



**National Association of Criminal Defense Lawyers
NACDL Foundation for Criminal Justice**

Strategic Plan

Adopted by NFCJ February 15, 2018

Adopted by NACDL February 17, 2018

Vision and Mission

Vision: A society where all individuals receive fair, rational, and humane treatment within the criminal justice system.

Mission: NACDL'S mission is to serve as a leader, alongside diverse coalitions, in identifying and reforming flaws and inequities in the criminal justice system, and redressing systemic racism, and ensuring that its members and others in the criminal defense bar are fully equipped to serve all accused persons at the highest level."

Strategic Impact Goals

Goal One: Enhance the capacity of the criminal defense bar to safeguard fundamental constitutional rights.

- A. Objective One: Activate the voices of members of the criminal defense bar and others in the broader community concerned about criminal justice reform to most effectively root out systemic injustice within the criminal justice system.
- B. Objective Two: Place all forms of inequities, including systemic racism, at the forefront of criminal justice reform.
- C. Objective Three: Increase participation among underrepresented members of the criminal defense bar in NACDL.
- D. Objective Four: Educate and prepare criminal defense lawyers.

Goal Two: Harness the unique perspectives of NACDL members to advocate for policy and practice improvements in the criminal justice system.

- A. Objective One: Identify and advance policy change priorities that reflect the criminal defense bar's fundamental concerns.
- B. Objective Two: Increase public understanding of criminal justice system inequities by sharing research/positions/assets/etc. with key coalitions that can enhance public outreach.
- C. Objective Three: Create and implement projects and programs in order to improve policy and practice in the criminal justice system and uphold and expand constitutional rights.

Organizational Goals

Goal Three – NACDL: Build NACDL’s organizational capacity to enable it to successfully achieve its mission and strategic impact goals.

- A. Objective One – Leadership and Governance: NACDL will modernize governance processes to ensure appropriate oversight and robust fulfillment of fiduciary responsibilities, and cultivate a highly-engaged Board of Directors that serves as the organization’s ambassadors and ensures its financial sustainability.
- B. Objective Two – HR/Staffing: NACDL will increase and support its staff to successfully implement its strategic impact goals.
- C. Objective Three – Development: Diversify and grow revenues to support the strategic impact goals and ensure the NACDL’s long-term sustainability.
- D. Objective Four – Operations: Enhance operational efficiency and
- E. effectiveness by ensuring NACDL has the facilities, technology, and financial systems needed to fulfill the strategic impact goals.
- F. Objective Five – Communications: Strengthen NACDL’s communications to build NACDL’s brand and visibility, and effectively reach all stakeholders.

Goal Four – FCJ: Build FCJ’s organizational capacity to enable it to successfully achieve NACDL’s mission and strategic impact goals.

- A. Objective One – FCJ Identity and Relationship to NACDL: Clarify that the FCJ is the 501 c3 arm of NACDL and rename the entity the NACDL FCJ to enhance its public profile and ability to fundraise on behalf of NACDL.
- B. Objective Two – Leadership and Governance: FCJ will have a robust and engaged Board of Trustees that serves as organizational ambassadors and ensures NACDL’s financial sustainability.
- C. Objective Three – Operations and Staffing: FCJ will provide NACDL with sufficient funding to engage the necessary personnel and maintain the infrastructure necessary to achieve NACDL’s impact goals, and to enable the FCJ to enhance external support. Additionally, the FCJ will provide limited support for other projects that advance, support, or complement NACDL’s impact goals.
- D. Objective Four – Communications: The NACDL FCJ shall be a well-recognized criminal justice reform entity.