

CASE STUDY: STRENGTHENING ORGANIZATIONAL RESILIENCE AND SECURITY RISK MANAGEMENT FOR A HIGH-STAKES NON-PROFIT

SITUATION

A large non-profit, recognized as a “soft target” by the Department of Homeland Security (**DHS**), had undergone two extensive Security Assessment at First Entry (**SAFE**) assessments over the past five (**5**) years. The SAFE assessment helps facility owners and operators understand and reduce exposure to security risks.

The most recent assessment identified new opportunities for improvement in addition to the ongoing work to meet the previous assessment’s recommendations. The implementation of these enhancements cut across all organizational functions and required a range of interventions, as well as careful management to fit in with the organizations fast-paced environment. These interventions included high-priority activities such as enhanced training, upgrading facilities and security systems, plan and procedure development, activating new equipment, and designing system integrations.

As is the case for most non-profit organizations, they did not have dedicated project management staff with risk management expertise. Nor did they have an existing project management system capable of tracking progress on the complex and interconnected activities.

Complicating the situation, the organization needed to consider budget, operational cycles, and staffing constraints when planning rollouts. Therefore, the approach needed to be simple, flexible, easily maintained, and clearly documented.

SOLUTION

Applying Edwards expertise in Project Management and Enterprise Risk Management allowed us to quickly assess the organization’s current situation and provide a clear roadmap that assured progress towards a more secure and resilient environment.

The first step was to analyze and break down the most recent **DHS** and **SAFE** reports. This analysis resulted in the identification of 90+ individual activities that we organized in a format for categorization, identification of dependencies, and priority assignment. Our analysis used a tailored scoring methodology that took impact and feasibility into consideration when determining priorities.



PROJECT PARTNER TESTIMONIAL



The **agile** method Ryan Miller and Edwards introduced helped us navigate complex tasks with flexibility and ease. By focusing on the most important work, we were able to maintain a smooth workflow without getting caught up in the details. The cycle guided us from today’s needs to future priorities, with a process for review that kept us on track. Edwards’ support was crucial in keeping us organized and aligned with our goals.



*Facilities Director, Large Non-Profit
(Identity Withheld)*

SOLUTION | CONTINUED

This ensured that the highest-value actions occurred first. As we defined the current state and where we were going, we developed a visual project management tool to guide the implementation.

The Organizational Resilience Program (**ORP**) project management tool uses Agile techniques to triage, prioritize and incorporate the never-ending stream of new tasks with existing resilience and security activities. The ORP backlog and progress tracker ensured effective prioritization and management of activities as a whole.

To only process through the assessment and jump start action on key recommendations would have been easy, but it quickly became clear that the organization needed a management system that would carry them into the future and have utility outside of immediate needs. The development of the ORP tool, using already available **Microsoft SharePoint** and **Microsoft Planner** applications, enabled a cost-effective setup. This approach also ensured partitioned instances enabling both internal and external team members secure and shared access.

Given the nature of the work, it was evident that Agile project management techniques would be an ideal fit. This approach is particularly beneficial for achieving value quickly, maintaining flexibility, and providing a steady cadence to manage the large volume of work. Consequently, it helps the team achieve both operational resilience and strategic success.

RESULTS & BENEFITS



CLEAR ROADMAP & ENHANCED PROJECT MANAGEMENT

Edwards analyzed DHS SAFE recommendations to create solutions that quickly mitigate risks. We helped the non-profit think holistically about project management, addressing all elements, resources, and stakeholder needs.



BETTER COMMUNICATION AND COLLABORATION

Edwards enhanced team communication and collaboration by adapting familiar tools to a structured, flexible approach, enabling cost effective use of resources.



CUSTOMIZED TRAINING AND CONSULTING

We developed tailored solutions and provided training that met the organization's specific needs, using familiar technology to enhance its ability to anticipate, respond, and recover.



EXPERIENCED SUBJECT MATTER EXPERTS

With deep expertise across a wide range of areas, Edwards offers the confidence needed to implement effective approaches that withstand the hazards disrupting and threatening operational success.