



## Encompass Strategic & Business Plan 2022

<b>Programs</b>	<b>1</b>
Membership Program	1
Movement-Wide Training	3
Voices of the Movement Research Report	5
Global Majority Advocate Services	6
Global Majority Caucus	6
Talent Database	7
<b>Operations</b>	<b>8</b>
Organizational Structure and Staffing	8
Organizational Benefits	8
Technology Infrastructure	8
<b>Governance</b>	<b>9</b>
Board of Directors	9
Advisory Council	9
<b>Finance and Development</b>	<b>10</b>
Revenue Generation	10
Development	10
Budget	11
Organization-Wide SWOT Analysis	12
<b>Potential Future Opportunities</b>	<b>12</b>

## Programs

### Membership Program

- **What**
  - A virtual cohort of animal protection organizations committed to advancing racial equity through implementing structural changes and engaging in a community of practice in the movement
- **Objectives**
  - Create a movement-wide space for member organizations to develop solutions, advance initiatives, build connections, and access/share educational resources to further their racial equity work individually and collectively
- **Deliverables**
  - *Commitments*: an action plan developed by Encompass with best practices organizations can commit to over the next several years to create meaningful and measurable change
  - *Resource guides*: member-exclusive resources guides will support organizations and minimize reinventing the wheel; examples include:
    - The role of boards in advancing racial equity
    - How to develop organizational and program metrics to measure racial equity progress
  - *Monthly office hours*: organizational members will be offered 1:1 time with Encompass to discuss individual projects and initiatives
  - *Community building*: space for members to connect with one another, share resources, learnings, challenges, opportunities, celebrate wins, and create accountability
- **Who**
  - *Primary*: Farmed animal protection organizations in the U.S., particularly white run-and-led groups
  - *Secondary*: Movement funders
  - *Beneficiary*: Animal advocates of the global majority
  - *Potential future audience*: Food justice, environmental justice, plant-and-cell based companies



- **Encompass Goals**

- Fully launch the program with robust offerings for member groups
- Have at least 5 organizational members participating across the movement

- **Monitoring and Evaluation**

- Participation records, including level of engagement
- Progress reports from member organizations in advancing the commitments
- Annual satisfaction survey to assess:
  - Encompass' performance
  - The value of offerings
  - Gauge need for additional services
  - Understanding of racial equity concepts
- Encompass internal records (time, cost, etc.)



- **Pricing and Budget**

- *Pricing:* Membership dues collected on a sliding scale fee structure
- *Budget:*

Expense Type	Amount
Racial equity contractors	\$6,275
Staff salaries & benefits	\$89,027
Other	\$23,606
<b>Total</b>	<b>\$118,908</b>

## Movement-Wide Training

- **What**
  - 3 training opportunities for movement advocates over the course of the year led by Encompass consultant, Joshua V. Barr, on topics most important to the movement — examples include: equity 101; unconscious bias; and courageous conversations to create inclusive workspaces
- **Objectives**
  - Strengthen the collective analysis of how racism manifests in individuals, organizations, and the movement and apply an antiracist lens to create systems of accountability for foundational change
- **Deliverables**
  - Advance recommendations identified in the research report (next page)
  - Adopt shared language around racial equity
  - Explore the ways racism operates in our society and apply that knowledge to our movement in specific, concrete, and measurable ways
  - Discuss and strategize how to create more equity and justice in organizations and our movement
- **Who**
  - *Primary:* Staff and board members at U.S.-based farmed animal protection groups, particularly white run-and-led groups
  - *Primary:* White farmed animal protection advocates based in the U.S.
  - *Primary:* Movement funders
  - *Beneficiary:* Animal advocates of the global majority
- **Encompass Goals**
  - 80 participants total, including 5-8 individual BIPGM advocates on scholarship
- **Monitoring and Evaluation**
  - Participation records to assess demand for this offering
  - Pre and post racial equity concepts survey to assess learnings
  - Participant satisfaction survey to assess performance
  - Encompass internal records (time, cost, etc.)
- **Pricing and Budget**
  - *Pricing:* Cost to registrant determined on a sliding scale fee structure
  - *Budget:*

Expense Type	Amount
Racial equity contractor as facilitator	\$10,000
Staff salaries & benefits	\$7,000
Other	\$2,000
<b>Total</b>	<b>\$19,000</b>

## Voices of the Movement Research Report

- **What**
  - Collaboration with Equity Based Dialogue for Inclusion to research and better understand racial inequity in the farmed animal protection movement and propose solutions through data
- **Objectives**
  - Identify the types of racial equity work that is needed and who needs to be involved to guide the movement and its organizations
  - Define and clarify what equity-based opportunities exist to inform and direct animal protection stakeholders to take action
- **Deliverables**
  - Challenge, motivate, and support the movement in taking action
  - Interview, understand, and center BIPGM experiences in the movement
  - Create videos and/or blog posts on each of the report recommendations to expand reach and keep momentum going
- **Who**
  - *Primary:* Farmed animal protection organizations and advocates in the U.S., particularly white run-and-led groups and individuals
  - *Primary:* Movement funders
  - *Primary:* Individual advocates of the global majority
  - *Primary:* Evaluators
  - *Secondary:* Racial equity field professionals
- **Encompass Goals**
  - Publish the report in January/February 2022
  - Hold a movement-wide launch event to unveil the report and findings
  - Share findings and encourage uptake of the report's recommendations with all stakeholders via webinars, conference sessions, and more
- **Monitoring and Evaluation**
  - Usage records and adoption of the report recommendations
  - Longitudinal benchmarking in the next 3-5 years
  - Encompass internal records (time, cost, etc.)
- **Budget**

Expense Type	Amount
Final consulting fee	\$10,000
Report dissemination	\$7,314
Staff salaries & benefits (finalizing the report and uptake of recs themselves)	\$23,686
<b>Total</b>	<b>\$41,000</b>

## Global Majority Advocate Services

### Global Majority Caucus

- **What**
  - A collective of BIPGM individuals joining one another in developing leadership skills, resilience, and sense of belonging/community
- **Objectives**
  - Enhance leadership skills of BIPGM advocates to increase success and diversify the racial makeup of movement leadership and decision-makers
  - Build community to strengthen personal resilience and reduce recidivism
- **Deliverables**
  - *Pitch day and fundraising support:* connect BIPGM advocates with funding opportunities via our pitch day and also offer 1:1 fundraising coaching to BIPGM advocates who are less confident securing funds for their projects or are not yet prepared to get in front of donors
  - *Community Building:* offer various types of monthly virtual community building sessions open to all members
- **Who**
  - *Primary:* Animal advocates of the global majority worldwide
- **Encompass Goals**
  - Host and connect 8 BIPGM advocates with at least 5 funders across the movement via a pitch day
  - Support an additional 5 BIPGM advocates with 1:1 internal fundraising support by reviewing fundraising documents and talking through challenges
  - Serve 50 advocates through cultivating community, in part by hosting 1:1 introductory calls, book club sessions, community check-ins, fun quarterly networking events, weekly Slack communication
- **Monitoring and Evaluation**
  - Participation records to assess demand
  - Annual satisfaction survey
  - Encompass internal records (time, cost, etc.)
- **Pricing and Budget**
  - *Pricing:* Free for all Caucus members (members of the BIPGM community)
  - *Budget:*

Expense Type	Amount
Staff salaries & benefits	\$23,424
Other	\$19,402
<b>Total</b>	<b>\$42,826</b>

## Talent Database

- **What**
  - 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 and 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
- **Deliverables**
  - See "Encompass goals" below
- **Who**
  - *Primary:* Animal advocates of the global majority worldwide
  - *Primary:* Farmed animal advocacy organizations worldwide
  - *Secondary/Potential future audience:* Companies disrupting animal agriculture
- **Encompass Goals**
  - 100 advocates in database in 2022
  - 10 organizations sourcing from the database in 2022
- **Monitoring and Evaluation**
  - Participation records to assess demand for database and matching services, both from the advocate and organizations
  - 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.)
- **Pricing and Budget**
  - *Pricing:* Free for all Caucus members (members of the BIPGM community); TBD on fee for organizations
  - *Budget:*

Expense Type	Amount
Staff salaries & benefits	\$23,600
Other	\$15,530
<b>Total</b>	<b>\$39,130</b>

## Operations

### Organizational Structure and Staffing

- One FT founder and executive director, since 2017
  - Primary duties: Development, governance, communications, recruitment, finance, fundraising, human resources, programs, strategy
  - Shared duties with executive assistant: Compliance, operations
  - Sabbatical taken, 2021
- One FT executive assistant, since 2020
  - Primary duties: Correspondence, scheduling, website maintenance, charitable solicitation, financial reconciliation, miscellaneous needs of ED
  - Shared duties with executive director: Compliance, operations
- One PT caucus and social media manager, since 2021
  - Primary duties: Cultivate and grow caucus community and database, develop and disseminate social media campaigns, monitor social media analytics
- Forthcoming FT program director
  - Primary duties: Design and facilitate tools, resources, and learning sessions, provide coaching and capacity-building, form and cultivate relationships with key strategic partners
- Consultants: executive coaching, accounting needs, facilitate trainings, finalize previous client work with organizations
- Outsourced: Research, graphic design, professional development, financial expertise

### Organizational Benefits

- Fully remote team, health care reimbursement up to \$350/month; 403(b) options; [4-day work week](#), [unlimited vacation](#) with a mandatory minimum of 2 weeks off per year, flexible work hours, monthly remote work stipend, [sabbatical](#) opportunity after 4 continuous years of work, professional development budget, Encompass-owned computer (if needed)

### Technology Infrastructure

- GSuite: email, office documents, instant messaging
- Zoom: video conferencing
- Slack: caucus and training alumni
- Calendly: scheduling
- Zoho: CRM, caucus/membership, forms, donations, project management
- Squarespace: website hosting
- Memberspace and Community Box: Talent Database
- Gusto: payroll
- GiveLively & Stripe: donation management
- PeopleKeep: health reimbursements
- QuickBooks: finance



## Governance

### Board of Directors

- What: Ensure legal and fiduciary compliance of organization via four quarterly meetings, including one annual meeting
- Who: Five officers and directors including a chair, treasurer, secretary, and two non-officer board members
  - Board members serve two-year terms which are staggered each year, to be eligible for reappointment up to a maximum of three consecutive terms
  - Expertise: Equity building, organizing, academic theory, volunteer management, sanctuary operations, legal, fundraising
- Gaps: Governance, HR knowledge



### Advisory Council

- What: Provide advice to the executive director on key Encompass matters
  - Engagement is based on organization need, typically ED reaches out to individuals for support on areas related to the Advisor's core competencies
- Who: 11 active members
  - Expertise: fundraising, nonprofit leadership, corporate campaigns, writing, racial equity, social media, plant-based/cultivated meat disruptors, visual media, legal, financial oversight, compliance, executive visioning, public relations, academic theory
- Gaps: Governance

## Finance and Development

### Revenue Generation

- Membership fee structure allows Encompass to diversify revenue streams beyond philanthropic fundraising, providing stability for core programs and general operations. Membership program profit is used to subsidize the true cost of the program, with any surplus supporting the Global Majority Caucus.
  - Nonprofits in other spaces have been successful with collecting membership dues and fee-for-service.<sup>1</sup> Encompass is learning from organizations and companies outside the animal movement and consulting with legal counsel.
- Mainstream movement organizations must make a financial investment to advance racial equity, a necessary step to build and demonstrate commitment for this work.

### Development

- Foundation gifts are the primary source of funds
- Development plan includes solicitation from various sources:
  - Animal protection grants via foundations
  - Racial equity grants via foundations
  - Individual gifts of various sizes and recurrence
  - Organizational membership dues
  - In-kind professional support e.g. legal, web development, etc.



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<sup>1</sup> <https://grantspace.org/resources/knowledge-base/earned-income/>  
<https://www.snpo.org/funding/earnedincome.php>  
[https://ssir.org/articles/entry/nonprofits\\_many\\_roads\\_to\\_revenue\\_generation?utm\\_source=Enews&utm\\_medium=Email&utm\\_campaign=SSIR\\_Now&utm\\_content=Title#](https://ssir.org/articles/entry/nonprofits_many_roads_to_revenue_generation?utm_source=Enews&utm_medium=Email&utm_campaign=SSIR_Now&utm_content=Title#)

## Budget

	Programs	Management & General	Fundraising	Total
<b>Income</b>				
Grants and gifts			\$287,000	\$287,000
Membership program revenue	\$100,500			\$100,500
<b>Total Income</b>	<b>\$100,500</b>	<b>\$0</b>	<b>\$287,000</b>	<b>\$387,500</b>
<b>Expenses</b>				
Program expenses: Salaries, other compensation, employee benefits	\$168,015	\$45,670	\$45,594	\$259,278
Professional fees and payments to contractors	\$20,300	\$7,715	\$845	\$28,860
Meetings, conferences, and events	\$10,055	\$700	\$3,250	\$14,005
Office: printing, publications, postage, shipping, telecom, supplies	\$2,094	\$1,055	\$674	\$3,823
Other expenses: accounting and legal, travel, reserves, etc.	\$64,400	\$9,000	\$8,300	\$81,700
<b>Total Expenses</b>	<b>\$264,864</b>	<b>\$64,140</b>	<b>\$58,663</b>	<b>\$387,667</b>
<b>Net Income</b>	<b>(\$164,364)</b>	<b>(\$64,140)</b>	<b>\$228,337</b>	<b>\$(166)</b>

## Organization-Wide SWOT Analysis

### Strengths

- Tailored and unique racial equity support and offerings for the movement
- Significant authentic connections across the U.S. sector of the movement
- Expertise on farmed animal protection issues and movement
- Expertise in racial equity concepts and implementation
- Leading by example, e.g.: racial representation of staff, leadership/decision-makers, board; work-life balance; pay transparency; open communication; etc.
- Nimble
- Financial health
- Project execution, e.g.: book, research project, training, etc.

### Weaknesses

- Understaffed for program implementation
- Talent database user experience is subpar and technology isn't sufficient
- Finance comprehension

### Opportunities

- Caucus growth and engagement
- Social media
- More collaborations outside the movement
- Membership program
- Additional research
- Book outreach
- Global expansion
- Speaking engagements

### Threats

- White supremacy culture; in individuals, organizations, and the movement
- Lack of interest in Encompass' programs/offerings
- No succession plan
- Not consistent on what types of events we respond to both internally in the movement and in society/globally

## Potential Future Opportunities

### Explore Expansion

- Plant-based/cultivated meat industries
- Other social justice movements with a focus on those most impacted by animal agriculture e.g. labor/workers, environment, climate change, public health
- Broader animal protection movement, beyond farmed animal protection