

**WOMEN'S LAW CENTER OF MARYLAND  
STRATEGIC PLAN – JULY 2018**

**EXECUTIVE SUMMARY**

The Women's Law Center Board and Staff gathered in a planning retreat on Monday, January 29, 2018. Facilitated by an outside consultant, the retreat allowed the Board and staff to come together and reaffirm the Women's Law Center's mission and set priorities. Activities were informed by informational interviews with board, staff, donors and other friends of the organization. This document captures the outcome of the retreat and seeks to ensure that Board members, employees, and other stakeholders are working toward common goals.

**WOMEN'S LAW CENTER'S MISSION STATEMENT**

The Women's Law Center's mission is to ensure the physical safety, economic security, and autonomy of women throughout the State. We work towards this goal by providing direct legal representation, information and referral services, and legislative advocacy.

**THREE MAIN AREAS OF OPPORTUNITY:**

- 1) **IMPROVE FINANCIAL STABILITY** - The Women's Law Center requires significant financial investment in order to effectively sustain our mission. Our goal is to attract the funds necessary to stabilize and transform our fiscal health to better accomplish our mission.
- 2) **STRENGTHEN PARTNERSHIPS** - The Women's Law Center benefits from strong community connections and dedicated, engaged volunteers including on our Board. Our goal is to improve our cooperation and coordination with community partners, bar associations and quasi-governmental organizations.
- 3) **BOOST PUBLIC AWARENESS** – The Women's Law Center will benefit from a better-defined brand and a more visible image in the community. Our goal is to significantly broaden the public's recognition and deepen its understanding of the Women's Law Center.

## **IMPROVE FINANCIAL STABILITY**

### **COMMITMENT**

The Women's Law Center requires significant financial investment in order to effectively sustain our mission. Our goal is to attract the funds necessary to stabilize and transform our fiscal health to better accomplish our mission.

### **MEASURE OF SUCCESS**

Within three years, we will know we have achieved this goal because

1. WLC will be operating in the black with proper reserves;
2. Staff salaries will be commensurate with like-sized, legal nonprofits (approximately 10-12% pay increase from 2018 – 2021); and
3. Funds will be set aside for professional development and benefits.

### **STEPS TO OUR GOALS**

1. Board members – tap marketers to volunteer strategic marketing plan (i.e. issue-based donation requests)
2. Upgrade website donation page
3. Targeted marketing pitches for different supporters (learn what is liked)
4. Look at format for fee for service
5. Board members and Bar events advertising
6. Increase Board member giving
7. Board member and staff to leverage corporate contacts
8. Consider additional annual events (e.g. a summer event)
9. Examine structure of board development committee

## **STRENGTHEN PARTNERSHIPS**

### **COMMITMENT**

The Women's Law Center benefits from strong community connections and dedicated, engaged Board members and volunteers. Our goal is to motivate our community, Board, and volunteers to improve our cooperation and coordination with community partners, bar associations and quasi-governmental organizations.

### **MEASURE OF SUCCESS**

Within three years, we will know we have achieved this goal because:

1. More connection between Board and staff both in frequency of contact and in distribution of bios
2. More connections to community groups
3. More opportunities for volunteers to connect to Women's Law Center
4. Increased board engagement
5. Better/more social media presence

### **STEPS TO GOALS**

1. Disseminate information about Board members to staff
2. Maintain referral system tracking referrals into the agency and to outside counsel
3. Distribute quarterly newsletter
4. Connect board and staff ("Buddy System")
5. "Radicalize" the board
6. Non-legal volunteer possibilities
7. Discussion of communications and messaging
8. Connect with activist and grassroots organizations

## **BOOST PUBLIC AWARENESS**

### COMMITMENT

The Women's Law Center will benefit from a better-defined brand and a more visible image in the community. Our goal is to significantly broaden the public's recognition and deepen its understanding of the Women's Law Center.

### MEASURE OF SUCCESS

Within three years, we will know we have achieved this goal because we will have:

1. Increased attendance at our events
2. Increased our number of overall donors
3. Met or exceeded performance measures for all of our projects

### STEPS TO GOAL

1. Increase outreach to schools
2. Increase presence on social media
3. Thank-a-thon
4. Targeted outreach to diverse communities
5. Advertising and marketing plan to build brand awareness