<td>$187,970</td>
<td>$22,100</td>
<td>$26,735</td>
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<td>Professional fees and other payments to independent contractors</td>
<td>$96,265</td>
<td>$7,315</td>
<td>$645</td>
<td>$104,225</td>
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<td>Meetings, conferences and events</td>
<td>$9,920</td>
<td>$820</td>
<td>$1,860</td>
<td>$12,600</td>
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<td>Office: printing, publications, postage, shipping, telecom, supplies</td>
<td>$2,800</td>
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<td>$3,525</td>
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<td>Other Expenses: insurance, business filings, etc.</td>
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<td><strong>Total Expenses</strong></td>
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<td><strong>Net Income</strong></td>
<td>($223,355)</td>
<td>($45,910)</td>
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