RoadMap
Strengthening Organizations. Advancing Social Justice.

WEATHERING THE STORMS

At-A-Glance

Building Social Justice Resilience Against Opposition Attacks

INTRODUCTION

Organizations on the front lines of movements for social justice are vulnerable to being targeted by opponents in public and private sectors. Those attacks come in many forms and are as changeable as the weather. Through Weathering the Storms, RoadMap helps social justice organizations prepare to prevent and respond to politically motivated attacks. Our program offers tools that help prepare for attacks, while strengthening organizational capacity in communications and administration and adding crucial elements to skillful campaign strategy.

The Weathering the Storms approach is based on two key principles: preparation for attacks should be central to organizational capacity building and campaign strategy; and responses must be integrated to include compliance systems, communications, technology and organizational culture. This integrated approach increases resilience and helps turn attacks into opportunities to advance organizational values and goals.

RoadMap works with organizations to tailor services that address their specific areas of vulnerability. Services may include:

- A 360 degree organizational risk assessment
- A toolkit including sample policies, practices & templates
- Customized webinars & trainings

- One-on-one technical assistance
- Crisis management plans
- Specialized assistance or rapid response in the areas of digital security, crisis communications & community safety.

Do not wait for a crisis to figure out how to manage a crisis. Taking steps that involve everyone in your organization to Weather the Storms will make you bolder, more powerful, and courageous in uncertain times.

Weathering the Storms (WTS): Principles

The **WTS** approach is grounded in three principles that help armor and protect an organization:

1) **Preparing for attacks is a key part of organizational capacity**, as essential as campaign development, financial management and strategic planning.

2) **Preparation and response are most effective when approached holistically**, integrating communications, organizational development and legal compliance. Such integration maximizes resilience and lays strong foundations for turning attacks into opportunities to advance organizational values and goals.

3) **Preparing for attacks can be done through simple steps** over the course of a few weeks to several months. We know that grassroots groups are often short on time and money, so the WTS process is designed to work within each group's capacities.

There is no one season or single method of opposition attacks; they come around the clock and year after year. But it's never too late to start getting prepared. RoadMap tools and training are accessible, effective and available to you.

STORM PATTERNS

TYPES OF ATTACKS TO WATCH OUT FOR

Allegations of Partisan Political Activity

Digital Intrusions

Intimidation Lawsuits

Harassment & Violence

Pressure on Funders

Risks from Disgruntled Employees

Public Relations Attack

Infiltration, Surveillance and Entrapment

ARMOR: 5 Steps to Weathering the Storms

1. **Assess the Threats:** Prioritize your areas of need by assessing threats you may be vulnerable to based on your programs, structure, opposition research, and past experience.

2. **Reduce Risks:** Tighten up practices related to governance, archiving, digital security, finance, volunteer training, and personnel. For c3/c4 affiliated groups, strengthen administrative systems for tracking lobbying and electoral advocacy to ensure compliance with regulations and funder requirements.

3. **Manage a Crisis Before it Happens:** Create a team and clear internal protocols for crisis management. Raise awareness of staff, board and volunteers by reviewing the threats and response plan.

4. **Organize your Communications:** Prepare crisis messaging that addresses threats and affirms your core values and goals, as well as your decision-making and implementation processes for message dissemination. Identify and train messengers, including allies who can validate your organization with key audiences.

5. **Refresh your Practice:** Ensure preparedness practices are maintained with an annual 'fire drill' to review threat scenarios; regularly tune-up systems; and screen and orient new people as they join staff, volunteer and board positions.

CORE WTS Package
starting point for all Technical Assistance (TA)

- Participate in WTS "Checklist" webinars

- Toolkit access: 100+ pages of sample policies and templates

- Comprehensive checklist/ risk assessment and recommendations to reduce vulnerability

- Crisis Management Planning

TOPICS may include...
- Governance and Employment Practices
- Financial Management and Fundraising
- Lobbying and Nonpartisan Advocacy
- Civic Engagement and c3/c4
- Threat Scenarios and Risk Assessment
- Digital/Data Security
- Crisis Communications

RAPID RESPONSE

In the event of an actual attack, our WTS team will support the organization as they navigate the crisis.

RoadMap has a pool of funds for WTS services to grantees of specific foundations, and a Rapid Response Revolving Fund for groups currently experiencing an attack. Contact us for more information about our sliding scale rates for social justice organizations and alliances: Weather@ RoadMapConsulting.org If you are currently experiencing an attack, note URGENT in the subject line.

"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'm grateful there are opportunities also for follow up technical assistance. I am hungry for more information.", Lorena Gamboa-Martin, National Day Laborers Organizing Network (NDLON)

How RM Works With Social Justice Groups to Weather the Storms

Respond to Active Attack

Contact Weather@ RoadMapConsulting.org with **URGENT** in subject line to request WTS Technical Assistance

Prepare for & Prevent Attacks

Contact Weather@ RoadMapConsulting.org to request WTS Technical Assistance

Start with WTS Orientation Webinar

Getting and Keeping Your House in Order Checklist to Assess Risks and Vulnerabilities

Crisis Management Planning

Specialty Webinars and Tools: Digital Security; Crisis Communications; Civic Engagement & c3/c4

"This training was great: broad enough that it covered most of the overall organization's risks, and specific around technical terminology. The change management tips and tools were awesome. That made me feel supported in how to approach this work with the rest of the staff."

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RoadMap's mission is to strengthen social justice organizations and the social justice sector through capacity building, peer learning and field-building.

Contact weather@roadmapconsulting.org to see how Weathering the Storms can help your organizations ARMOR up.

www.roadmapconsulting.org