2022 Strategic Plan

Operation Safe Escape

http://www.safeescape.org

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1. <u>Overview</u>

Operation Safe Escape was established in 2016 to address the growing need for security and safety in cases of domestic violence and related crimes such as stalking and harassment. Since that time, the organization's charter has expanded to assist those impacted by human trafficking.

Operation Safe Escape is a volunteer-run organization that provides client-centric security and safety expertise, resources, and direct assistance to clients and partners across all security domains. There is no cost for the organization's services. Additionally, the organization advocates for social and policy changes as they relate to its mission. Operation Safe Escape is a founding member of the Coalition Against Stalkerware.

The organization is a 501c3 tax exempt entity in good standing with the IRS. EIN: 46-4234802. Operation Safe Escape does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, in any of its activities or operations. These activities include, but are not limited to, selection of volunteers and partners, and provision of services. We are committed to providing an inclusive and welcoming environment for all members of our clients, volunteers, partners, and clients.

2. <u>Mission, Vision, Values</u>

The strategic planning process reaffirms the mission and vision of the community, the strategic priorities to accomplish the vision, and reconfirms values to maintain as Operation Safe Escape works towards meeting the priorities.

Mission
This sets out why Operation Safe Escape exists, its purpose and who it is doing it for.

Operation Safe Escape is dedicated to combatting domestic violence and related crimes by providing security and safety tools, resources, and direct assistance to people impacted by domestic violence, their support systems, and institutional organizations such as shelters, safe houses, law enforcement, and social services.

Vision Statement
This is Operation Safe Escape's ideal state, where it wants to be in the future.

1. *Operation Safe Escape is the premier resource for safety and security resources presented and delivered in a victim-centric way that respects their agency and provides actionable, consistent results*
2. *Operation Safe Escape advocates for legal, societal, and technological change in ways that benefit those impacted by domestic violence and related crimes*

Values
Values are Operation Safe Escape's source of guidance and what it stands for. They are timeless and seldom change.

Respect: We will treat our clients, partners, and one another with dignity and the respect they deserve
Professionalism: We will give our clients and partners our very best so they know they're in good hands
Integrity: We keep our word and will do the right thing legally and morally
Innovation: We will always strive to find cutting-edge solutions to stay ahead of the adversary
*Authenticity: As an organization, we are who we say we are. We live our own values hold ourselves accountable*
The best people: We recruit and partner with the best processionals in their respective fields

3. <u>Current State Analysis</u>

A current state analysis, sometimes referred to as an environmental scan, is a review of everything that currently impacts Operation Safe Escape, either positively or negatively. This analysis considers all capabilities and opportunities for the organization, as well as the gaps or vulnerabilities that could impede its success. This assessment is limited by its nature because it's not possible to accurately predict future events, however it is a useful tool when considering the operating environment and how it affects the organization's efforts.
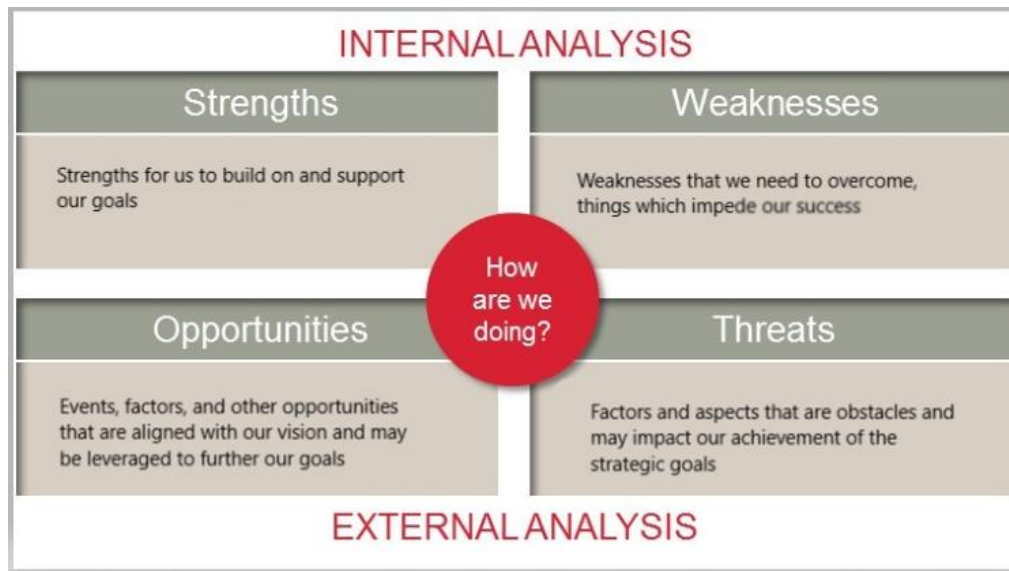
What follows is a sample summary of feedback on Operation Safe Escape's strengths, weaknesses, opportunities and threats.

Strengths

Operation Safe Escape is a learning organization that makes the best use of its strengths and resources to provide critical services to a growing client base. Identifying and building on these strengths allow the organization to improve the quality of care it's able to provide. Those strengths include:

- Committed volunteers from multiple security and advocacy domains
- Relationships with domestic violence advocacy groups
- Relationships with companies, organizations, and groups across multiple security domains
- Value driven organization and clear mandate
- Public perception of the organization and its broad mission
- Strong reputation among past and potential clients
- A solid, secure, and reliable technical infrastructure

Weakness

Operation Safe Escape also has areas where improvement is needed. Some items can be addressed by organizational leadership, while others may require individual volunteers to be accountable, Weaknesses can be changed and are not fixed qualities. Weaknesses identified include:

- Limited funding
- Limited presence in rural areas
- Conflicting obligations for volunteers
- Long lead time in clearance and background checks (necessary due to the nature of the work and enhanced security requirements)

- Potential for burn-out and compassion fatigue

Opportunity

At times there are changes in the operating environment that can benefit Operation Safe Escape. It is important to recognize these changes and take advantage of opportunity. These include:

- External recognition of Operation Safe Escape as a resource
- Availability of state, local, and private grants
- Partnerships with law enforcement
- Partnerships with industry and private sector entities
- Partnerships with advocates and advocacy organizations
- Participation in conferences and similar events

Threats

Threats are those things that the organization has no or little control over. That does not mean that the organization is helpless, but that it must take purposeful steps to mitigate the negative impact of those threats. These include:

- Lack of funding and unpredictable funding cycles
- Regulatory compliance (the organization must continue to meet all state and federal requirements to remain in good standing, and must be aware of any changes to them)
- Direct action by adversaries, to include hate groups, abusers, and any other individual or organization with goals that conflict with Operation Safe Escape's

4. Strategic Goals and Activities

Based upon the Mission, Vision, Values, and the Current State Analysis, Operation Safe Escape has defined four primary goals that will assist the organization in getting where it wants and needs to be.

i.   **Goal: Develop a comprehensive resources kit for safe houses and shelters**

This objective is important because it supports one of Operation Safe Escape's key priorities of supporting shelters, safe houses, and other key partners. Although the organization will continue to provide direct support to all partners, developing a resource kit will introduce partners and allies to the suite of service available and present critical, actionable information, tools, and other resources.

Activities to achieve this priority:

a.   Complete the collection of information two-pagers covering critical topics for clients, allies, and law enforcement
b.   Create additional informative videos for shelter and safe house personnel, as well as for clients under their care
c.   Complete the collection of websites providing specialized and discreet services for specific use cases

    d. Develop security and safety awareness posters, handouts, and other information designed to be shared by the partner organization

    e. Complete the shelter and safe house security control catalog and selection criteria

ii. Goal: Improve and streamline the volunteer process and experience

Volunteers are the lifeblood of Operation Safe Escape. As an all-volunteer organization, it's critical that the volunteer experience is positive, informative, and allows all personnel to participate in operations as quickly as possible. This includes onboarding, orientation, and team assignments.

Activities to achieve this priority:

    a. Clear and train additional personnel to perform background checks and reduce the processing timeframe

    b. Facilitate partnerships and government resources to increase background check throughput

    c. Refine the organizational intake and orientation process by developing guides, mentorship opportunities, and teambuilding / training events

    d. Recruit volunteers with critical skillsets based on team assignments and priorities

iii. Goal: Increase fundraising and resource partnerships

Operation Safe Escape does not charge clients or partners for its assistance, and never will. In order to provide critical services, Operation Safe Escape relies on donations from individuals and supporting organizations. These donations include funding, services, and physical tools.

Activities to achieve this priority:

    a. Apply for available private and government grants for which the organization qualifies

    b. Perform direct outreach and hold events to encourage private donors

    c. Solicit donations via merchandise related to the organization's mission and message

iv. Goal: Increase the overall engagement for the team through clear assignments and deadlines

Volunteers join Operation Safe Escape because they have a strong desire to help others. Failing to provide clear direction may result in decreased engagement and motivation, which would ultimately negatively impact retention and recruitment.

Activities to achieve this priority:

    a. Develop a trackable task list that integrates with the current volunteer portal

    b. Clarify volunteer roles and expectations

    c. Update the volunteer handbook and orientation process

    d. Establish a vicarious trauma specialist position

v. Goal: Develop an information sharing and analysis center for partner and allied organizations

The current lack of information-sharing and collaboration resources among advocates, to include domestic violence shelters and safe houses, represents a significant risk to clients. While state coalitions exist and, in many cases, promote information-sharing among allied facilities, there is currently no method to share threat information and techniques across state lines. This resource

Activities to achieve this priority:

    a. Build a secure collaboration environment accessible to approved participants
    b. Perform direct outreach to allied organizations
    c. Compile regional and general threat intelligence

5. Prioritization of Activities

Determining which activities to focus on first is one of the greatest challenges of implementing a strategic plan. A process to prioritize the activities needs to be undertaken in order to focus the organization's resources in implementing its strategic plan. The key benefits and costs of each activity should be outlined as much as possible. Figure 4 below outlines this process.

Figure 4 – Activity Prioritization Process
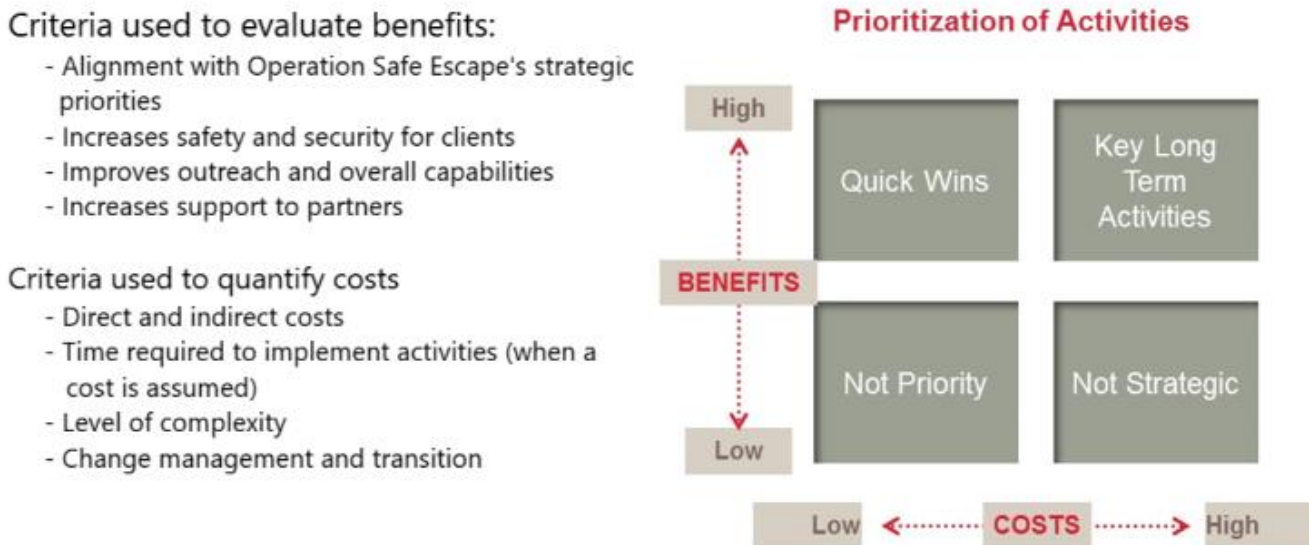
The above analysis can be organized into tables shown in Figure 5 on the following page.

Figure 5 – Activity Table

Strategic Priority:					
Activities	Owner	Timeline	Estimated Benefits	Estimated Costs	Priority Level
Complete the collection of information two-pagers covering critical topics for clients, allies, and law enforcement	Awareness team	Perpetual	Partner support and client awareness	$1,500 for printing, distribution, and image rights	Medium
Create additional informative videos for shelter and safe house personnel, as well as for clients under their care	Awareness team / Education team	Perpetual	Partner support and client awareness	$1000 for image and footage rights	Medium
Develop security and safety awareness posters, handouts, and other information designed to be shared by the partner organization	Awareness team	Perpetual	Partner support and client awareness	$1,500 for printing, distribution, and image rights	Medium
Complete the shelter and safe house security control catalog and selection criteria	Working group	On or before July 2022	Increase the security and safety profile of partner organizations and allow self-certification	$1,000 for printing and distribution	Medium
Clear and train additional personnel to perform background checks and reduce the processing timeframe. Utilize	Intake team / Chief Development Officer	On or before April 2022	Reduce volunteer backlog and increase capacity	$1750 for tools and resources	High

standardized tools and accounts to facilitate checks.					
Facilitate partnerships and government resources to increase background check throughput	Intake team / Chief Development Officer	On or before April 2022	Reduce volunteer backlog and increase capacity	No cost	High
Refine the organizational intake and orientation process by developing guides, mentorship opportunities, and teambuilding / training events	Intake team / OSINT team	On or before July 2022	Increase capability of volunteers and enable cross-training	No cost	Medium
Recruit volunteers with critical skillsets based on team assignments and priorities	Intake team	Perpetual	Increase overall organizational capacity and fill critical roles	$250 for outreach	High
Apply for available private and government grants for which the organization qualifies	Working group	Perpetual	Fund critical efforts and increase capability	No cost	Medium
Perform direct outreach and hold events to encourage private donors	Working group	Perpetual	Fund critical efforts and increase capability	To be determined	Medium
Solicit donations via merchandise related to the organization's mission and message	Working group	Perpetual	Fund critical efforts and increase capability	To be determined	Low

Update the volunteer handbook and orientation process	Team leads and executive staff	On or before March 2022	Clarify roles and increase productivity	No cost	Medium

Based upon each activity's cost/benefit analysis, the organization can now prioritize all of the activities identified for each strategic priority. Note that this document is intended to capture and describe the broad strategic goals of the organization. Specific tactical and operational steps to achieve those goals will be captured through a subsequent process.