



ANIMAL CHARITY  
EVALUATORS<sup>SM</sup>

## FAUNALYTICS QUESTIONNAIRE, 2019

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## BUDGET AND RESOURCE ALLOCATION

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### Budget information

#### 1.1 | What were your charity's total expenditures in 2018?

\$238,168

#### 1.2 | What were your charity's total expenditures in the first six months of 2019?

\$107,874

#### 1.3 | What was your charity's total revenue in 2018?

\$369,106

#### 1.4 | What was your charity's total revenue in the first six months of 2019?

\$180,683

#### 1.5 | What were your charity's other assets in 2018?

\$0

#### 1.6 | What were your charity's other assets in the first six months of 2019?

\$0

#### 1.7 | Did your charity receive any large (>20% of its budget) grants in the past two years?

Yes. We received donations from two large donors, one directly and one through a DAF. In 2018 these accounted for about a third of our revenue. We are actively seeking to broaden our major donor base to sustain growth and reduce risk.

**1.8 | If your charity receives any restricted donations, approximately how much did it receive in the past year, and what programs did that support?**

In the past year, Faunalytics received \$102,875 in restricted funds for our independent research program and \$16,000 restricted for our research library.

**1.9 | If your charity has any revenue-generating programs, how much revenue did they generate in 2018 and the first six months of 2019?**

Partner project revenue was \$31,500 in 2018; \$0 in the first six months of 2019.

**1.10 | Did you set a fundraising goal for last year? If so, did you meet it?**

Yes and yes. The goal was \$160,000.

**1.11 | Do you expect your funding situation in the coming year to differ significantly from the situation in the past few years? If so, how?**

Faunalytics has nearly eliminated our fee-for-service partner/client work, so that source of income will be minimal going forward. Our major individual donor has indicated they will continue their support, but at a reduced level, which also means our income may be reduced.

**1.12 | (Optional): Is there anything else you'd like us to know about your charity's funding situation?**

Thanks in part to ACE's positive reviews in 2015 and 2017, Faunalytics has experienced substantial growth during the past couple of years. We are now actively seeking ways to sustain that growth and diversify our financial support while maintaining reserves to support our increased size.

Staff resources

**1.13 | How many full-time staff are currently employed by your organization?**

2

**1.14 | How many part-time staff are currently employed by your organization?**

3

**1.15 | How many paid interns are currently working with your organization? (Please provide estimates for average number of working hours per week, if possible.)**

0

**1.16 | How many unpaid interns or other volunteers are currently working with your organization? (Please provide estimates for average number of working hours per week, if possible.)**

About 25 volunteers working about 42 total hours per week.

**1.17 | (Optional): Is there anything else you'd like us to know about your charity's staff and volunteers?**

One of our part-time staff will be going to full-time by November 1, 2019 once they complete their PhD. Our executive director is currently working at half-time as we continue to implement our long-term succession plan.

## Programs and activities

**1.18 | Which programs/interventions does your charity employ, \*investing at least 10% of its annual budget and/or staff time\*?<sup>1</sup>**

- Advocacy trainings
- Effective advocacy research
- Operating the largest social science research library for animal advocacy, with an emphasis on effective advocacy and farmed animals: <https://faunalytics.org/library/>

**1.19 | (Optional): Is there anything else you'd like us to know about your charity's programs?**

As discussed in previous reviews, Faunalytics is reducing our work on external client/partner projects and increasing our focus on independent studies to give us more control over topics and methods. This has allowed us to take our independent research program to a higher level by improving our process and expanding our output. Faunalytics is now a leader in scientific rigor and transparency: we've pre-registered every original study we've run in the past two years, published full descriptions of analyses and methods, and provided open access to the data on the Open Science Framework. We also have a new prioritization framework to help guide our choice of research studies based on their impact, as well as a research ethics policy and standardized consent and debriefing procedures.

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<sup>1</sup> This question was initially presented with multiple choice options. Charities were able to select as many options as they wanted and write in additional responses. Here, we only present the responses they selected and/or added; this is not a complete list of the options that charities were given.

## LEADERSHIP AND STRATEGY

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### Staff leadership

**2.1 | Please identify 1–5 key members of your organization’s leadership team. You may wish to include only the President/Executive Director, or you may wish to include department directors and/or country directors. Below, for each leader, please list: (1) their name, (2) their role, (3) the number of years they've been with your organization, and OPTIONALLY (4) a brief description of their leadership style.**

1. Che Green, Executive Director, 19 years
2. Jo Anderson, Research Director, 2+ years
3. Brooke Haggerty, Operations Manager, 9 months

All of the above team members strive for a transformational style of leadership with clear and ambitious goals. We emphasize effective communication and working cohesively toward our goals. In practice, our leadership style is democratic, involving team members in key decisions and goal-setting. The above team members lead by example, with the executive director making occasional critical decisions for the organization when needed.

### Board

**2.2 | Please provide a list of board members and brief descriptions of their occupations or backgrounds (job titles/industries or links to LinkedIn are sufficient). If this information is available online, feel free to simply provide a link.**

Caryn Ginsberg, President

Anthony Bellotti, Secretary

Mandy Weeks-Green, Treasurer

Sharie Lesniak, Director

Che Green, Vice President

For biographies, see: <https://faunalytics.org/team/>

## Strategic planning

### 2.3 | Does your organization have a strategic plan?

Yes

### 2.4 | If your organization has a strategic plan, please provide a link here or email it to us.

We will email it. Please note that our process during this time was spread out between several different, but parallel planning processes. The document pulls from a few sources from the time period in question (December 2016-January 2017). For this reason, we request that you not share it directly with readers. If you do share it, we request that you include the first two sentences of this comment to avoid any misunderstanding.

### 2.5 | As an organization, what are your most important goals for the coming year? If we've previously evaluated your organization, have your goals changed since then?

Yes, our goals have changed as we prioritize more independent research and consider new studies. Here are our current goals:

#### Internal goals

- Continue and sustain our recent growth in support with revenue of at least \$250,000 in 2019 and \$300,000 in 2020.
- Hire an additional PhD-level researcher by July 2020.
- Identify and train a new executive director by July 2020.
- Identify new and better ways to measure our impact and create a measurement plan by December 2019.

#### External goals

- Publish at least 8 original studies and at least 6 analyses of existing data sets, all on farmed animal or meta topics. We are identifying 1-3 key stakeholders in advance of each of the new studies to provide input, increase relevance, and ensure uptake/impact. These publications will occur at regularly-spaced intervals over the next year.
- Offer training/webinars for advocates based on at least 2 of these studies.
- Finalize and make public our research prioritization framework and process.
- Provide up to two hours of pro bono research support per week to advocates/advocacy groups who want to improve their effectiveness, as a means of building capacity in the movement.

- Continue to grow our research library with at least 200 new summaries of research studies from external sources and at least 52 blogs focused on effective animal advocacy per year.

## Collaborations

### **2.6 | Is your organization engaged in collaborations with other advocates or advocacy groups? If so, which ones?**

We work collaboratively with many other advocates and advocacy groups. Our research director serves on the AARF Oversight Committee and as a co-organizer of the Plant-Based and Clean Meat Research Group, as well as participating in monthly calls with research directors at the other major EAA groups (including ACE, Humane League Labs, Mercy for Animals, Sentience Institute, Rethink Priorities, and more).

We also work directly with partner organizations to provide them with research and resources to make them more effective. These include Animal Grantmakers, Farm Sanctuary, as well as a multitude of organizations who have engaged with our research support office hour (e.g., FIAPO, Open Cages, Challenge 22+/Animals Now, Jewish Veg, Anonymous for the Voiceless).

Finally, we collaborate with many highly-skilled individual advocates on the design and analysis of research--often these are advocates with PhDs in psychology, statistics, or related disciplines.

### **2.7 | In the past three years, has your organization worked with any external advisors or consultants? Please provide details.**

Yes, we work with external (non-advocacy) advisors from time to time. Most notably, our Research Director (Jo Anderson) is an adjunct faculty member at Carleton University and has collaborated with faculty and students in the psychology department. Carleton academics are involved with two of our current studies: the longitudinal study of new vegans and vegetarians, and the study of social norms messaging in meat reduction (<https://faunalytics.org/research-in-progress/>). In addition, we have worked twice with Statistics Without Borders in the past three years, receiving advice about statistical methods for our study of the impact of video outreach on pork consumption (<https://faunalytics.org/video-outreach-impact-pork-consumption/>) and our current study about how to retain animal advocates (<https://faunalytics.org/research-in-progress/>).

## CULTURE AND HUMAN RESOURCES

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### Culture

#### **3.1 | Do you have a workplace code of ethics or a similar document that clearly outlines expectations for employee behavior?**

Yes, as part of our employee handbook.

#### **3.2 | Do you regularly interview staff or conduct surveys to learn about staff morale and work climate?**

Faunalytics conducts annual reviews and leadership has one-on-one discussions throughout the year (including quarterly progress updates) with staff members to gauge capacity, morale, and general work enjoyment and fulfillment.

#### **3.3 | (How) do you integrate and encourage diversity practices within your recruitment and hiring process?**

Faunalytics posts new job announcements on places like idealist.org to avoid the lack of diversity in traditional animal advocacy platforms. We review job descriptions and announcements to mitigate biases and encourage people of all backgrounds to apply. We also diversify our interviewers as much as possible. However, Faunalytics also needs to improve in this area and we are currently auditing our hiring and recruitment processes. We will soon speak with Encompass to get their guidance on how to encourage more diversity.

### Human resources policies

#### **3.4 | How much time and funding is allocated for the professional development of staff?**

Faunalytics provides a small stipend for professional development on an annual basis that each staff member can access and use as needed. Faunalytics allocated \$2,500 for professional development in 2019. As an organization where all staff work remotely, we have found that this affords sufficient opportunity for staff to pursue online courses or training -- however, we expect to increase that budget as we grow. Not included in that budget are occasional opportunities like attending conferences or receiving internal training. We do not have formal allocations of time for professional development; informally, each employee can spend up to 5% of their time on professional development or more in special circumstances.



### 3.5 | Stages of Evaluation Process

Faunalytics provides a health insurance stipend for all staff, including part-time staff.

### 3.6 | How many days of paid time off, sick days, and personal leave do you offer full-time employees per year?

For new full-time employees, Faunalytics offers eight paid sick days, ten paid vacation/personal days, and ten paid holidays (prorated for part-time staff), as well as flexible scheduling. These amounts increase with length of employment according to a set schedule.

### 3.7 | List of HR policies<sup>2</sup>

- Regularly scheduled performance evaluations
- All positions have clearly defined essential functions with written job descriptions
- A written statement that your organization does not discriminate on the basis of race, sexual orientation, disability status, or other characteristics
- A written statement supporting gender equity and/or discouraging sexual harassment
- A simple and transparent written procedure for filing complaints
- Mandatory reporting of harassment or discrimination through all levels of the managerial chain, up to and including the board of directors
- Explicit protocols for addressing concerns or allegations of harassment or discrimination
- All reported instances of harassment or discrimination are documented, along with the outcomes of each case
- An anti-retaliation policy protecting whistleblowers and those who report grievances
- Flexible work hours
- Simple and transparent written procedure for submitting reasonable accommodation requests
- Remote work option is available
- Formal orientation is provided to all new employees
- Funding for training and development is consistently available to each employee
- Funding is provided for books or other educational materials related to each employee's work
- Paid trainings are available on topics such as: diversity, equal employment opportunity, leadership, and conflict resolution

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- We also have a research ethics policy for team members in the research department, to ensure that our employees behave ethically and our research practices align with internationally accepted standards.

**3.8 | If your organization has an employee handbook or written list of policies, please provide a link here or email it to us.**

We will email the handbook. Please note that our employee handbook is still in draft form. We intend to have it reviewed by a human resources professional before considering it final. For this reason, we ask that it not be shared publicly.

**3.9 | Is there anything else you'd like us to know about your organization's human resources policies?**

Regarding anonymous reporting, we are probably too small for anonymity to be practical.

Regarding audited financials, Faunalytics' financial documents are not currently audited, though our tax filings are reviewed by an external accountant. We do not currently provide these documents on our website but they are available via Candid (GuideStar).

Regarding employees requesting further training: This has been communicated verbally and in writing to all employees, but it's not a written procedure.