

WEATHERING THE STORMS

Building Social Justice Resilience
Against Opposition Attacks



RoadMap **Weathering the Storms** Progress Report, March 2018

"When you face the specter of a right-wing attack, it's easy to feel isolated, besieged, and anxious. Having access to a reservoir of best practices, based on other activists' lived experiences, is calming, comforting, and empowering..." - Anonymous immigrant rights leader

Politically motivated attempts to cripple social justice work are not new. However, the last 16 months have witnessed an unprecedented hurricane of opposition attacks against progressive leaders, organizations and networks. In response, RoadMap rapidly scaled up our 6-year old **"Weathering the Storms: Building Social Justice Resilience Against Opposition Attacks"** program.

Targeted attacks are increasing against community activists throughout the social justice movement. Leaders in environmental justice, immigrant rights, racial justice, reproductive health and justice, economic justice, workers' rights, AMEMSA (Arab, Muslim, Middle Eastern, South Asian communities, LGBTQ and gender justice, voting rights and civil society, press and internet freedom and equity – are responding to a barrage policy attacks and setbacks from Washington, but they are also facing ugly organizational and personal threats aimed at intimidating, dividing, and harming.

The threats are not dissipating – on the contrary, the far right's emboldened tactics and the tacit and sometimes explicit government support they are receiving, mean that our movement leaders, organizations, networks, and also funders, will likely endure high threat levels for years to come.

Most Americans are unaware of the dramatic and continuing rise in the number and ferocity of opposition attacks. This report documents how RoadMap is responding to urgent needs in this tumultuous moment in history. We share lessons learned from Weathering the Storms work as well as [our ongoing organizational capacity building](#) to protect and strengthen social justice organizations. With continued funder support, RoadMap is committed to supporting organizations' efforts to **ARMOR UP** to prevent, weather, and recover from attacks. In **Stories from the Field** (page 8) organizations describe recent attacks we have responded to as well as some organization's efforts to ensure institutional resilience and put the **ARMOR** in place: **A**ssess the Threats, **R**educe Risks, **M**anage a Crisis before it Happens, **O**rganize Your Communications; and **R**efresh your Practice.

It has been a dizzying and disturbing year, but RoadMap is proud and honored to have led this timely work, and we have never felt clearer about our political purpose and mission. During such a

demanding year of work, we discovered again and again that there is no greater antidote to feelings of despair and helplessness than engaging in such meaningful work and responding collectively.

As you will read, the need continues to be great. We hope that you will reinvest in this important [work](#) this year to ensure the security and safety of our boldest work and people, and your investment in them.

We are grateful to the community leaders who fortify, ground and inspire us. We are appreciative of our RoadMap network consultant members and many sector partners who have risen to the occasion with unflagging spirit and skill. And we are grateful for the partnership with funders who recognize the need for bold commitments to match this historical moment.

RoadMap's top five lessons learned:

Security Myths and Realities, and Movement Needs 2018-2020

1. *We cannot be complacent! The threats are real and increasing.*
2. *We are only seeing the tip of the iceberg; people need to speak out.*
3. *We need to protect the heart, hands and body: an integrated approach to security and well-being.*
4. *A little bit goes a long way...timely support has a huge impact.*
5. *2018-2020 will see pivotal local, state and national elections. Groups need to skill up fast.*

1. We cannot afford to be complacent! The threats are very real and increasing.

Myth: It was a hard year but groups have faced down attacks and are in better shape. We need to focus on offense, not defense.

Reality: 2017 ushered in an extraordinary level of fear and uncertainty for progressive organizations and leaders in this country. As a result, people mobilized and took advantage of WTS crisis-preparedness resources and services. Yes, many groups are in better shape and defenses are stronger, but there are many groups with pieces of ARMOR still to build up.

- Over 2,800 individuals in 656 unduplicated organizations attended one or more of our 40 webinars, digital cohort trainings, and 19 in-person trainings!¹
- Over 167 organizations requested hands-on customized consulting to address key organizational priorities and gaps identified through RoadMap's "Getting and Keeping Your House in Order" checklist, and to create their Crisis Management Teams and Plans.
- We provided rapid response support to over 20 organizations experiencing active attacks. We anticipate that rapid response requests will increase.
- Thanks to 22 funding partners who invested in WTS for their grantees, we did mass outreach, constantly updated our resources and tools, enhanced WTS infrastructure, expanded our WTS team of providers, and provided customized technical assistance, cohorts and trainings to almost 200 grantees.

We are entering the 2nd quarter of 2018 with most of the \$1.7 million raised in WTS funding already spent or allocated among the activities above. We are seeing more frequent well-orchestrated,

¹ This report covers Weathering the Storms activities from August 2016-March 2018

systematic attacks, and a greater number of political and legislative setbacks, and a high level of personal fear on the part of organizational leaders and community members. *Yet most funders have indicated that they do not plan to reinvest this year.*

Funders may mistakenly believe the need has faded. Your grantees, however, know otherwise. In just the last month (March):

- 244 people registered for our Digital Security webinar
- 83 people registered for our core webinar, "Getting and Keeping Your House in Order"
- 407 people registered for "Deepening your Knowledge of 501c3 and c4 Organizations in a New Political Context"!

Too often, philanthropy switches interests and priorities. Though the demand for resources in many areas is great, *now is not the time to put the investments made in Weathering the Storm and the larger investments in movement organizations, at risk.* We hope we can count on your continued partnership.

2. We are only seeing the tip of the iceberg; people need to speak out.

Myth: *It really doesn't seem that bad. I expected many more things to happen to progressive organizations. I haven't heard much...*

Reality: In the past year we have logged over 60 incidents and responded to more than 20 Rapid Response requests from organizations experiencing an attack or crisis.

"In 2017, Workers' Dignity faced our first retaliatory lawsuit by an employer. With the help of Labor Innovation for the 21st Century (LIFT) Fund Training & RoadMap, we were ready. The lawsuit was quickly dismissed as meritless, and the workers were all the more motivated to continue their campaign for workplace justice!"

---Elizabeth Lopez, Operations Manager, Worker's Dignity, Nashville, TN

Here are the patterns of attacks we are seeing against social justice groups and leaders:

- Politically motivated attacks and arrests of immigrant rights and sanctuary leaders (in addition, of course, to the unprecedented scale of ICE raids and deportations)
- Increase in entrapment and undercover stings using video surveillance: incidents of suspicious people showing up at offices or community meetings, surreptitiously recording or videotaping conversations, and releasing them (often edited to convey misdeeds) and releasing recordings far and wide on social media
- Attacks against day laborers and the tax-exempt status of worker centers
- Attacks against Arab, Muslim, South Asian organizations and leaders
- Doxing – identity theft, online harassment and targeted threats to activists and their families, friends and colleagues based on personal information gained through digital intrusions
- Hacking, stealing access to internal documents and information

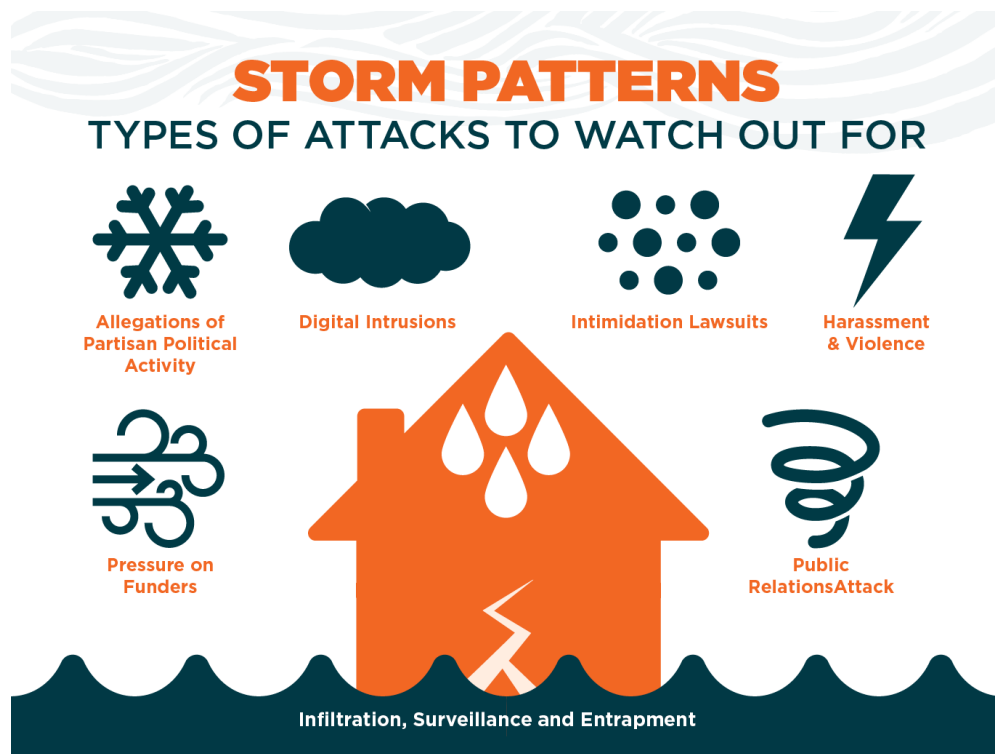
- SLAPP suits attempt to limit advocacy and free speech (SLAPP = Strategic Lawsuits Against Public Participation) by corporations accusing activists of libel, interruption of business, or conspiracy
- Larger numbers and more frequent disrupters showing up at community meetings and rallies with the purpose of disruption, creating fear and provoking violence
- Personal physical threats and violence including surveillance of homes and workplaces
- Vandalism and break-ins connected to more public attempts to defame and intimidate leaders.

Myth: *Are you sure that you are not exaggerating? Why wouldn't our colleagues and the media be talking more about these kinds of attacks?*

Reality: *It is happening and people are afraid, ashamed, and uninformed about if and how they should go public. In some cases perpetrators of these incidents have intimidated people so severely that they are afraid to go public or tell their stories. Many times organizations are reasonably taking a "don't get distracted" approach and keeping the attacks contained. Through the course of our work, we also learned that progressive philanthropy has been attacked and is even more reluctant to go public.²*

However, we feel that with preparation and the right guidance, going public not only does no harm, but also can actually help the group gain supporters, and can help the rest of us with more information and confidence to face the inevitable next incident. Any weak link in our movement infrastructure presents risks to all of us. RoadMap believes it is our role to track, document and share whatever we can, albeit often anonymously, and to encourage victims of attacks to share their story so that others are more prepared and collectively able to go on the offense and expose these incidents and threats. Please see: "When to Go Public When Attacked" in this report's addendum.

² In May and June 2017, 115 staff from foundations attended two funder trainings that RoadMap provided, to address their own needs to be prepared and protected.



3. We need to protect the heart, hands and body: an integrated approach to security and wellbeing.

Myth: *Hacking and digital security seem like the main areas we need to work in. Whether it's bad actors from government entities, random trolls, formal or informal hate groups and right-wing adversaries, or the Russians, we should throw everything we've got into digital security.*

Reality: Thank goodness that some funding is now flowing to help our organizations build up their digital and technological capacities! We are excited to see the improvements and the increased level of awareness in this arena. We are especially grateful to the many progressive “digital warrior” consultants we have met and partnered with who have gone above and beyond this past year to bring their technical savvy and movement orientation to social justice organizations.

While digital intrusions are an increasing threat, many years ago RoadMap’s research highlighted seven other “Storm Patterns: Types of Attacks to Watch Out For”. Danger can come from each of these directions. Battening down one window of attack still leaves access and vulnerability through the others. For that reason, a tightly integrated and holistic approach is essential. If organizations only focus on digital security they leave themselves dangerously vulnerable in other areas.

It is widely known that our organizations have been under more stress and pressure than ever before. Working long hours with minimal infrastructure, inadequate funding, and limited capacity while pursuing ambitious goals is (unfortunately) status quo for most social justice groups. This year, the emotional, physical, and political pressures have pushed many people beyond their limits. Burnout is higher than ever. Deeply embodied stress and trauma is taking a toll on people’s health and overall sustainability. We added coaching to impacted leaders and have added webinars on resiliency and

wellness. We see how hope, mutual support, and the bright spots of local wins keep us all going; hope, alongside more preparedness and practice, can transform fear into power.

4. A little bit goes a long way...and timely support can have a huge impact.

Myth: *Are groups too much on the defensive? These attacks only rarely cause big crises. All this preparation is taking time away from their proactive work, which is our real hope.*

Reality: Yes, bold justice campaigns and engaged mobilization of thousands of new activists (especially young people!) are the most important response to today's political challenges. It has been a stretch for groups to attend to crisis preparedness, even when they understand it as essential to their wellbeing and success. Sometimes our technical support can only be absorbed in bite-size piece so it can take 6+ months to use up 12-20 hours of a typical client engagement.³

Given that RoadMap's typical capacity building engagement averages 110-250 consulting hours over a 12 to 18-month period of time, we had imagined that groups would be able to get through the core WTS services quite quickly. That has not been the case! But this is the beauty of the WTS program: we meet groups where they are, and focus on the improvements that can most serve their other organizational priorities in this moment. In this way doing the security work can be integrated to serve the campaign priorities and other organizational strategies. We work with clients to outline a clear threat assessment along with practical solutions and a doable action plan on the risks that are most urgent or can most advance their core work. We walk at their pace, give them an accountability structure to make progress, and circle back and encourage them to continue the work after a pause when other priorities take precedence.

"As a national organization the services we received to support our digital security and crisis management were invaluable. RoadMap worked with us to map out areas where we had our most need and gave us the tools on how to prepare not only our organization but our larger network. From preparing for social media, human resources or a personal attack on our network, our consultant was able to guide us from her own personal knowledge of working within non-profit management, her understanding of the internal process, and bringing in experts to host webinars for our state leaders to ensure their protection too. Especially in this time of aggressive digital and organizational attacks, the timing for Weathering the Storm is a necessity."

-- Sade Moonsammy, Family Values at Work

Over the next 2-3 months the WTS team will reach out to everyone in the TA pipeline and advise them that if there is no movement for a 6-month period, we will need to remove them from our roster and reallocate funds to others on the waiting list. We are patient and recognize the exceptional pressures on organizations (for the past several months, immigrant rights organizations are under more duress than any other sector), but we also will hold them accountable to following through on these critical steps.

³ This is the typical number of hours in the "core package": For groups who take a deeper dive in the areas of crisis communications, personal and community safety, or digital and data security, that requires 30-60 additional hours. The client puts in a lot more time on their end to implement the new systems.

5. 2018-2020 will see pivotal elections at local, state and national levels. Let's help groups throughout the country comply with the rules and powerfully mobilize on a sustainable basis.

We are thrilled that so many existing and new leaders and organizations are heavily engaged in c3 advocacy and c4 electoral organizing. They need to fully (and quickly!) understand what is allowable in order to be effective without missteps that might create more vulnerability. This requires more than knowing the “dos and don'ts” of lobbying reporting. It requires ongoing attention to ensure that practices are fully and transparently embedded across all areas of organizational practice. It requires making sure that board, staff, community members, and massive numbers of volunteers are aware, informed, and scrupulously following the law regarding electoral organizing, voter registration, and more. WTS's new webinars and services addressing c3-c4 issues will help ensure that people are active, strategic and in compliance with the law thus avoiding unnecessary risks, disruptions or distractions.

Security and shared knowledge are power.

Security is a process, not an event.

Security is solidarity.

Weathering the Storms: Stories from the Field

Profile #1: Rapid Response Service Requests Fall 2017-Winter 2018

Prior to our formal Rapid Response System in the fall of 2017, RoadMap was already providing rapid response assistance to organizations. Some examples of the services we provided are: strategic and messaging advice to an environmental justice organization experiencing a hostile takeover of its membership by an anti-government organization; crisis planning and security planning to a reproductive rights organization experiencing digital attacks and entrapment attempts.

In the summer of 2017, a white supremacist harassed immigrant rights, disabled and senior activists during a rally for the Affordable Care Act, using his motorcycle to run down the activists. Organizers regrouped and using WTS Crisis Communications tips and stronger security planning, they were able to reframe the media coverage, overcome fears of violence, and inspire double the number of people at the next rally. Support from RoadMap helped successfully resolve, minimize or thwart these attacks.

Since the establishment of the Rapid Response Revolving Fund in the fall 2017, we have been called in for a variety of cases (partial list).

1. A worker center attacked with a SLAPP (strategic lawsuit against public participation) lawsuit claiming the worker center had slandered the employer by accusing them of wage theft. RoadMap provided advice on dealing with the suit including messaging advice.

2. RoadMap provided crisis communications support to a youth organization in Mississippi that was under attack largely due to “guilt by association” accusations and a misinformation propaganda campaign.
3. RoadMap provided crisis management advice and support, crisis planning, office/staff safety advice, and IT security assessment and advice, and self-care crisis coaching to an environmental justice organization that experienced 6 office break-ins in as many weeks.
4. RoadMap provided digital security advice and assistance plus event security assistance to a coalition of grassroots groups and progressive public officials in Charlottesville, VA who were - and continue to be - threatened and attacked online and at advocacy events by white supremacists and white nationalists post the Charlottesville attack in August 2017.
5. RoadMap provided strategic advice and legal referrals to a worker center whose charitable 501(c)3 tax status is being challenged by a politically motivated IRS audit that alleges the worker center is operating as a union.
6. RoadMap provided entrapment prevention advice and protocols to two networks that experienced entrapment attempts while campaigning against the recent “tax reform” legislation.
7. RoadMap provided IT-digital security advice and support to a large immigrant rights organization experiencing multiple online attacks, including attempts to hack into its database as well as serious online threats.
8. RoadMap provided assistance with opposition research and messaging advice and legal referral to an organization working against mass incarceration that experienced legal threats and attacks against person and property.
9. RoadMap and its partner Equality Labs provided moral support, strategy advice, and anti-doxing one-on-one support to San Francisco Bay Area National Lawyers Guild attorneys who provided legal observations and hotline support during 2017’s Stand Against Hate rallies in Oakland and Berkeley and were personally threatened, hacked, and their personal/family information was exposed.
10. A suspicious trio of people asked for services at multiple immigrant services organizations in the Bay Area, at first presenting as though they needed legal help, but then oddly filming their interactions for a 'story' they wanted to share. Some interactions and calls were recorded and posted online without permission. RoadMap responded with crisis communications tips, and office safety protocols to train staff around impersonators, filming protocols and other tips to avoid entrapment or contain misuse of videos.

Profile #2: Support for Arab, Muslim and South Asian groups

RoadMap partnered with the Proteus Fund and the Veatch Program to offer WTS services to over 20 Arab, Muslim, Middle Eastern, South Asian community groups (AMEMSA). These groups and their leaders have faced attacks and discrimination since the post-9/11 Bush years, and have in turn taught lessons to others in many other sectors who have been attacked over time. During the last year, attacks on this community have been increasingly violent and widespread. In addition to the

proactive work with 35 organizations, RoadMap’s Rapid Response team provided strategy and messaging advice to a network being attacked via legal actions, as well as personal attacks, for its views on Israeli-Palestinian relations; and we provided crisis communications support to three Arab and Muslim led organizations experiencing multiple forms of attack on its leadership.

"We sought out RoadMap, and they have consistently helped us turn a landscape of challenges into a stronger family of organizations. We can manage our c3, Emgage Foundation, and its c4 sibling, Emgage Action, with confidence, thanks to tools and technical assistance from RoadMap. We can operate our charity to engage a galvanized grassroots base of Muslim Americans. We can also increase our lobbying activities to make a difference in the democratic process. RoadMap is helping us protect our operations while growing."

—Farooq Mitha, founding board member, Emgage Foundation

Profile #3: Reproductive Justice networks

In collaboration with the National Institute for Reproductive Health and the Groundswell Fund, we have served small and large community health and reproductive justice advocacy groups. Repeat attacks on groups like Planned Parenthood show how aggressive the opposition can be; community groups are often unprepared for the virulence of the anti-abortion forces and new opponents who have emerged in the current polarized context.

"As part of the reproductive justice sector, our organization has been targeted for harassment and political smears as we fight for women’s rights to health care and reproductive freedom. With support of our national allies in the National Network of Abortion Funds, we got support around digital security working with Information Ecology and our own I.T. vendor that has been right on target. Now we are working with another RoadMap consultant on our Crisis Response team, tightening up our physical security protocols, and updating our internal operations to protect the women we serve and our staff and volunteers. It has built our skills and our confidence, bumped up our communications skills, and cut through some of the anxiety of this work, especially in the new polarized environment." --- Sara Spriggs, ACCESS

Profile #4: National Day Labor Organizing Network (NDLON) and other immigrant rights groups

Know your Rights work has long been the touchstone of preparedness for immigrants and other communities targeted by law enforcement. With bold leadership by immigrant rights and low-wage worker organizations, the standard “Know your Rights” trainings (KYR) has now evolved to include deportation defense and rapid response sanctuary networks to witness and document actions by ICE (Immigration and Custom Enforcement) and HSI (Homeland Security Investigations unit). The Weathering the Storms work has helped immigrant rights organizations apply know your rights approaches to fortify their organizational response to ICE or law enforcement.

Our partnership with NDLO has included strengthening the national office via the checklist process, and we provided training on lobbying compliance and digital security basics at their National Assembly. A deeper training on digital security is starting in April 2018 for both the national staff and affiliates.

RoadMap has translated a number of the Weathering the Storms materials into Spanish for training purposes and to make security protocols more accessible to staff and members. We have requests for materials to be translated in Chinese and Tagalog, which we hope to do with partners this year.

"I found the webinar to be incredibly helpful and while it's difficult to not feel overwhelmed, the checklist and toolkit are great starting points. I am very grateful that there are opportunities for follow up technical assistance as well. Facilitators were clear and concise. I look forward to news about more webinars because I am hungry for more information!"

---Lorena Gamboa-Martin, National Day Laborers Organizing Network

Profile #5: Faith in Action (PICO Network)

RoadMap has worked with the PICO network, now named Faith in Action, to embed best practices for compliance and crisis preparedness. This partnership has included a customized webinar for representatives of the Faith in Action federations on several topics: Threats to watch for and common attack tactics; Crisis management team plans; and Office and Event security. Deeper training is ongoing in 2018 for both the national staff and affiliates. We have seen the power of learning together on these operational security topics, which complements the network's cohesion around other shared policies and practices.

Profile #6: Creating Community Safety and Security across a Coalition - Bay Rising

Bay Rising is a rapidly growing coalition made up of more than 20 base-building groups across five counties of the San Francisco Bay Area. These organizations are led by people of color and have faced increased attacks starting in 2016. Bay Rising and RoadMap launched an intensive training and technical assistance project that has included 6 days of training over the year, 15 groups getting customized support and coordinated skills building among multiple c3-c4 affiliate entities to strengthen their operations and their common security.

RoadMap leveraged the WTS restricted funds and Bay Rising raised a significant additional pot of funds that allowed us to conduct risk assessments together, train multiple levels of staff in over 80% of their affiliates, share information about attacks, and craft shared response protocols. Working at both the organization and coalition level proved valuable for addressing attacks as they happened, building long-term capacity, and deepening relationships that form the core of mutual solidarity.

The following 3 elements of RoadMap's collaboration with Bay Rising illustrate the power of the WTS model of integrated security planning and practice in a coalition.

1. Rapid Response: proactive defense in the face of live attacks

RoadMap was called in for rapid response several times, including a PR smear by a Breitbart "reporter"; several doxing attacks on individuals; and a physical attack by a white supremacist at

a health care rally. Thanks to the crisis management protocols established at the start of 2017, Bay Rising members were able to share information about these and other political attacks and suspicious incidents, and more quickly assess and respond in a coordinated, effective manner.

2. Training through Coalition convenings: builds relationships and skills

RoadMap consultant teams delivered workshops over eight days in the year, to 152 staff from 20 Bay Rising affiliates and 10 other Bay Area RoadMap clients. **Training topics** included: Crisis Management plans; Lobbying, Fiscal and HR Compliance; Digital Security, Device Security and Doxing/Online Harassment; Crisis Communications; Community Safety, Office Safety, Verbal De-escalation skills; Self-care and trauma treatment for individuals and communities. Many staff also listened to WTS webinars on these topics.

3. Tailored implementation in each organization: builds new systems and habits

To avoid the toolkit going into a drawer, RoadMap gives customized support to adapt the tools and start implementation within their staff. This technical assistance process (TA) includes completing a holistic risk assessment with the WTS Checklist, digital and communications assessment tools, and help from WTS Consultants who accompany each group for 3-9 months to create plans and implement their priorities.

“This is a dangerous time, and also a time for us to build power. The crisis preparedness work with RoadMap could not come at a better moment. We are a growing alliance of frontline communities organizing for black lives and immigrant rights, for good jobs and affordable housing, and defending democracy on the ground.

Our member groups have been hacked by criminals, spied on by corporate and police agents, smeared in the media, and members have been physically attacked by right wing extremists in public. We have beat back every attack and gotten stronger each time.

So we know we can do this. RoadMap’s knack has been to simultaneously work with a dozen of us at the same time, doing some Weathering the Storms trainings together, and giving separate technical assistance for each group. This has helped us align internally, strengthen affiliates and made it easier to push back.”

--- Kimi Lee, Bay Rising

Weathering the Storms Program Priorities 2018

We have mapped out a plan of work for 2018 and hope that funders will continue to invest in this important work to strengthen our movement. We aim to raise \$300,000⁴ to continue this multi-pronged program that builds on our lessons learned, fills key geographical gaps, and responds to the changing environment.

a. Webinars plus toolkit resources

RoadMap will continue to offer webinars on the following topics. Four have already happened between January and March 2018.

- “Getting and Keeping your House In Order”: The important first step to assess risk and address potential internal vulnerabilities. This checklist is a comprehensive audit of compliance with various non-profit regulations paired with an extensive toolkit of sample policies and other resources
- Creating Crisis Management Plans
- Crisis Communications
- Digital and Data Security
- De-escalation skills and Office Safety (450+ people registered for this topic)
- Self Care and Resilience
- Entrapment/Infiltration prevention and response
- Creating respectful workplaces and addressing Sexual Harassment

b. Regional Roadshows - meeting needs in underserved areas

Our largest regret about the program so far is that funding constraints have limited our ability to meet the needs of organizations in under-served areas of the U.S. The limiting factor is that 90% of the WTS funding is restricted to the grantees of those participating funders. Because webinars and virtual cohorts can be delivered remotely we have been able to include some ‘unfunded’ participants, but technical assistance time has been targeted only to specific grantees. Few grants have allowed RoadMap the discretion to direct the services where we see the most need.

For the remainder of 2018 with our limited unrestricted funds, we have made a decision to bring WTS to regions that face attack but have minimal movement infrastructure. Our first regional Roadshow will be in Milwaukee in April 2018 including participants from other mid-west states. We are also scheduling WTS events in the Central Valley, California; Atlanta or North Carolina for groups in the southeast; and other regions. We know groups in these areas are key to a more robust national social justice movement. In each region, RoadMap is working with local partners to get to know the lay of the land, make the entry point very accessible for smaller or more isolated groups, and engage them based on their needs and capacity. We are seeking new grants and unrestricted funds to offer more trainings and targeted TA in these historically under-resourced regions, as well as to smaller, more vulnerable groups throughout the country.

⁴ A budget of \$300,000 for 2018 will cover the shared services and activities described but does not refuel the pooled fund for direct customized TA to clients/grantees. Some clients are making copays to extend services and RoadMap welcomes new funder commitments to the WTS Program.

c. Digital and Data security cohorts

We have run two 6-session digital security cohorts, and this has proven to be a cost effective and practical way for 12-20 highly committed and “ready” participants to learn and apply new knowledge. A data security cohort will launch this spring. We seek to run two more cohorts if funds allow.

d. Rapid Response Team

We will continue to serve organizations that want support in walking through the process. WTS Consultants facilitate internal meetings and advance culture changes, ensure and enforce accountability to these changing practices, and provide expert content and coaching guidance to move through the steps and emotional landscape.

We anticipate our total number served to increase from 160 to about 210 by the end of 2018. We estimate we could serve up to 100 more groups this year if we can raise new funding.

e. Multiplying the impact: Partnering with Networks and Alliances

One of the most effective strategies that allows for a deep and wide investment is to partner with coalitions and networks to build up their overall membership and capacity of network staff. For example, through partnerships with alliances like Family Values at Work, Faith in Action (formerly PICO), Partnership for Working Families, and Right to the City, and others we are able to reach dozens of groups, beyond the one “parent organization”. We have also worked with fiscal sponsors who serve multiple community projects such as Movement Strategy Center. We will continue to emphasize partnerships with these networks for greater impact and cost-effectiveness. Our eventual goal is to ensure that there is a designated person or team (a WTS “Beacon” in the storms) who can hold and share this information ongoing in their network.

To learn more about [Weathering the Storms](https://RoadMapconsulting.org/consulting-services/wts-public/) and find more resources visit

<https://RoadMapconsulting.org/consulting-services/wts-public/>

To contact RoadMap: info@RoadMapconsulting.org

To request WTS services: <https://RoadMapconsulting.org/request-services/>

“Thank you so much RoadMap for all your help. You have the finest consultants. It has been a pleasure to work with them and we have accomplished so much in a short time. COFEM is stronger and better as a result of working with you.”

- Anabella Bastida, Council of Mexican Federations






































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-  Ford Foundation
-  Four Freedoms Fund
-  Funders Committee on Youth Organizing
-  General Services Fund
-  Groundswell Fund
-  Hyams Foundation
-  James Irvine Foundation
-  The LIFT Fund – Labor Innovations for the 21st Century
-  Ms. Foundation
-  National Institute for Reproductive Health
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ADDENDUM

When to Go Public When Attacked? Some Considerations

Politically motivated opposition attacks are on the rise. They include attacks on grantees of foundations and, increasingly, attacks on foundations that fund organizations engaged in high profile social change work. These range from PR smears, to harassment of individuals, to data breaches and revelation of strategic plans and confidential landscape assessments.

During the two “Weathering the Storms (WTS) for Foundations” workshops in May-June 2017, there was considerable conversation regarding if and when foundations should be public about attacks they have experienced or may experience in the future. RoadMap was asked to offer some written guidance regarding this question. Based on our experience of supporting social justice organizations and alliances that are under attack or who are likely targets of attacks we offer the following guidance for consideration, with some specific considerations for funders.

Attacks by opposition forces naturally bring on a range of emotions and reactions. These range from fear and embarrassment, to confusion, anger or denial. It’s important to be aware of all of these emotions in the aftermath of an attack, and to create organizational space to acknowledge and validate any and all emotions that may come up.

Why You Should Go Public: Four good reasons

- **Transparency:** Set an example of direct and clear communication with stakeholders
- **Movement Building:** Inform and warn others of recent attacks tactics as well as lessons learned
- **Resilience Building:** Gain support and sympathy including more resources to address attacks
- **Push Back -- Go on the Offensive:** Use the attack to discredit opponents and build support for your work/issues/campaign/values. The attacks and bad actors should not be allowed to carry out their attacks without a response and ideally a full-on effort to stop or discourage them. They need to know there are consequences to attacks and “bad actors.” Not responding may send a message that their attack(s) were successful in silencing or hobbling us.

Considerations: Are you ready to go public?

If you are funding social change organizations, you should assume that it is likely that you will be criticized and attacked. Now is the time to engage in prevention and preparation measures so that you are ready to face the storms. Conduct a risk assessment; and create a crisis management plan, which includes crisis communications strategies.

- ❖ Have you followed the WTS crisis management plan process for notification and response?
- ❖ Have you developed a clear and fact-checked narrative about the attack that discredits opponents and bolsters your credibility?
- ❖ If your foundation or one of your grantees has made a mistake or has a weakness exposed, have you prepared talking points that clarify the extent of the wrong and directly explain the corrective measures you/they are taking?
- ❖ Have you mobilized influential supporters including third party validators and close ally organizations to be ready to speak out on your behalf?
- ❖ Do you have personnel ready to accept, acknowledge and use support that is offered and needed?
- ❖ Have you taken steps to protect your most vulnerable stakeholders such as other designated spokespeople if your director is under attack?
- ❖ Have you removed all online contact information and/or created buddy systems or other security measures for people under attack?
- ❖ Have you assembled additional expertise and resources needed to defend the foundation or assist grantees under attack?
- ❖ Are you ready to respond to potential escalations of attack(s) as a result of going public?

Other Important Recommendations:

The following points, while not necessarily considerations regarding if/when to respond are important practices to adopt related to prevention, protection and future readiness.

- ❖ Have you asked grantees, peer and allies about their experiences so that you can monitor patterns of attacks?
- ❖ Have you designated resources and personnel to implement preventive measures? Have you built a culture of ongoing training and upgrading of practices to secure your people and your work going forward?

In closing, every attack requires an assessment and response plan. Doing your risk assessment, creating your Crisis Management Team and Plan, addressing internal vulnerabilities and creating a crisis communications plan will put your foundation in a strong position to ‘weather the storm’ and be able to support your grantees and the sector as a whole.

For more information, see <https://RoadMapconsulting.org/consulting-services/wts-public/> or contact info@RoadMapconsulting.org.

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