



MARYLAND LEGAL AID

Strategic Plan

2024-2028

Dear Friends and Supporters,

We are excited to present Maryland Legal Aid's new strategic plan which builds on our more than 100-year+ history as a nonprofit law firm providing high-quality, free legal services to vulnerable Marylanders with low-incomes. In this plan, we embrace the true aim of our work: to achieve equity and social justice for our clients and the communities we represent. Through excellent legal representation, community collaboration and systemic change, we will advocate with and for Marylanders experiencing poverty to build a society where dignity, racial and economic equity and justice is available and expected for all.

As we embarked on this process, we understood that for our organization to thrive and effectively serve our community, we must be prepared to evolve and adapt while also deepening our shared commitment to diversity, equity, inclusion and belonging. We focused on defining our core values to be clear about how we will do our work, and we engaged a wide range of stakeholders, including staff, board, clients, and partners, to ensure a diversity of perspectives and insights shaped our direction. This inclusive approach ensures that our plan is not only ambitious but grounded in the reality of our clients' needs and the expertise of our dedicated staff.

The resulting strategic plan focuses on four key strategic objectives:

1. Empower clients and communities through holistic lawyering so they can stabilize and thrive.
2. Challenge the systems that perpetuate racial and economic inequity for our clients.
3. Support a respectful, diverse, high-performing staff that is collaborative and mission-focused.
4. Create a data-driven, innovative organization that reflects best practices and has sufficient resources to achieve our goals.

This strategic plan will require ongoing growth and investment, yet with continued support and partnership, it is entirely achievable. It represents not just our roadmap for the future, but our pledge to be relentless in our pursuit of justice for all Marylanders.

As we begin this next chapter, we invite you to join us. Together, we can make a lasting difference. Thank you for your ongoing support and commitment to dignity, equity, and justice for all.

Warmest regards,



Vicki Schultz
Executive Director



Brian Hochheimer
Board President

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Background

For more than 100 years, Maryland Legal Aid has provided free, high-quality, transformative civil legal services to low-income people and families in Maryland to address their most fundamental legal problems. From our 11 offices around the state and through our community-based clinics, we help our clients preserve and access safe and affordable housing, maintain custody of their children, and be safe from domestic violence. We increase our clients' economic security by defending against consumer debt, including foreclosures and tax sales, removing barriers to employment, and accessing critical income supports such as unemployment, food stamps, and other vital public benefits.

Through special projects, we represent seniors, nursing home residents, children in alleged abuse and neglect cases, migrant farm workers, and those in mental health institutions. In its advocacy, MLA seeks systemic change through impact litigation, policy advocacy, and by telling the stories of our clients.

Our Process

In 2023, Maryland Legal Aid underwent a robust, organization-wide process to develop this strategic plan. With the support of the Maryland Legal Services Corporation, Maryland Legal Aid established a strategic planning committee to oversee the process and set up 12 staff-led workgroups involving more than 100 staff members to research current and best practices and develop recommendations for our shared work. Six workgroups were focused on our substantive legal work and six were focused on our organizational development. During the process, 100% of Maryland Legal Aid's staff and board members participated in multiple ways: through an in-person, all-staff/board retreat, ongoing staff and board meetings, an organizational assessment, and by sharing feedback throughout. The committee built on this input to develop the plan including our mission, vision, core values, goals, and strategies. The resulting strategic plan will serve as a compass to guide Maryland Legal Aid's work for the next five years.

Strategic Planning Committee Members

Staff

- Vicki Schultz,
Executive Director
- Kristi Schulenberg,
Chief Operating Officer
- Somil Trivedi,
Chief Legal and Advocacy Director
- Jessica Sysak,
Chief Human Resources Officer
- Priya Sarathy,
Chief Financial Officer
- Victoria Robinson,
Senior Attorney
- Vicki Taitano,
Chief Attorney

Board

- Brian Hochheimer,
Board President
- Marquita Wise,
Board Member
- Stacy Smith,
Board Member
- Chelsea Ortega,
Board Member
- Emerson L. Dorsey, Jr.,
Board Member

Overview of Maryland Legal Aid's Strategic Plan

Maryland Legal Aid, a nationally respected nonprofit law firm, provides free civil legal services to Marylanders experiencing poverty to meet their most fundamental needs and bring greater stability and possibilities to their lives. Our advocacy is rooted in the belief that all people, regardless of income, deserve high-quality legal representation to solve their legal problems and remove the barriers that keep them from realizing their goals. We are committed to challenging the systems that perpetuate poverty and inequity.

This strategic plan lays out our mission, vision, and core values, as well as our strategic direction and a set of goals and strategies that will serve as a compass for the organization's work moving forward.

Vision

DIGNITY, EQUITY, AND JUSTICE FOR ALL.

Mission

We advocate with and for Marylanders experiencing poverty to achieve equity and social justice through free civil legal services, community collaboration, and systems change.

Core Values

We are holistic problem-solvers. We care about the whole person and seek to provide comprehensive and client-centered legal services to address poverty's causes and consequences in our communities.

We are visionary. We are bold and audacious advocates, seeing possibilities for individual and systemic transformation at every juncture.

We are anti-racist. We stand against racism, actively fostering equity and transformative change in all we do.

We are inclusive. We treat every person with dignity and respect, embrace our differences, and strive to create brave spaces where differences are celebrated.

We are committed to excellence. We learn from challenges, successes, and failures, using each encounter as an opportunity to refine our skills and deepen our expertise.

We are compassionate. We approach our work with one another and the people we serve with empathy, thoughtfulness, and consideration.

We are collaborative. We recognize that the best results emerge from working closely and collaborating with our client community partners. We actively seek opportunities to work together across our organization and with our legal services, community, and agency partners.

Maryland Legal Aid's Strategic Direction

This strategic plan includes 12 goals, supporting our four key strategic objectives, and integrates a DEIB lens across all objectives reflecting our deep commitment to Diversity, Equity, Inclusion, and Belonging within our organization, with our clients, and in our partnerships. This plan positions Maryland Legal Aid to be a force for justice for Marylanders experiencing poverty, foster lasting impact, and help build a more just and equitable society.

STRATEGIC OBJECTIVE 1:

Empower clients and communities through holistic lawyering so they can stabilize and thrive.

Goal 1.1: A holistic lawyering approach that embraces and implements solutions for the diverse range of legal issues faced by our clients.

Goal 1.2: An advocacy staff that acts upon the interconnectedness of legal, social, and systemic issues.

Goal 1.3: An advocacy staff fluent in Diversity, Equity, Inclusion, and Belonging (DEIB) principles to address client needs.

Goal 1.4: A meaningfully engaged client community that informs our work and advances their goals.

STRATEGIC OBJECTIVE 2:

Challenge the systems that perpetuate racial and economic inequity for our clients.

Goal 2.1: A legal system that vindicates our clients' rights and creates equity for our clients.

Goal 2.2: An advocacy staff fluent in systemic oppression and inequity to identify and rectify it.

Goal 2.3: An advocacy staff that uses qualitative and quantitative data in all impact efforts.

STRATEGIC OBJECTIVE 3:

Support a respectful, diverse, high-performing staff that is collaborative and mission-focused.

Goal 3.1: A culture that reflects our commitment to Diversity, Equity, Inclusion, and Belonging (DEIB) and upholds our core values.

Goal 3.2: An organization that invests in the development of our staff.

Goal 3.3: A competitive compensation, benefits package, and an employee recognition program that attracts and retains staff.

STRATEGIC OBJECTIVE 4:

Create a data-driven, innovative organization that reflects best practices and has sufficient resources to achieve our goals.

Goal 4.1: A data-driven and integrated operational infrastructure that supports our ability to deliver excellent and innovative client service.

Goal 4.2: A commitment and data-driven approach to securing financial resources that sustain our work and expand our impact.

Introduction

Maryland Legal Aid’s strategic plan frames our work and provides the strategic direction for our organization over the next 5 years. With clear vision, mission and values, we have developed an ambitious plan that recognizes the interconnected challenges our clients face and commits to combatting the systemic issues that perpetuate poverty and inequity. The plan also acknowledges the need to focus on building our organizational capacity to be innovative, efficient and effective, and harness data. Throughout the plan, we seek to build a culture rooted in diversity, equity, inclusion, and belonging to help us realize our vision of a world in which dignity, equity, and justice are a lived reality for all.

Strategic Planning Workgroups

At the beginning of this strategic planning process, MLA established twelve staff-led workgroups to dive deep into different areas of focus and priorities. These workgroups examined current practices, researched best practices of other legal services and nonprofits, and identified well-informed recommendations aligned with MLA’s mission. Six workgroups explored our core substantive legal areas of focus and six workgroups focused on our organizational priorities. The twelve workgroups presented their recommendations at our all-staff and board retreat in October 2023.

Substantive Legal Areas of Focus

Maryland Legal Aid’s first two strategic objectives and corresponding goals are designed to provide comprehensive and equitable legal services that cut across a diverse range of substantive legal areas. These objectives are rooted in our commitment to promoting social justice, access to legal remedies, and protecting marginalized communities. Maryland Legal Aid’s strategic planning process centered around the following six substantive legal areas of work:

- 1. Building Economic Power:** Maryland Legal Aid protects clients’ income and assets by resolving issues related to debt collection, ensuring consumers are protected from exploitation and predatory practices.
- 2. Dignity of Work and Income Supports:** Maryland Legal Aid assists disadvantaged communities in obtaining financial security and advocates for worker rights and safety.
- 3. Human Right to Housing:** Maryland Legal Aid works to prevent homelessness and ensure affordable and safe housing for individuals and families through eviction defense, foreclosure prevention, and advocacy for tenants’ rights.
- 4. Poverty to Prison Pipeline:** Maryland Legal Aid assists individuals in clearing their criminal records, which can be a significant barrier to employment, housing, and other opportunities.
- 5. Public Health and Aging:** Maryland Legal Aid supports individuals in obtaining essential public benefits, securing access to quality healthcare, and protecting the rights and well-being of older adults.

- 6. Safe, Stable, and Healthy Families:** Maryland Legal Aid champions the well-being of children and families by addressing cases involving children’s rights, domestic violence, and a range of family law issues.

Organizational Priorities

Maryland Legal Aid identified six organizational priorities to ensure that, as an organization, we are well-positioned to fulfill our mission. Rooted in a commitment to social justice, access to legal remedies, and the protection of marginalized communities, these organizational priorities are expressed in strategic objective 3’s focus on people and culture and strategic objective 4’s focus on becoming a data-driven, efficient organization with sufficient support to achieve the goals outlined in this plan.

- 1. Data-driven Decision-making Organization:** Maryland Legal Aid recognizes data’s pivotal role in understanding our work’s impact. By embracing a data-driven approach, we enhance our ability to make informed decisions, adapt strategies, and measure outcomes, ultimately maximizing the positive effects of our legal advocacy.
- 2. Deepening Our Impact & Systemic Change:** Maryland Legal Aid goes beyond individual casework, engaging in impactful litigation, appeals, outreach, and advocacy to address the root causes of systemic poverty and racism. We commit to contributing to meaningful, lasting change that dismantles systemic barriers and fosters a more just society.
- 3. Efficient and Effective Organization:** Maryland Legal Aid prioritizes operational efficiency and effectiveness. We continually optimize our operations and administration to align with industry best practices and embrace a culture of continuous improvement. This ensures that resources are utilized efficiently to deliver the highest quality legal services.
- 4. Investing in Staff & Organizational Culture:** Maryland Legal Aid places a strong emphasis on cultivating a positive and inclusive organizational culture. Through ongoing development, recognition programs, and rewards for staff, we create an environment that supports professional growth, acknowledges achievements, and reinforces our shared commitment to justice and equity.
- 5. Diversity, Equity, Inclusion, and Belonging:** Maryland Legal Aid actively translates DEIB principles into tangible actions, fostering inclusivity both within the organization and in external engagements. This commitment permeates every aspect of our work, ensuring equitable access to justice.
- 6. Storytelling:** Maryland Legal Aid is dedicated to empowering and training our staff to share the impactful stories of our clients effectively. By doing so, we aim to humanize the legal process, raise awareness about systemic issues, and advocate for meaningful change.

Strategic Objective 1:

Empower clients and communities through holistic lawyering so they can stabilize and thrive.

Maryland Legal Aid operates in a dynamic legal landscape where marginalized communities grapple with complex, often overlapping challenges. Facing systemic barriers, social inequalities, and intricate legal issues, underserved populations encounter difficulties that standard legal frameworks may not fully address. To bridge this gap, Maryland Legal Aid is dedicated to implementing a holistic lawyering approach, developing reciprocal relationships with those we serve, and ensuring that all clients are served with cultural humility and sensitivity.

GOAL 1.1:

A holistic lawyering approach that embraces and implements solutions for the diverse range of legal issues faced by our clients.

STRATEGIES

1. Realign our substantive legal teams to operationalize holistic lawyering.
2. Revisit and clarify case priorities across MLA's legal substantive areas of work and geographical footprint to ensure alignment with MLA's core areas of focus, mission, and strategic objectives and goals.
3. Put the client at the center of the intake process resulting in services that address the full array of client legal needs.
4. Expand the use and awareness of partnerships with organizations to complement holistic lawyering.

GOAL 1.2:

An advocacy staff that acts upon the interconnectedness of legal, social, and systemic issues.

STRATEGIES

1. Provide cross-training and professional development opportunities for staff that promote understanding of the interconnected nature of legal, social, and systemic challenges.
2. Create and implement a culture of continuous learning and adaptation, where staff members regularly share insights and lessons learned through cross-departmental collaboration, representation within substantive legal areas as well as experiences implementing holistic lawyering practices.
3. Create and implement a system to follow up with clients to identify additional areas for improvement at both the individual and programmatic levels.

GOAL 1.3: An advocacy staff fluent in Diversity, Equity, Inclusion, and Belonging (DEIB) principles to address client needs.

STRATEGIES

1. Develop and implement an ongoing training program for all staff on DEIB principles.
2. Review the intake and legal service delivery approach to ensure that organizational practices are deeply informed by DEIB principles with an awareness of the systemic inequalities that may affect their clients.
3. Regularly assess and improve MLA's progress in implementing DEIB principles across the advocacy team, including client feedback.

GOAL 1.4: A meaningfully engaged client community that informs our work and advances their goals.

STRATEGIES

1. Identify and pursue reciprocal relationships and partnerships with client-centered organizations to expand access and amplify the impact of MLA's services.
2. Reimagine MLA's community lawyering work to amplify the voices of clients and their communities.
3. Create two-way communication with MLA's clients to listen, learn, and respond to community needs.
4. Expand accessible and user-friendly resources for clients.

Strategic Objective 2: Challenge the systems that perpetuate racial and economic inequity for our clients.

In the ever-evolving legal advocacy and social justice landscape, this strategic objective embodies a commitment to systemic change. This objective stems from a deep recognition that meaningful progress toward our vision of dignity, justice, and equity for all necessitates initiatives that will create long-lasting systemic change for Marylanders experiencing or at risk of poverty. By focusing on systems, we strive not merely to alleviate immediate issues but to challenge the systems perpetuating inequity.

GOAL 2.1: A legal system that vindicates our clients' rights and creates equity for our clients.

STRATEGIES

1. Affect broader systems-level changes through litigation, policy, and legislative engagement.
2. Deepen relationships with decision-makers and partners to build influence in litigation, policy, and legislative engagement.
3. Integrate the perspectives of people with lived experience into litigation, policy, and legislative engagement efforts.

GOAL 2.2: An advocacy staff fluent in systemic oppression and inequity to identify and rectify it.

STRATEGIES

1. Identify oppression and inequity to develop the capacity for advocacy teams to understand, name, and address racism, oppression, and injustices in their work.
2. Create spaces for advocacy teams to discuss how Diversity, Equity, Inclusion, and Belonging impact MLA's work with clients.

GOAL 2.3: An advocacy staff that uses qualitative and quantitative data in all impact efforts.

STRATEGIES

1. Analyze data to understand systemic barriers and inform MLA's advocacy.
2. Enhance capacity among MLA's advocacy staff to review data and apply insights to their work.

Strategic Objective 3:

Support a respectful, diverse, high-performing staff that is collaborative and mission-focused.

Strategic Objective 3 represents an emphasis on organizational development through intentional investment in the people and culture. MLA will invest in the professional development of its staff, promote diversity in thinking with its commitment to Diversity, Equity, Inclusion, and Belonging (DEIB), and strive for a culture where people from varied backgrounds collaborate effectively for client excellence to achieve the bold goals outlined in Strategic Objectives 1 and 2.

GOAL 3.1: A culture that reflects our commitment to Diversity, Equity, Inclusion, and Belonging (DEIB) and upholds our core values.

STRATEGIES

1. Develop a DEIB plan, with goals, strategies, and metrics, that aims to cultivate an inclusive and equitable workplace that values the diversity of the staff and ensures employees feel heard, valued, and supported.
2. Ensure that core values are considered in decision-making processes (including case-level decisions) at all levels of the organization.
3. Review and update organizational policies, practices, and procedures to align with the plan and core values.
4. Work to diversify the staff at all levels of the organization to align with the plan and core values.
5. Establish regular opportunities for staff at all levels to provide input on the organization's culture, practices, and upholding of core values.

GOAL 3.2: An organization that invests in the development of our staff.

STRATEGIES

1. Design and implement a professional development program that builds the staff's knowledge and skills and advances the organization's mission.
2. Create clear and transparent pathways for staff to advance in their careers.
3. Provide leadership development training for supervisors and opportunities to participate in industry conferences, workshops, and other professional development opportunities.
4. Enhance supervision and evaluation processes to ensure success in the role and promote a culture of continuous improvement.

GOAL 3.3: A competitive compensation, benefits package, and an employee recognition program that attracts and retains staff.

STRATEGIES

1. Attract and retain staff through flexible work arrangements, competitive benefits, and compensation.
2. Develop and implement an employee recognition and engagement program.

Strategic Objective 4:

Create a data-driven, innovative organization that reflects best practices and has sufficient resources to achieve our goals.

With this objective, MLA aims to create a data-driven, innovative organization with ample resources to achieve its goals. This entails enhancing an integrated operational infrastructure to deliver excellent client service while also building a culture of data-driven decision-making. Additionally, MLA seeks to expand public awareness and secure sustainable financial resources to support our strategic goals.

GOAL 4.1: A data-driven and integrated operational infrastructure that supports our ability to deliver excellent and innovative client service.

STRATEGIES

1. Identify and implement upgrades to policies for operational and technological infrastructure.
2. Assess and implement an organizational plan focused on people, processes, and technology that ensures systems integration, prioritizes and sequences projects, and operationalizes sustainability.
3. Build, expand, and integrate systems to support a data-informed organization and promote a culture of data-driven decision-making.

GOAL 4.2: A commitment and data-driven approach to securing financial resources that sustain our work and expand our impact.

STRATEGIES

1. Increase revenue reflective of a comprehensive fund development plan aligned with our strategic goals.
2. Increase public awareness to attract a broader base of support and potential donors through storytelling.

Success Measurements and Timelines

Maryland Legal Aid is committed to achieving the strategic objectives and goals outlined in this strategic plan within a five-year timeframe. To ensure we make progress, we will establish concrete success measurements so that leadership, the board, and staff can track our progress, hold ourselves accountable, and change course if necessary. The selection of success measurements will be guided by two key factors: (1) the timeline of the strategic plan, and (2) a set of considerations that will guide the selection of success measurements for the plan.

First, as to timing, we recognize that during the first two years of the strategic planning period, we will need to build the infrastructure and foundations necessary to establish these measurements and set a baseline against which we can measure our progress. This foundational work is essential and will set the table for accountability and the later success and measurement of our substantive goals. For example, to become a more data-driven organization at which staff deploy data-informed analysis at all levels of decision-making, we must first identify and adopt the best-in-class systems, policies, training, and staffing required to consistently collect and understand that data. Therefore, our success measurements will recognize this reality and our plan will incorporate the time required to do this foundational work.

Second, MLA will consider and use the following categories to guide and decide the appropriate success measurements for each goal:

- ❖ **Impact of our legal & advocacy work** – Measurements that demonstrate how our work meets our client’s goals and that provides the greatest possible impact for our individual clients and our clients overall.
- ❖ **Professional development** – Measurements that ensure MLA is constantly skilling up its staff as it integrates new systems, processes, and approaches to meet our organizational and programmatic goals.
- ❖ **Satisfaction rates, including for clients, staff, and partners** – Surveys of clients, staff, board, and partners to show the level of satisfaction with our services and to establish outcome measurements, including whether key MLA constituencies/clients actually agree the services we provided were done well, the impact of the services and our reputation in the state and beyond.
- ❖ **Supervision and evaluation** – Measurements that focus on ensuring supervisors are meeting their obligation to set expectations and assess how staff are meeting those expectations.
- ❖ **Assessment, monitoring, and evaluation** (case, clients, operations, systems) – Measurements using the systems currently in place, and where the systems and tools prove insufficient or inadequate making adjustments and improvements to adopt new tools and systems.
- ❖ **Data collection and analysis** – Measurements to gauge the range and quality of quantitative data available to enable data-driven analysis and decision-making.

(CONTINUED)

- ❖ ***Diversity, Equity, Inclusion, and Belonging*** – Measurements that incorporate DEIB principles and consider the effect of actions and decisions using a DEIB lens.
- ❖ ***Efficiency and innovation*** – Measurements that show the impact of improved processes and innovations, such as more automation and incorporation of AI, to produce greater efficiencies and possibilities.
- ❖ ***Change management*** – Measurements that recognize the sequencing and pacing of change to ensure changes are sustainable and balance ambitions with reality.
- ❖ ***Funding and resource allocation*** – Measurements that show what is attainable within current funding and resource realities and what is required to support our strategic goals, including targeting and expanding available resources.
- ❖ ***Best practices*** – Measurements that draw from and benchmark against best practices in the legal services field and nonprofit sector with the goal of making MLA a best practices organization and national model.

ACKNOWLEDGMENTS

Thanks to the generous support of the Maryland Legal Services Corporation (MLSC), Maryland Legal Aid was able to conduct a client needs assessment, engage a consultant to help design and support this process, and bring all our staff and board together in Ocean City for a strategic planning retreat. At the retreat, the workgroups presented their recommendations and all had the opportunity to provide feedback on the recommendations and on the draft mission, vision and values. We are grateful to MLSC for their unwavering support during this process!



Maryland Legal Aid brought on Sangfroid Strategy to facilitate a comprehensive strategic planning process and enhance its impact. Between August 2023 and March 2024, Sangfroid Strategy worked with us to design an inclusive process that included an organizational assessment, surveys, one-on-one conversations, support for our staff-led workgroups and the strategic planning committee, and a framework for the implementation and monitoring of our plan. We appreciate the thoughtful, expert guidance the team at Sangfroid Strategies provided throughout this process.



In 2022, Maryland Legal Aid engaged the Schaefer Center for Public Policy (Schaefer Center) at the University of Baltimore to conduct a civil legal needs assessment of Maryland's low-income population. The purpose of the assessment was to identify the civil legal issues experienced by low-income Marylanders, the capacity for organizations to provide civil legal services and the gaps that exist between low-income residents' needs and the services available. The Schaefer Center's report and recommendations, taken together with their previous report in 2019, informed our strategic planning process and helped to center our plan around the input and needs expressed by the client communities we aim to serve. We thank the Schaefer Center for providing these vital insights.



STRATEGIC PLANNING WORKGROUPS

SUBSTANTIVE LEGAL AREAS OF FOCUS

Building Economic Power

Molly Bodendorfer, Staff Attorney
Louise Carwell, Chief Attorney for Housing and Consumer Law
*Anthony Davis, Advocacy Director for Consumer Law
Yousra Elkhalfifa, Staff Attorney
Lea Munley, Office Manager
Natalie Schweizerhof, Paralegal
*Vicki Taitano, Chief Attorney

The Dignity of Work and Income Supports

Tatiana Costa, Paralegal
Karwolo Kamei, Supervising Attorney
Hannah McCarten, Staff Attorney
Amber Mitchell, Paralegal
*Abby Moskowitz, Staff Attorney
Richard Perry, Senior Attorney for CINA
Nohora Rivero, Law Graduate
Victoria Robinson, Senior Staff Attorney
Michael Stevens, Staff Attorney

Human Right to Housing

James Bell, Staff Attorney
Greg Countess, Advocacy Director for Housing and Community Economic Development
Jake Harris, Staff Attorney
Joe Loveless, Staff Attorney
Jamie Miliman, Supervising Attorney
Theda Saffo, Staff Attorney
*Zafar Shah, Assistant Advocacy Director for Tenant Right to Counsel Project
*William F. Steinwedel, Supervising Attorney
Frank Vitale, Chief Attorney
Cory Warren, Staff Attorney

Poverty to Prison Pipeline

Sophia Barilone, Supervising Attorney for Victims Assistance Project
Arlene Callender, Chief Attorney

Andy Esposito, Staff Attorney
Will Harrison, Pro Bono Coordinator
Jack McCoy, Staff Attorney
*Meaghan McDermott, Chief Attorney for Community Lawyering Initiative
Shannon Weaver, Supervising Attorney

Public Health & Aging

*Alle Andresen, Staff Attorney for Long-Term Care Assistance Project
Cornelia Bright Gordon, Advocacy Director for Administrative Law
Gloria Brown, Staff Attorney
Towanda Chambers, Acting Chief Attorney
*Alex Gadd, Staff Attorney
Gary Herwig, Staff Attorney for CINA
Jim Silver, Supervising Attorney
Miriam Sincell, Chief Attorney

Safe, Stable & Healthy Families

Stacy Bensky, Staff Attorney
Jeff Kaplan, Chief Attorney
Erica I. LeMon, Advocacy Director for Children's Rights
Joan Little, Chief Attorney for CINA
Margaret A. Maupin, Staff Attorney
Jennifer Schauffler, Director of Grants, Contracts and Compliance
*Amea Vora, Advocacy Director for Family Law
Glenda Wheeler, Staff Attorney for CINA

ORGANIZATIONAL PRIORITIES

Data-driven Decision-Making Organization

Ali Anderson, Office Manager
Greg Andrews, Assistant Controller
*Russ Bloomquist, Program Manager & Senior Full Stack Developer
Michelle Medlock, Assistant Director of Grants, Contracts and Compliance
Mary Roberts, Staff Attorney
*Janine Scott, Chief Attorney
Paul Williams, HR Specialist
Rachel Wolpert Bitter, Chief Attorney

Deepening Our Impact and Systemic Change

Vindy Balram, Human Resources Coordinator

Edward Brown, Grants, Contracts & Compliance Coordinator
Alec Chase, Marketing & Communications Manager
Angus Derbyshire, Pro Bono Director
*Alice Mutter, Senior Attorney for Family Law
Lee Ogburn, Advocacy Director for Appellate & Impact Litigation
Nina Shore, Chief Attorney
*Somil Trivedi, Chief Legal & Advocacy Director
Jennifer Wilson, Staff Attorney for CINA

Efficient & Effective Organization

Cheryl Barkley-Chiccione, Office Manager
Larry Boylan, Supervising Attorney
*Matt Braun, Supervising Attorney
John Jeffcott, IT Director
Ashley Mariner, Chief Attorney
*Rich Sherriffe, Director of Administrative Services
Stephanie Tricomi, Grants, Contracts and Compliance Manager
Shye Williams, Accounting Supervisor

Investing in Staff & Organizational Culture

Jailine Aparicio, Paralegal
Yiannis Floropoulos, Director of Training
Jayne Hansen, IT Network Specialist
Lee Heithoff, Chief Attorney
Jana Meyer, Paralegal
*Christi Moore, Chief Attorney for Administrative Law Unit
Darlene Savoy, Administrative Assistant
*Jessica Sysak, Chief of Human Resources

Diversity, Equity, Inclusion & Belonging

Castell Abner, Jr., Volunteer Law Graduate
Kateryna Choma-Knapp, Paralegal
*Natalie Coley-Lawrence, Chief Attorney for Centralized Intake Unit
Veronique Felix, Paralegal
Tamala Lunn, Staff Attorney
*Sarah Parsons, Paralegal
Michael Pearson, Staff Attorney
Beth Wanger, Attorney for CINA
Anna Wasielewski, Staff Attorney

Storytelling

Kyle Coleman, Supervising Attorney

*Graham Cowger, Director of Development

Darcy Flynn, Staff Attorney

*Jen Lavella, Director of Marketing & Communications

*Dini McCullough, Chief Attorney

Britt Orr, Administrative Assistant

Lauren Sharrock, Staff Attorney

Lolita Wilson, ASU Admin Assistant/Notary Public

**Workgroup Co-Chair*

Appendix I: Defined Terms

1. **Core Values:** Core values are “fundamental beliefs that guide an organization’s behavior and decision-making processes.” (Source: “Built to Last: Successful Habits of Visionary Companies” by Jim Collins and Jerry I. Porras)
2. **Goals:** Goals are “broad, overarching targets that support the achievement of strategic objectives.” (Source: “Strategic Management: Concepts and Cases” by Fred R. David and Forest R. David)
3. **Holistic Lawyering:** Holistic lawyering means addressing all potential issues impacting a client’s civil legal rights and remedies so that the client is less likely to need services in the future and can thrive going forward.
4. **Diversity, Equity, Inclusion, and Belonging:** DEIB, or Diversity, Equity, Inclusion, and Belonging, represents the implementation of strategies and initiatives aimed at creating an inclusive workplace where all individuals feel valued, respected, and empowered to contribute their unique perspectives and talents. (Source: ClearCompany Blog – DEIB Best Practices: Creating an Inclusive Workplace)
5. **Mission:** A mission is “a concise statement that describes the fundamental purpose of the organization, its activities, and the value it provides.” (Source: [“Strategic Management: Concepts and Cases” by Fred R. David and Forest R. David](#))
6. **Strategic Objectives:** Strategic objectives are “specific, measurable outcomes that an organization aims to achieve within a defined time frame to fulfill its mission and advance toward its vision.” (Source: “Strategic Management: Concepts and Cases” by Fred R. David and Forest R. David)
7. **Strategies:** Strategies are “plans or approaches designed to achieve goals and objectives effectively.” (Source: “Strategic Management: Concepts and Cases” by Fred R. David and Forest R. David)
8. **Vision:** A vision is “a statement that articulates the organization’s long-term aspirations and intended direction.” (Source: “Strategic Management: Concepts and Cases” by Fred R. David and Forest R. David)