



Strategic Plan

**Building Equity for
Maryland's LGBTQ+
Communities**

FY 2025 – FY 2028

Table of Contents

1 Letter from FreeState Justice Executive Director & Board President

2 Our History

3 Strategic Planning Process

4 Vision, Mission, Core Values, & Identity Statement

5 Social Justice Statement

6 Financial Sustainability and Justice-Aligned Funding

7 Strategic Goals

7 Goal 1: Expand and Deepen Legal & Social Services Statewide

8 Goal 2: Strengthen Infrastructure, Systems, and Staff Resilience

9 Goal 3: Advance Advocacy and Legislative Impact

10 Goal 4: Build Organizational Resilience and Sector Leadership

11 Goal 5: Ensure Financial Sustainability and Transparent Impact

12 FreeState Justice Strategic Goal Matrix (2025 - 2028)

13 Conclusion

15 Appendix: Definitions

Dear Friends, Supporters, and Community Partners,

On behalf of the entire team at FreeState Justice, we are proud to present our Strategic Plan for 2025–2028. This plan, which launches on July 1, 2025, sets a clear course for advancing equity, dignity, and justice for LGBTQ+ Marylanders. We began this planning process with a clear goal: to listen deeply to our community and create a roadmap that meets the urgency of today while staying focused on the future we are working to build.

Through community listening sessions, stakeholder input, and the experiences of our clients, we identified core priorities: expand legal services, grow outreach efforts, strengthen internal operations, and advance lasting policy change. This plan comes at a time of heightened threats to LGBTQ+ rights. FreeState Justice is responding with clarity and resolve. We are committed to ensuring that LGBTQ+ people across Maryland can live safely, openly, and with access to the resources and protections they deserve.

Over the next three years, we will continue to advocate, litigate, educate, and organize — working to break down systemic barriers and reach those most impacted by injustice. Our efforts will focus on supporting transgender people, LGBTQ+ youth, older adults, people living with HIV, and individuals facing multiple layers of marginalization based on race, income, and identity.

To our clients: we are here for you.

To our partners: we are stronger together.

To our donors and supporters: thank you for making this work possible.

To all who believe in justice: join us.

We are building a freer, fairer Maryland—together.

With gratitude and solidarity,



Phillip Westry, Esq.
Executive Director



Andrew Adelman, Esq.
Board President

Our History: A Legacy of Advocacy and Legal Justice

FreeState Justice was established in 2016 through the merger of two pioneering organizations: Equality Maryland and FreeState Legal Project. The new name—FreeState Justice, a revival of Equality Maryland’s original title—was announced on June 30, 2016, at a public event in Baltimore.

Equality Maryland began in 1988 as the Baltimore Justice Coalition, later expanding statewide under the name Free State Justice. In 2004, it adopted the name Equality Maryland in alignment with national trends.

Over nearly three decades, the organization led transformative policy change in Maryland, securing landmark victories, including:

- **The Anti-Discrimination Act, banning sexual orientation-based discrimination statewide**
- **An expanded hate crimes statute inclusive of sexual orientation and gender identity**
- **The Medical Decisionmaking Act and Family Coverage Expansion Act**
- **The Civil Marriage Protection Act, which was upheld by voters in 2012**
- **The Fairness for All Marylanders Act (2014) prohibits gender identity discrimination**

FreeState Legal Project, founded in 2007, broke new ground as the first organization in the country to provide statewide, LGBTQ-specific direct legal services. At a time when most LGBTQ legal organizations focused on national impact litigation or policy advocacy, FreeState Legal filled a critical gap by offering accessible, community-based legal services to low-income LGBTQ Marylanders. Its pioneering model combined direct legal representation with policy reform, public education, and community outreach - particularly to underserved youth and trans communities. The organization began accepting cases in 2008 and quickly built a statewide network of pro bono attorneys, enabling it to serve clients across urban, suburban, and rural Maryland.

It also became a leading voice for systemic change, successfully advocating for the removal of gender-affirming care exclusions from state-regulated insurance plans in 2015. Together, these two organizations brought policy expertise and legal service innovation under one banner—creating a powerful force for justice, equity, and dignity for LGBTQ+ Marylanders.

Today, that legacy continues through the work of FreeState Justice.

Strategic Planning Process

In 2024, FreeState Justice launched a comprehensive strategic planning process to guide our work from July 1, 2025, through June 30, 2028. Grounded in equity and community engagement, this process built upon the foundation of our 2016–2021 plan while addressing the urgent and shifting legal, legislative, and social conditions impacting LGBTQ+ Marylanders.

This work was made possible through a strategic planning grant from the Maryland Legal Services Corporation, which offered the resources necessary to fully engage our community in shaping the future of our work. KS Solutions provided technical support throughout the process, assisting with survey design, stakeholder engagement, facilitation, and plan development. The process was intentionally community-driven. We engaged a wide range of stakeholders—including staff, board members, clients, community partners, and funders—through multiple avenues for input and collaboration:

- **A statewide community survey** gathered over 300 responses from LGBTQ+ Marylanders and allies across diverse regions and identities
- **A dedicated survey of past FreeState Justice clients** captured firsthand insights on the impact and accessibility of our legal and support services
- **Focus groups** uplifted the voices of transgender individuals, LGBTQ+ youth, older adults, and people living with HIV
- **Structured interviews** with community partners and funders provided system-level insights and future collaboration opportunities

Key implementation features included:

- A Strategic Planning Committee composed of board and staff leadership
- Multiple rounds of community engagement and feedback integration
- A sustained emphasis on intersectionality and equity at every stage

This Strategic Plan is the product of that collective effort. It is intended to be a living document—flexible and responsive to emerging challenges, while remaining firmly grounded in FreeState Justice’s mission, values, and long-term commitment to Maryland’s LGBTQ+ communities.

Vision, Mission, Core Values & Identity Statement

FreeState Justice is guided by a clear and compelling vision for Maryland's future: a state where every LGBTQ+ person — regardless of identity, background, or geography — can live freely, safely, and authentically in a community that embraces equity and inclusion.

Vision

A Maryland where all LGBTQ+ individuals — across identities and geographies — can thrive safely and authentically in inclusive, equitable communities.

Mission

We promote equity, dignity, and justice for Maryland's LGBTQ+ communities through high-quality legal services, policy advocacy, and resource coordination. We work to remove systemic barriers, expand access to rights and protections, and empower LGBTQ+ individuals to navigate legal systems with confidence and support.

Core Values

Our core values are not abstract principles — they shape how we show up, every day. They are:

Intersectionality: We prioritize those at the margins, acknowledging that racial, economic, and gender-based oppression are interconnected and must be addressed simultaneously.

Accountability: We maintain transparent decision-making, inclusive leadership practices, and community oversight to ensure we stay grounded in our mission.

Sustainability: We focus on long-term impact by investing in staff well-being, operational infrastructure, and leadership development.

Love: We recognize love as a radical force — treating clients, colleagues, and partners with respect, empathy, and care.

Service: We lead with humility, centering the lived experience of the communities we serve while cultivating grassroots partnerships for collective power.

Identity Statement

FreeState Justice is a legal services and advocacy organization rooted in justice, equity, and representation. We serve the diverse needs of LGBTQ+ Marylanders through a combination of direct legal aid, public policy work, and capacity-building initiatives.

We are committed to:

- **Empowering LGBTQ+ Marylanders** to live openly and assert their rights.
- **Reaching those most marginalized** by systemic discrimination and social stigma, especially in underserved urban, rural, and suburban areas.
- **Offering services and supports** that are culturally competent, trauma-informed, and grounded in community knowledge.
- Our unique strength lies in the integration of litigation and legislation, allowing us to **meet immediate legal needs while pushing for lasting structural change.** With an extensive pro bono network and strong coalitions across the state, we leverage partnerships and lived experience to shape inclusive systems.

Social Justice Statement

Social justice is central to FreeState Justice’s mission, identity, and daily operations. Our commitment to equity recognizes that justice must be inclusive and rooted in the lived experiences of LGBTQ+ individuals who face overlapping forms of oppression.

We advance this commitment across six core areas:

1. Program Design and Delivery

Services are prioritized for those most impacted by injustice, including transgender individuals, LGBTQ+ people of color, and community members navigating poverty, disability, or immigration-related challenges.

2. Internal Culture and Staffing

An equity lens informs hiring, promotions, and organizational culture. All staff receive anti-oppression and inclusion training. Internal practices uplift staff voices and reflect the values of the communities we serve.

3. Supervision and Leadership

Equity is embedded into supervisory and leadership systems through:

- Inclusive evaluation and supervision practices
- Leadership development for BIPOC, trans, and historically marginalized staff
- Ongoing feedback channels that inform internal policies and culture

4. Data and Accountability

We collect and analyze disaggregated data to identify service gaps and improve outcomes. Transparency and stakeholder feedback keep us accountable and responsive.

5. Partnerships and Coalitions

We work alongside organizations led by and for Black, Indigenous, trans, disabled, and immigrant communities to ensure our efforts are guided by those most affected by injustice.

6. Policy and Advocacy

Our systems-change work targets the root causes of inequality. We center communities excluded from policy narratives and fight for reforms that remove structural barriers.

This work is not static. It requires humility, persistence, and a commitment to growth. At FreeState Justice, we remain accountable to our community and committed to building an organization—and a Maryland—where equity is not only a value, but a lived reality.

Financial Sustainability and Justice-Aligned Funding

FreeState Justice plays a central role in Maryland’s legal and policy landscape for LGBTQ+ communities. We provide essential legal services, lead statewide policy efforts, and serve some of the most marginalized people in the state. Yet, like many LGBTQ+ nonprofits, we face chronic underfunding.

Across the country, LGBTQ+ organizations—particularly those led by people of color, focused on trans justice, or rooted in grassroots advocacy—receive a fraction of philanthropic dollars. National research shows that less than 0.2% of all foundation funding goes to trans-led groups. Organizations like FreeState Justice often bear significant responsibilities without the infrastructure support afforded to larger or more established institutions.

Our implementation plan includes targeted efforts to secure funding that aligns with the scale and urgency of our work:

Fundraising Infrastructure

We are building a development team with expertise in major gifts, foundation stewardship, and individual giving. This includes investment in donor database systems, communications tools, and grant writing support.

Donor Education

Through workshops, publications, and personalized outreach, we will educate supporters on the importance of unrestricted and multi-year giving to sustain LGBTQ+ equity work.

Public Funding Access

We are pursuing inclusion in state, county, and municipal budgets and contracts. These efforts involve compliance upgrades, partnerships with peer organizations, and advocacy with government allies.

Financial Transparency

We will publish annual reports, share audited financial statements, and conduct regular funder briefings to strengthen trust and demonstrate accountability. These strategies are designed to ensure that FreeState Justice is equipped to deliver on our mission with strength and sustainability. Our funding model includes foundation grants, government contracts, individual donations, and earned income. This diversified approach allows us to remain independent, adaptable, and responsive to the evolving needs of LGBTQ+ Marylanders.

Strategic Goals (Fiscal Year 2025–2028)

To guide implementation from July 1, 2025, through June 30, 2028, FreeState Justice has adopted a SMART-aligned framework for strategic planning. Each of our five goals is:

- S Specific** Clearly defines what is to be achieved
- M Measurable** Includes metrics to track progress and success
- A Achievable** Grounded in capacity and resources
- R Relevant** Aligned with our mission and the needs of LGBTQ+ Marylanders
- T Time-Bound** Includes deadlines or defined timelines for completion

This framework allows FreeState Justice to act boldly while remaining focused, accountable, and community-responsive.

Goal 1: Expand and Deepen Legal & Social Services Statewide

Why this matters: Despite Maryland’s legal protections for LGBTQ+ individuals, countless community members still fall through the cracks—especially in rural regions and marginalized communities. Transgender people, LGBTQ+ elders, low-income families, people living with HIV, and LGBTQ+ immigrants regularly experience compounding barriers to housing, employment, healthcare, and safety. These legal issues are rarely isolated; they intersect with social, economic, and systemic injustices.

FreeState Justice’s move toward holistic lawyering recognizes this complexity. Our clients don’t come to us with single-issue problems—they come with layered needs that demand integrated responses. By expanding our legal practice areas and coordinating closely with resource navigators, mental health partners, and community-based organizations, we help clients achieve not only legal victories but long-term security and self-determination. This work must also be geographically equitable. LGBTQ+ Marylanders in Western Maryland, Southern Maryland, and the Eastern Shore often have no affirming, accessible legal support. Our expansion strategy—through mobile clinics, virtual intake, and community partnerships—aims to bridge that justice gap.

SMART Objective

By June 30, 2028, increase client reach by 50% and expand services to include at least four new legal areas and three underserved regions in Maryland.

Timeline Highlights

FY2026

Launch rotating clinics on Eastern Shore and in Southern Maryland; expand resource navigation

FY2027

Launch services in Western Maryland; onboard legal staff in consumer law, elder law, and housing justice

FY2028

Reach 50% client growth target; publish statewide legal impact report; integrate multilingual intake and social services in all regions

Goal 2: Strengthen Infrastructure, Systems, and Staff Resilience

Why this matters: At the core of every impactful organization is a well-supported team and resilient infrastructure. Without secure systems, operational efficiency, and a culture of wellness, even the most visionary strategies cannot succeed. For FreeState Justice, this goal is about sustaining the people and systems that sustain the mission.

Our legal and advocacy work puts staff at the frontlines of trauma, crisis, and structural violence. Without intentional support, that exposure leads to burnout and turnover - threatening continuity and community trust. By investing in mental health resources, sustainable workloads, and work-life balance practices, we ensure our team has what it needs to stay grounded and effective.

At the same time, our systems must evolve to meet the needs of a mobile, multilingual, and remote-access era. We are serving clients across the state—many of whom face digital divides or accessibility barriers. Upgrading our case management platforms, intake tools, and cybersecurity practices ensures that our services are secure, streamlined, and accessible from any region in Maryland.

SMART Objective

By June 30, 2027, modernize case systems, improve internal operations, and implement staff wellness and security protocols to reduce burnout and enhance retention.

Timeline Highlights

FY2026

Launch cloud-based case management; introduce wellness stipends; begin internal change management process

FY2027

Complete integration of shared program systems; staff retention increases by 25%; implement leadership development plan FY2028: Annual staff recognition and retreat programming institutionalized; full security audit completed; 100% of staff trained on cybersecurity

Goal 3: Advance Advocacy and Legislative Impact

Why this matters: Laws are both a shield and a weapon. At their best, they protect rights and expand opportunity. At their worst, they are used to punish identity, erase history, and deny dignity.

In recent years, we've witnessed a nationwide rollback of protections for transgender youth, LGBTQ+ educators, people living with HIV, and families who don't conform to heteronormative models.

Our clients feel these threats acutely. Trans students are being misgendered at school. Parents are being investigated for supporting their child's gender identity. Workers are being discriminated against for who they are or whom they love. In this climate, FreeState Justice must lead—not just in the courtroom, but in legislative chambers, coalition spaces, and media narratives. We're building infrastructure to mobilize communities quickly, respond to harmful policies, and push for transformational legislation that advances dignity and justice. And we are grounding that work in narrative power—training our staff, clients, and partners to share their stories in ways that educate, inspire, and shift culture.

SMART Objective

By June 30, 2028, help pass at least three LGBTQ+ justice laws and expand rapid-response advocacy capacity statewide.

Timeline Highlights:

Timeline Highlights

FY2026

Identify legislative targets; launch policy campaign calendar; train staff and partners in storytelling and media engagement

FY2027

Host two statewide community defense trainings; coordinate policy briefs and media responses during session

FY2028

Secure passage of three pro-LGBTQ+ laws; publish an advocacy impact report; expand public education partnerships

Goal 4: Build Organizational Resilience and Sector Leadership

Why this matters: FreeState Justice is more than a legal organization—it is a line of defense against the erosion of civil rights and a voice for the communities most often left out of power. Yet this role brings real risk. Grassroots LGBTQ+ organizations across the country are facing increased surveillance, cyberattacks, targeted harassment, and funding restrictions. If we want to continue doing this work, we must protect our people, secure our operations, and lead with courage and care.

That means building a resilience infrastructure that is holistic, trauma-informed, and future-focused. It also means deepening our partnerships with others who are doing frontline work, particularly those led by and for Black, brown, immigrant, trans, and rural communities. Resilience is not isolation, it’s collective strength. We will lead and participate in coalitions that share resources, respond rapidly to threats, and build unified strategies rooted in justice.

We will also center community voice through advisory roles, listening sessions, and co-creation models, transforming our clients from service recipients into strategic collaborators. True resilience means honoring those most impacted as leaders and experts in shaping solutions.

SMART Objective

By June 30, 2027, implement a complete resilience strategy that addresses threats, supports staff, and strengthens leadership across coalitions.

Timeline Highlights

FY2026

Establish trauma-informed and safety trainings; initiate digital threat protocols; begin regular community listening sessions

FY2027

Launch formal advisory committee of clients/community members; lead at least one regional coalition convening FY2028: Publish FreeState's Resilience & Partnerships Strategy; formalize DEIB criteria in collaborative grant planning and MOUs

Goal 5: Ensure Financial Sustainability and Transparent Impact

Why this matters: Our mission cannot outpace our resources. Too often, LGBTQ+ organizations doing the most transformational work are forced to operate in scarcity—because they are trans-led, BIPOC-led, or grassroots-focused. Philanthropic patterns reward legacy institutions, not community-centered disruptors. FreeState Justice is challenging that status quo by educating donors, building infrastructure, and demanding investment that matches our impact.

At the same time, we recognize that impact is not just measured in dollars—it is measured in trust, transparency, and accountability. Our communities and funders deserve to see the full picture: how many people we serve, where we operate, what outcomes we achieve, and where we still fall short. That’s why we are launching a public metrics and storytelling platform that combines data with human experience.

Our goal is not only to double unrestricted funding but to build a funding ecosystem where partners understand the real costs of justice work and are committed to sustained support. Through strategic communications, reporting, and storytelling, we will demonstrate that FreeState Justice is not just a good investment—it is an essential one.

SMART Objective

By June 30, 2028, double unrestricted fundraising, diversify revenue streams, and launch a public metrics dashboard.

Timeline Highlights

FY2026

Build internal fundraising systems; launch donor education on equity and justice-based philanthropy; pilot metrics dashboard

FY2027

Secure 5 new multi-year funding partners; publish quarterly dashboard reporting; train board in fundraising leadership

FY2028

Achieve 100% growth in unrestricted funds; publish impact storytelling archive; assess and adapt long-term sustainability plan

Measurement, Impact, and Learning

To ensure transparency, impact, and continuous learning, FreeState Justice will implement a robust evaluation plan:

- Annual benchmarks for service volume, demographic reach, and geographic equity.
- Stakeholder surveys from clients, partners, and staff to guide service refinement.
- Quarterly review by Board committees to assess progress toward strategic goals.
- Public-facing annual impact report summarizing accomplishments and lessons learned.

FreeState Justice Strategic Goal Matrix (2025 - 2028)

Strategic Goal	Why It Matters (Summary)	SMART Objective	Key Metrics	Timeline Highlights
<u>Goal 1</u> Expand Legal & Social Services	LGBTQ+ Marylanders face barriers to justice, especially in underserved regions. Holistic support ensures stability and equity	Increase client reach by 50% and add 4 legal areas and 3 new regions by FY2028	Client volume, regions served, new service areas launched	Clinics launched in 3 regions by FY2027; 50% client growth by FY2028
<u>Goal 2</u> Strengthen Infrastructure & Staff Resilience	Staff burnout and outdated systems hinder service delivery. Strong people and tools are essential to mission success	Modernize systems and reduce burnout; increase staff retention by 25% by FY2027	Staff retention, system upgrades, wellness implementation	Systems launched by FY2026; full integration by FY2027
<u>Goal 3</u> Advance Advocacy & Legislative Impact	LGBTQ+ rights are under attack. Advocacy and narrative power are key to systemic protection and change	Pass 3 LGBTQ+ justice laws and expand rapid-response capacity by FY2028	Legislation passed, policy briefs issued, public campaigns	Campaigns launched by FY2026; 3 laws passed by FY2028
<u>Goal 4</u> Build Resilience & Sector Leadership	Organizational threats are rising. We must invest in safety, equity, and coalition leadership to remain effective	Launch resilience strategy and lead 1 statewide coalition by FY2028	Coalitions led, safety protocols adopted, advisory structures	Advisory body formed by FY2027; coalition leadership by FY2028
<u>Goal 5</u> Ensure Sustainability & Impact Transparency	Justice work requires sustainable funding and public accountability. Transparency and growth are essential to our future	Double unrestricted funding and launch impact dashboard by FY2028	Unrestricted revenue, dashboard engagement, funder diversity	CRM live FY2026; dashboard public FY2027; funding doubled FY2028

Conclusion

FreeState Justice stands at a pivotal moment. The road ahead is filled with both possibility and peril, but our commitment remains unwavering. We know that progress is not inevitable—it is won through persistence, courage, and community. The Strategic Goal Matrix for 2025–2028 is our blueprint for action in the face of growing need, rising threats, and historic opportunity. **Over the next three years, bold action, deep collaboration, and sustained investment will be required from all who believe in equity and dignity for LGBTQ+ Marylanders.**

This plan outlines more than deliverables, it reflects a long-term vision for systemic change. Each of the five goals affirms a strategic priority shaped by community voices, legal trends, and operational lessons. From expanding legal and social services to launching a public metrics dashboard, we are defining what it means to lead with equity, sustainability, and clarity.

Expanding services across rural and historically underserved areas isn't just about geography - it's about justice. When LGBTQ+ Marylanders can access holistic legal support, trauma-informed care, and resource navigation in their regions, they are more than clients, they are partners in their own liberation. We will grow our service portfolio, launch regional intake sites, and embed community feedback into every step of program design and delivery.

But growth must be grounded. That's why our second goal focuses on infrastructure, systems, and staff resilience. Our team cannot carry this work without the resources, security, and culture of care to support it. With modernized tools, multilingual access, cybersecurity protections, and wellness systems, **we will ensure that our internal strength matches our external mission.** FreeState Justice also understands that legal representation alone is not enough. Advocacy and public policy are essential to challenging unjust laws, protecting trans lives, and shifting narratives that fuel harm. Through narrative power, policy change, and rapid-response strategies, **we will defend what has been won and push forward what is still needed.** Our legislative work will be rooted in client stories, lived expertise, and coalition leadership.

In a time of growing threats - both digital and political - resilience is not optional. Our fourth goal ensures we are prepared to meet these challenges with intention. We will expand trauma-informed practices, build internal safety protocols, and lead with transparency and shared power. **Through partnerships, listening sessions, and community advisory roles, we will move from service delivery to co-creation of justice.**

And none of this is sustainable without the resources to match. Doubling unrestricted funding, diversifying revenue streams, and increasing public accountability are not financial goals alone—they are justice goals. Our fifth strategic priority affirms that transparency and **trust are fundamental** to how we serve, grow, and lead.

To achieve this vision, we call on our partners:

Funders and Philanthropic Partners to invest in transformative justice through multi-year, unrestricted support that enables us to expand impact, retain talent, and respond to emerging needs.

Community Organizations and Allies to join us in coalition, combining our voices and resources to increase service coverage and push for inclusive policies.

Policymakers and Public Officials to enact and enforce laws that affirm the humanity of LGBTQ+ people and strengthen the systems that protect their rights.

Volunteers and Pro Bono Attorneys to lend their time and expertise in the service of compassionate representation and mentorship.

Individuals and Community Members to stand with us—through donations, sharing resources, attending events, and showing up for one another.

Together, we can transform Maryland into a place where all LGBTQ+ people are safe, seen, and free. These next three years will test our systems and our spirit—but with persistence, courage, and collective resolve, we will rise to meet the moment and shape a future where justice is lived, not just promised.

Definitions

Cisgender A person whose gender identity matches the sex they were assigned at birth.

Core Values Fundamental beliefs that guide an organization's behavior and decision-making processes.

Deadnaming Intentionally referring to a transgender person by the name they were assigned at birth but no longer use.

Diversity, Equity, Inclusion, and Belonging (DEIB) 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.

Gender Affirming Care Medical, psychological, or social support services that affirm a person's gender identity.

Gender Marker The gender designation on a legal document (e.g., driver's license, birth certificate).

Goals Broad, overarching targets that support the achievement of strategic objectives.

Holistic Lawyering 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.

Intersectionality The interconnected nature of social categorizations such as race, gender, sexuality, and class, which create overlapping systems of discrimination or disadvantage.

LGBTQ+ An umbrella term that stands for Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and others. The "+" acknowledges additional identities such as intersex, asexual, pansexual, and nonbinary.

Definitions

Lived Experience Personal knowledge gained through direct, first-hand involvement in life events, often used in advocacy and policy work.

Mission A concise statement that describes the fundamental purpose of the organization, its activities, and the value it provides.

Name and Gender Marker Change A legal process that allows a person to update identity documents to reflect their affirmed name and gender identity.

Nonbinary A person whose gender identity does not fall exclusively into the categories of male or female.

Strategic Objectives Specific, measurable outcomes that an organization aims to achieve within a defined time frame to fulfill its mission and advance toward its vision.

Strategies Plans or approaches designed to achieve goals and objectives effectively.

Transgender (Trans) A person whose gender identity differs from the sex they were assigned at birth.

Trauma-Informed An approach that acknowledges the presence and impact of trauma and seeks to avoid re-traumatization through empathetic, safe practices.

Vision A statement that articulates the organization's long-term aspirations and intended direction.



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