



Strategic Plan 2021

Drafted:
Katie Peters
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Revised:
John Geyerman
Gabrielle Thompson
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You may choose to look the other way, but you can never say again that you did not know”

**-William Wilberforce
(1759-1833)**

William Wilberforce was an English politician who became the voice of the abolition movement in British Parliament. As a young man, Wilberforce was mentored by John Newton, a former slave trader who authored the famous hymn, *Amazing Grace*. Wilberforce began introducing bills to abolish slavery in 1789, but it was not until July 26, 1833 (44 years later) that the Slavery Abolition Act passed and slavery within the British Empire was formally abolished. A messenger rushed to Wilberforce’s home to tell him the good news, and three days later, Wilberforce died.



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Mission and Vision

The Mission of Free for Life International is:

The identification, assistance and restoration of victims and survivors of human trafficking and exploitation.

The Vision of Free for Life International is:

Freedom for all.

Core Values

The Core Values of Free for Life International are:

Inclusivity, Transparency, Integrity



What Makes Free For Life Different

Survivor Empowerment through Education: Survivor Scholarship & Mentorship

FFLI offers one of the only survivor-focused scholarship funds in the nation and receives new applicants every semester. Accepted recipients receive flexible and renewable funding awards for a higher educational or vocational training program of their choice. Each recipient is also paired with a qualified, trauma-informed mentor through the career mentorship program. The goal of the survivor scholarship program is to walk hand-in-hand with every recipient as each achieves their dreams.

Customized Training for Vulnerable Populations: Prevention Education Curriculum

FFLI believes education is key in preventing future generations from cycles of exploitation and abuse. FFLI created a one-of-a-kind prevention curriculum that teaches vulnerable populations -- including orphans, at-risk youth, immigrants and refugees -- about healthy boundaries, safe employment and how to prevent, identify and respond to potential trafficking situations they may encounter. The materials were created to be tailored for various populations groups to educate those across languages, regions, and cultures.

Highly-Ethical Interception & Rescue: Border & Transit Monitoring

FFLI's cornerstone program is border & transit monitoring in India and Nepal. Through this initiative, trained staff members identify warning signs of trafficking at local transportation hubs and intervene to rescue victims and those who are at-risk. This unique approach is highly effective within the region, and one of the most ethical forms of rescue to exist.

Residential Care with No Time Limit: Long-Term Shelter

FFLI recognizes healing is a unique process for every individual – to support holistic, long-term restoration for survivors FFLI supports a residential facility in Thailand with no time limit on recovery. While living within the family-style environment of the home, women and girls receive care they need, as well as opportunities to pursue and complete their education. One resident arrived when she was 10 and is still being supported today at the age of 22

2021 Milestones

- Reached 57 scholarships awarded to survivors in the United States
- Launched career mentorship program, as part of the survivor scholarship to provide recipients with professional and academic support
- Hosted first-ever Conference on Autism & Human Trafficking
- Expanded international prevention curriculum to the Dominican Republic, Guatemala, Peru and India
- Adapted prevention curriculum to be used with service providers in Middle Tennessee and the United States and worked in partnership with organizations including Youth Villages, Catholic Charities of Tennessee, and Autism Tennessee
- Reached 1,800 individuals rescued internationally since 2010



- Reached 83 traffickers arrested internationally
- Expanded transit monitoring program to include the rescue of male victims of labor trafficking -- a raid in New Delhi, India led to the rescue of 46 boys from forced labor in a carpet shop!

Upcoming Milestones

- Reach 2,000 individuals rescued internationally since 2010
- Reach 3,000 individuals trained in prevention education
- Host a conference on the intersection of foster care and human trafficking
- Expand international implementation of prevention curriculum to additional countries and regions -- we currently have upcoming opportunities in both Mexico and India
- Expand U.S. reach of prevention curriculum -- we currently have upcoming opportunities in California and Arizona
- Accept first male recipient of survivor scholarship program
- Accept first non-binary recipient of survivor scholarship program
- Expand survivor scholarship reach among native individuals
- Receive scholarship applications from survivors in half of the states in the U.S.
- Establish relationships with residential referral programs in the U.S. that best align with the survivor scholarship program

Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis

SWOT Analysis - 2021

*Items in **BOLD** were mentioned by multiple Board Members

Strengths

- **Strong leadership from a passionate and dedicated Executive Director**
- **Increased Diversity in skills and experience among Board members**
- **Ethical programs that demonstrate results**
- **Important, stirring mission/vision/values that are a relevant point of conversation right now**
- **Dedicated core staff, and the new addition of Director of Development**
- **Organizational commitment to development, advancement, and goals**
- Partnerships
- Social media materials & website
- Marketing has improved messaging
- **Expanded programs, specifically prevention and scholarship programs**
- Kery relationships with a few heavy hitters
- Longevity of the organization
- Efforts toward establishing and organization structure that provides a solid foundation, integrity, and credibility

Weaknesses



- **Insufficient staff compensation**
- **Understaffed to truly meet organization's potential**
- **Limited funding for program growth**
- **Need additional board members to share the workload - leaves a lot to be done by a few engaged members**
- **Need to continue to increase Board diversity and inclusion; perspective and ability to generate new ideas is limited**
- Lack large donors/grants - team has to spend a lot of time managing smaller donors
- Current donor base is oversaturated
- Donors can't readily see or visit work being done
- **Not well known in the Nashville community; lack of brand awareness in general**
- Currently without a physical office/work location
- **Many committees are operative with skeletal crews - need new results oriented volunteers and committee members**
- Monthly giving program
- Marketing is still emerging and developing
- Strategy & action plan for future growth/scale
- Revenue generation
- Consistency & policy around decision-making

Opportunities

- **Addition of Development Director**
- **Potential to continue expanding prevention & scholarship programs; make all programs better known**
- Opportunity to continue with online events (like webinars) to reach more people
- Discussion about better board communication & growth
- Opportunity to turn connections into donors & volunteers
- Seek out Board members with international nonprofit experience
- Increase diversity of team/volunteers/board
- Recruitment of great staff
- Cultivate connections with additional funders
- Deepen current partnerships
- Find speaking & networking opportunities for ED/DD
- Opportunities for additional program partnerships; connections with complimentary NGOs
- Increase grant revenue
- Capitalize on the relevance of FFLI's mission
- Increase data collection/analytics
- Improve project management through prioritization and streamlining procedures
- Continue growing marketing efforts
- Achieve clear, consistent, and transparent communications across the organization
- Increase audience reach and engagement through Board/personal/professional networks/partner organizations

Threats

- **Staff may find better compensation elsewhere**



- **Risk of burnout for both staff and board**
- **Board is spread too thin - a few end up doing most of the heavy lifting. Finding a balance where the work is appropriately delegated but the Board is not so big it keep things from moving forward**
- Lack of physical office space
- Lack of clarity on some organizational structures (ex: whether scholarship & mentorship committees will be combined or left separate)
- **Lack of funding**
- **Loss of Executive Director; need of succession plan**
- **Part of a large pool with a lot of much bigger anti-trafficking organizations; risk of getting lost**
- Lack of support for FFLI in other states/weak chapters
- Operating model in remote / COVID environment - social and professional
- Unemployment, economy, and future state of giving
- Social perceptions surrounding human trafficking, Asian demographic, international work vs. domestic
- Increase in “competitive” nonprofits/social/local causes and giving platforms (ie. GoFundME)

SWOT Analysis - 2020

*Items in **BOLD** were mentioned by multiple Board Members

Strengths

- **Executive Director is fully committed, effective, passionate and professional**
- **Mission is clear, focused and relevant**
- **Tangible results are achieved**
- **Growth in program scope**
- Improvement in finances
- Strong international partners who are making a difference
- **Strong and knowledgeable FFLI team + board**
- Organization is open-minded and hard-working
- **Organization responds well to constructive criticism and works towards improvement in organizational structure**
- Scholarship Program
- **Prevention Curriculum**
- Key relationships with a few heavy hitters (ex. Retail ROI)
- Longevity of organizations

Weaknesses

- Effective donor metrics management
- **Uneven board engagement in attendance & financial giving**
- **Lack of diversity**
- **Website and marketing issues**
- Small staff means a heavy workload for those employed
- The Executive Director is the major gift and development officer for the organization -- this is not sustainable moving forward.



- Processes can be disorganized (may be related to multiple communication platforms)
- **Constant funding concern**
- Funding pass-through model -- no control of partner organizations or their methods
- **Small footprint & low visibility make it difficult in an arena with bigger, more popular organizations.**

Opportunities

- To be more proactive about donor metrics
- To establish the reputation of the org vs. the reputation of the staff.
- **To establish new programs & partnerships**
- To establish scholarship/mentorship program success through graduating recipients; to maintain these relationships moving forward
- To plan fundraising opportunities our donors enjoy and are happy to invite their networks to
- To create a clear volunteer process
- To engage with local businesses, partners and survivors closer to home
- To connect with international populations in other major cities
- To improve the marketing of the organization
- **To diversify the funding sources of the organization: monthly donors, grant opportunities, scholarship sponsors, prevention curriculum support**
- To engage with an increasingly relevant topic & injustice
- To collaborate with other organizations to maximize our impact and reach with less investment or workload

Threats

- **Limited funding for staff and programs**
- **Staff burnout**
- **Small number of board & committee members**
- Lack of a Red Tie Gala in 2020
- Fundraising and case for support is lacking -- hard to sell our cause to people who would rather give to direct-service organizations
- Need to ensure impact justifies budget size
- Lack of a succession plan
- Many organizations are chasing the same donor audience & many are much larger and popular.

SWOT Analysis - 2019

***Items in BOLD were mentioned by multiple Board Members**

Strengths

- **First-of-its-kind medical curriculum in the U.S.**
- Leadership capabilities and charisma of Executive Director
- **Strong administrative staff**
- Commitment of board and staff to mission, vision, and goals



- 100% board giving and we have high commitment levels (both in finances and in terms of time invested) from several board and committee members.
- Key relationships with a few heavy hitters (ex: Retail ROI)
- Longevity of the organization
- Organizational structure (or efforts towards strengthening) – this gives us a solid foundation + integrity and credibility as we grow and mature.
- **Relevance of our mission, vision, and goals to the global conversation**
- **Development of prevention curriculum**
- New partnerships in Thailand and India

Weaknesses

- Instability with Free for Life staff (art & media position)
- Underpaid staff
- **Small board puts a great deal of activity on a few engaged members**
- Limited board diversity - limited perspectives and lack of ability to generate “out of the box” ideas
- No deep roster to fill empty committee roles
- Organization is not well known
- **Fundraising - we need to increase revenue**
- Loss of fundraising potential from Nebraska + Maryland chapters
- Networking
- Marketing still singularly focused on Nepal in look and feel

Opportunities

- Relevance of our mission, vision and goals. We ABSOLUTELY need to strike while the topic is hot
- Room for additional members that could strengthen the board
- Potential for Nashville chapter
- International connections – FFLI chapters worldwide!
- Grant opportunities
- Marketing
- Further cultivation with India, Thailand partners
- Networking – finding new opportunities & relationships for programs
- **Opportunity to expand curriculum + create income through this program**
- Opportunity to engage with & partner with complimentary NGO’s (ex: CTRL ALT DEL Poverty, Lifesong, etc) – allowing us to leverage their energy and support with very little effort or investment
- **Opportunity for growth in scholarships – if we have funding, there are clear ways we can put it to good use!**

Threats

- Need overall effective staff in Nashville office
- **Compensation: Executive Director, Admin Supervisor**



- Lacking skill sets on the board and committee – especially O/F and fundraising committees.
- On a small board, a few members end up doing most of the heavy lifting. The caution is that if we grow too much, there will be more debate and increased challenges moving forward. The challenge is finding this balance and holding committees accountable.
- Will donors continue to support FFLI over time in absence of PRC?
- Organization is not well known
- Potential to get lost amongst the more sophisticated anti-trafficking orgs with larger scopes of impact if we do not specialize in something specific or appear bigger than we are
- **Lack of funding**
- **Struggles with FFLI chapters and loss of support**
- Limited capacity for regular relationships with remote partnerships and numerous survivors

SWOT Analysis - 2018

*Items in **BOLD** were mentioned by multiple Board Members

Strengths

- Strong relationship between board and ED, Board Leadership
- Motivation to improve and grow organization
- Trust as an organization, represented by the donors and supporters that have remained post PRC leaving
- Attention refocused to new powerful programs; curriculum
- FFLI has grown stronger since PRC issue, therefore we are more prepared for issues in the future ie; Code of Conduct + proper vetting requirements
- Split from PRC has provided FFLI with available funds
- Consistent, reliable donors
- Increase in grant funding over 2017
- Establishment of both Auburn and Texas chapters
- Growth; programs, structure, documents. chapters
- Relationship; internal and external

Weaknesses

- Marketing, website, social Media - increase professionalism
- Size of Board (small)
- Small support staff
- Limited funds - need a culture and organizational drive around fundraising
- Continue to improve donor relations
- Existing risk for potential fraud (without set internal control for example)
- Limited fund reserves
- Limited Resources; funds, people, etc
- Internal controls; improve documentation of processes
- Marketing; materials, messaging, etc.

Opportunities



- Develop a “best in class” preventative curriculum
- Develop a “best in class” medical curriculum
- New partnership with “Home of New BEinnings” in Thailand
- New partner in India
- Nashville Chapter
- New Programs to bring in new donors
- Attention in funding and opportunities from medical training curriculum
- Ability to turn these educational programs into certification that holds industry “clout” and is desired by institutions, nonprofits, faith based NGOs, and for profit businesses
- Subject matter is “in vogue” and easy to get attention and financial traction
- New “healthy” relationships with partners
- “Clean” start to choosing partners, not inherited partners
- Opportunity to increase donor confidence through BBB, documented internal controls and policies
- Increase funding through new methods, such as endowments
- Committee members as opportunities to be quality contributors (mentioned: Caylen Santos and Davis Griffin)
- Regional and State- Held Chapters as fundraising and awareness advocates
- Curriculum; medical and prevention
- New partnerships; scholarship program, rescue and restoration
- Relationships to build on; committee members, new chapters, donors

Threats

- Backlash, such as loss in donor confidence, loss of funding as a result of split from PRC / change in programming
- Changes in tax laws - and how this will influence funding
- Decrease in donations
- Competition some very similar organizations in Nashville, and United States that are focused, well-presented, and well capitalized
- “If we do not proactively develop new partnerships, everything will stall out. We need to keep up work at a quick pace while also ensuring we vet each partner thoroughly”
- Partnering with an organization that has an integrity breach or impropriety
- Hiring a staff or Board member that has an integrity breach or impropriety
- Lack of staff and board resources and talents. Need to know who we are, what we want to be, and what we will say no to
- Speed at which we are able to impact change - marketing, print, web, curriculum. This is partially budget and partially talent.
- Chapters based in PRC support will lose their ability to fundraise and retain members / gain new members
- Financial; tax law, loss of funds due to programming changes
- Lack of solid identity + not maintaining solid identity; marketing, message, threats to competition, threats to chapter stability
- Principal agent threats; partnership accountability, impropriety from staff and Board



SWOT Analysis - April 2017 – Board Retreat*

*Items in BOLD were mentioned by multiple Board Members

Strengths

- **Commitment of Board and Staff to Mission/Vision/Goals**
- **Strong ED and team**
- Key relationships with a few heavy hitters (Retail ROI)
- Longevity of the organization
- **Efforts to establish a strong organizational structure as we grow and mature – this has improved significantly in the last year**
- Work is currently relevant within the global community
- Improved fundraising efforts + campaigns
- **New, streamlined website**
- The integrity of PRC + Suman
- Program costs are manageable – the region we work in allows us to do a lot with limited resources
- Small and flexible staff
- Board members who work well together and are unified by their faith

Weaknesses

- **Single program relationship / location in Nepal and India**
- **Small Board**
- **Lack of Board diversity**
- **Limited organizational budget**
- While FFL has existed for 10 years, the current restructuring leaves us similar in ways to a new organization
- Social media – keeping it polished and professional
- Relationship and communication with PRC + lack of data transfers in a timely manner
- MOU Commitments

Opportunities

- **New program and location opportunities**
- Grant funding
- Finding complimentary organizations / projects that leverage our community involvement with minimal investment (ie. CTRL ALT DEL)
- Relevance of trafficking within the global community
- Increasing presence within U.S. / Tennessee community
- Marketing, Social Media, Branding – developing theme, presences, consistency
- Increased Board involvement in grant writing (Hooper, Harmon)
- Potential scholarship program
- Gabrielle's network of contacts with other organizations and leaders



- ROI relationship – continue to grow

Threats

- Potential to get lost amongst the bigger, more publicized trafficking organizations
- **Small board can leave a few doing most of the heavy lifting – potential of board fatigue**
- Financial management – what are the checks and balances?
- No Savings, Limited Budget
- **Potential of losing staff members**
- **Keeping people (donors, people who attend events) engaged**
- Need succession plans in place for Board members and ED
- Need to ensure proper data transferring procedures and guidelines are in place before forming new partnerships
- Organizational distractions & not taking advantage of growth opportunities ahead of us

SWOT Analysis - April 2016 - Board Retreat

Strengths

- Board and staff passionate in the fight against human trafficking
- Strong board member commitment
- Board members with experience with FFLI and our partner PRC
- New Executive Director

Weaknesses

- New board members/team
- Weak organizational structure
- Transition of leadership
- Communication with PRC and Suman
- FFLI needs increased awareness and visibility

Opportunities

- New board members/team
- Skill set and strengths of each board member
- Growth in fundraising and programs
- Growth as a healthy and strong organization
- Need for FFLI to continue working to save victims of human trafficking

Threats

- Colette Bercu's actions and discord
- Lack of resources and funding
- Lack of organizational structure
- Misusing or misappropriating funds



During 2016, FFLI has worked to address and eliminate weakness and threats, stabilize and grow the organization.

Goals and Vision for the next 5 Years

(To be completed by 20th anniversary, 2026)

1. **Award 165 Scholarships** to survivors of human trafficking and exploitation
2. **Expand rescue initiatives** in INdia to include Mumbai and Kolkata--increasing our interception reach and support of male minors
3. **Increase targeted support** of the most vulnerable and underserved groups: Indigenous peoples, people of color, males, and those in the LGBTQ+ community
4. **Expand support to the full spectrum of trafficking** including domestic servitude, child soldiers, bonded labor, organ, and surrogate trafficking.
5. **Partner with 50 organizations** serving at risk populations through our human trafficking prevention curriculum
6. **Expand international reach** to underserved regions and continents including Africa and the Middle East
7. **Deepen relationships** with the Hispanic community through our prevention efforts in Latin American and the United States



Goals, Priorities and Strategies for Committees

Plan

The FFLI Board of Directors and Executive Director (ED) will develop the Strategic Plan. The plan will be implemented by staff members and the Board of Directors. The FFLI Board currently consists of three committees: Organizational Structure and Finance, Fundraising, and Programs. Committees are made up of Board members, FFLI staff, and may include community individuals. Each Committee will meet monthly, except during the month of the Annual Board Retreat, and will provide an update at the next general Board meeting. A five-year organizational goal will be outlined. Each Committee will be assigned an overall Committee goal, which will be strategically designed to meet the organizational five-year goal. Committees will identify and execute smaller goals while working towards meeting their Committee goal.

Goals

Goals are categorized as: 1) overall organizational goals and 2) individual committee goals.

See individual goals of each Committee below. Goals are to be completed by December 2022.

Programs Committee Goal

This committee meets monthly and submits meeting minutes monthly. Committee is responsible for general oversight and counsel regarding current partners. This committee also works toward identifying new and potential partners and communicating with current partners. Committee is responsible for working with ED in development of written agreement between FFLI and its partners, (e.g. MOU, scholarship agreement, etc), program strategy and vision, programmatic risk management, and scalability of all programs. These members work with ED in development of in-house programs through: creation, development, evaluation, facilitation, and monitoring. These members work with ED in development of out-of-house programs and partnerships through: evaluating and monitoring. In-house programs include: outreach and awareness, prevention, and scholarship/mentorship. Out-of-house programs include: border/transit monitoring and shelters.

1. Expand our support with LJI to cover border monitoring stations in Mumbai and Calcutta India
2. Expand to Africa with our prevention curriculum program
3. Expand support for male survivors, victims, and those that are at-risk (i.e. Work with organizations that have residential programs for at-risk male youth and including those that identify as LGBTQI+ in the scholarship and mentorship programs)
4. Acquire 3 new core international partnerships for curriculum training
5. Provide curriculum training sessions to 10 different local organizations

Fundraising Committee Goal

This committee meets monthly and submits meeting minutes monthly. Committee is responsible for carrying out fund development plans, as well as developing, coordinating and supporting fundraising



events and maintaining public relations. Other committee responsibilities include: assisting with corporate partnerships and events, donor cultivation, and marketing including social media, website and merchandise sales.

1. Required event/gathering (virtual or in person) hosted by each Committee member to engage new networks and contacts
2. All members responsible for securing at least 3 guests to the Annual Gala
3. Fundraising Meetings
 - a. SMART goals to be implemented in each meeting with a shift to focusing on specific projects for the Committee
 - b. Committee members to take ownership over fundraising efforts aligned with campaigns, events, and programs throughout the year
 - c. Director of Development will work with the Committee Chair to determine final project focus
4. Goal: creating a functional and active Committee, bringing projects from start to finish with direct impacts on revenue

Organizational Structure and Finance Committee Goal

This committee meets monthly and submits meeting minutes monthly. The Board Treasurer serves on this committee. Committee is responsible for oversight and monitoring fiscal operations of the organization, drafts and approves all policies for the organization, has oversight of all financial and fiduciary operations including 990 approval and SOS approval, reviews all legal issues and risk control, governance, has oversight on employee benefits, and assists with the development of the annual budget. Committee also oversees organizational structure, including: bylaws, Executive Director (ED) work agreement and ED evaluation. The Treasurer is to submit a monthly budget report.

1. Guidestar Platinum Seal
2. Streamline the hiring, onboarding, and recruitment HR processes
3. Finalize Strategic Plan
4. Improve communications via Slack and Airtable; Organize Google Drive
5. Build a Five Year Compensation Plan
 - a. Competitive assessment and raise tracking
 - b. Visibility for next five years and evaluation tools for each role

Scholarship and Mentorship Committee

This committee meets three times a year, or as needed, before each school semester begins, and submits meeting minutes following each meeting. This committee requires a three-year term commitment, and attendance is mandatory for all meetings. Committee is responsible for carrying out the Survivor Scholarship process, including reviewing applicants and their documents, interviewing applicants and deciding on scholarship recipients. Committee is also responsible for carrying out the mentor/mentee matching process, including reviewing mentor applicants and their documents, and participating in the training of new mentors. Other committee responsibilities include: maintaining a positive relationship with



scholarship recipients, reviewing and updating scholarship program policies, evaluating the success of scholarship recipients and program review, assisting with partnerships with referral organizations in the anti-trafficking space, maintaining a positive relationship with mentors and mentees/scholarship recipients, program development, evaluation, and growth and keeping all documentation up to date. Special meeting attendance is required.

1. Merge with the Scholarship Committee to reduce lack of communication between the two Committees
2. Increase mentor pool to include survivors on the list
3. Create resources to prepare mentees for their careers
 - a. Includes interview techniques, resume writing, cover letter composition examples, etc. to provide mentors a clearinghouse for materials and tools they can use as needed
4. Increase the Mentorship Committee's membership from outside FFLI with professionals
 1. Add two more faculty members to the Committee and increase the diversity of the Committee
 2. Integrate further with the mentorship component
 3. Streamline and better document the process for mentorship to ensure everyone gets assignments as needed
 4. Move records to AirTable and work with Katie to implement the new system
 5. Network with other organizations to invite their clients to apply
 - a. Intentionally reach out to organizations that work in communities we don't currently serve so that the program is more inclusive (i.e: network with orgs that specialize in serving Native American women)
6. Coordinate better with Marketing, Fundraising, and the Director of Development to ensure we have the funding we need
7. Plan an event, virtual or in-person.
 - a. May not happen until 2022, however, should start thinking about how to make that happen
8. Update and improve policy documents, etc.

Marketing Committee Goals

This committee is responsible for managing the FFLI brand, as well as developing, coordinating and executing external and internal audience touchpoints. This committee will provide insights and learning plans through the use of data, analytics and measurement tools/technologies. This committee will largely be responsible for providing brand management, key messages of FFLI, communications approaches and approving communications strategy, deciding on and creating content, and analyzing all channels of communication with metrics, data and measurements.

1. Prioritization: Implementation of project management toolbox and a deliberate mindset shift towards fewer, bigger, bolder
2. Accountability: Change organizational structure to project-based work, establishing new routines/processes with consistency
3. Workload: Amplify recruitment efforts specific to current gaps



4. Transparency: Improve internal newsletter and announcements via Slack or email, dedicated channels open to real-time updates
5. Data-driven: Recruit or hire data/analytics expertise; stand-up a tech platform to harvest meaningful metrics
6. Amplify New Revenue: Pilot targeted ad campaign across Linear/CTV/OTT/Display/Social; create merch/marketing "swagger" initiatives

Long-term Opportunities for Acceleration:

7. Strategic: Proactively streamline marketing activities annually vs. reactionary by season, lean-in and lead the category with FFLI strengths
8. Subject matter expertise: Attract, hire, and retain a Committee that blends marketing expertise with HT education/knowledge
9. Industry awareness: Increase FFLI credibility in the HT industry across NA; build PR strategy that places FFLI in the center of relevant and mission-centered moments

Monthly Committee Reports

Written committee report to include:

1. Report of the scorecard (measurable goals)
2. Report of previous month's goal – give update of prior month's goal, whether obtained or not.
3. Report next month's goal

Priorities

1. Strengthen committees – ensure there is an adequate number of individuals participating in committees to achieve goals
2. Committees to meet monthly, working on specific committee goals
3. Each committee to define yearly goals within the one and a half year plan



Summary

Free for Life International is committed to the prevention of human trafficking as well as the rescue and restoration of victims of human trafficking and exploitation. FFLI's ultimate goal is "Freedom for All".

FFLI's prioritizes meeting the needs of survivors and those who are at risk and is passionate about filling the gaps in the existing anti-trafficking efforts. FFLI accomplishes this through a 3 tiered approach: Prevention, Rescue and Restoration. Within these tiers fit our 4 core programs: 1) customized training for vulnerable populations through our one-of-its-kind Prevention Curriculum; 2) ethical interception and rescue through border and transit monitoring; 3) residential and holistic care at long-term safe houses; and 4) Survivor empowerment through our Scholarship and Mentorship Program. In all of our work, we will operate with our Core Values of 'Inclusivity, Transparency, and Integrity'. The Board of Directors will provide oversight and leadership for the organization, FFLI partners, and staff. FFLI and its Committees will work to carry out the mission and strategic goals of the organization as outlined in this document.