



National Lawyers Guild San Francisco Bay Area Chapter

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Rai Sue Sussman, *Vice President*
P. Bobby Shukla, *Treasurer*
Salena Copeland, *Secretary*

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Teague (Briscoe) González
Marc-Tizoc Gonzalez
Karen Jo Koonan
Rachel Lederman
Heather Mills
Susan Mooney
Matt Ross
P. Bobby Shukla
David Waggoner

Strategic Planning Consultant

Michael Wong

Executive Boards governing through the strategic planning process:

Executive Board Members 2010

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National Lawyers Guild San Francisco Bay Area Chapter Strategic Plan 2011 — 2015

Executive Summary: Building A More Relevant and Valued Organization

The **National Lawyers Guild, San Francisco Bay Area Chapter** conducted a strategic planning process to provide greater direction to its work, and insure that the NLGSF maintains its position as a relevant and valued organization in the movement for social justice and human rights. The strategic planning process was directed by a strategic planning committee made up of members from the Executive Board, Staff, Member, and volunteers, and involved the active participation of the entire Executive Board, Staff, and Members.

The process included a review of the Mission, Vision & Values of the NLGSF, its Internal Capacity, and External

Executive Director's Message

The National Lawyers Guild isn't like other organizations. We aren't a typical nonprofit; we aren't a typical activist organization; and we aren't a typical bar association. We are a hybrid that has been through plenty of ups and downs throughout the years. Sometimes a political fission breaks open within the organization. Every once in awhile we experience unexpected drops in membership and income. Sometimes the external world throws us a McCarthy era or a Vietnam War or a War on Terror. Somehow, we've managed to weather all those storms for 74 years.

"Somehow" isn't good enough for our chapter though. That is why incredible young leaders like Heather Mills, Teague González, and Michael Flynn pushed all of us to embark on the project of strategic planning. We realize that we cannot control the ups and downs of capitalism or American empire, and political disagreements are inevitable and often healthy. But now we are committed to ensuring our chapter remains as strong as possible by setting clear goals and working to meet them. This strategic plan comes out of years of discussion, debate, and information-gathering and will be an immensely helpful tool for us. The very act of strategic planning, however, continues as long as the world around us continues to change.

— Carlos Villarreal, Executive Director

Issues and Trends that will affect the NLGSF's work over the next five years. Information was gathered from the organization's internal stakeholders (Staff, Board, and Members), as well as external stakeholders (e.g., partners and allies, community-based organizations, legal organizations, community coalitions and networks, and individual community members) in order to get an assessment of the organization from both the inside and outside.

From this process, the NLGSF developed four Strategic Goals for the next five years:

Goal 1: The NLGSF will develop its community base by proactively supporting movements for social justice and human rights through collaboration, movement visibility, and leadership.

Goal 2: The NLGSF will have a growing membership that will be a strong organizational base for supporting the work of the broader political movement.

Goal 3: The NLGSF will develop new sustainability strategies that will insure the fiscal stability of the organization over the next 10 years.

Goal 4: The NLGSF will strengthen its Executive Board to provide greater leadership.

This **Executive Summary** provides an overview to the NLGSF Strategic Plan, and the changes the organization hopes to make over the next five years. As with any strategic plan, the importance and effectiveness of this plan will depend on its implementation over the next five years, the monitoring and evaluation of progress toward the four goals, and the continuing commitment of the entire organization — Executive Board, Staff, Members, and volunteers, to taking a long-ranged view to where the NLGSF can be in the future. As important as this plan is to directing the work of the NLGSF, its real value is its fostering of an environment and culture within the organization for planning its future strategically and collaboratively.



National Lawyers Guild

San Francisco Bay Area Chapter Strategic Plan 2011 — 2015

National Lawyers Guild Mission Statement

The National Lawyers Guild is an association dedicated to the need for basic change in the structure of our political and economic system. We seek to unite the lawyers, law students, legal workers, and jailhouse lawyers of America in an organization which shall function as an effective political and social force in the service of the people, to the end that human rights shall be regarded as more sacred than property interests. Our aim is to bring together all those who regard adjustments to new conditions as more important than the veneration of precedent; who recognize the importance of safeguarding and extending the rights of workers, women, farmers, and minority groups upon whom the welfare of the entire nation depends; who seek actively to eliminate racism; who work to maintain and protect our civil rights and liberties in the face of persistent attacks upon them; and who look upon the law as an instrument for the protection of the people, rather than for their repression.

Title	Goal	Outcomes
Developing the Community Base	Goal 1: The NLGSF will develop its community base by proactively supporting movements for social justice and human rights through collaboration, movement visibility, and leadership.	<ul style="list-style-type: none"> ◆ Outcome 1.1: NLGSF will develop and maintain programs, services, and activities that support and empower movements for social justice and human rights in ways that are unique to the NLGSF. This will include increasing its focus on specific underserved communities, particularly communities of color. ◆ Outcome 1.2: NLGSF will increase its visibility and presence throughout the community. ◆ Outcome 1.3: NLGSF will widen its collaboration with other legal and community organizations based on its unique contributions, foster collaborations among other organizations where possible, and take on leadership roles as appropriate.
Building the Membership	Goal 2: The NLGSF will have a growing membership that will be a strong organizational base for supporting the work of the broader political movement.	<ul style="list-style-type: none"> ◆ Outcome 2.1: NLGSF will further develop a sense of political community for its members. It will create opportunities to help members develop political perspectives and issue awareness, and further develop their leadership in the NLG and the community. It will provide an active network for members that will strengthen their sense of contribution to the movement. ◆ Outcome 2.2: NLGSF will further build a welcoming, inclusive organization based on the commitment to anti-racist and anti-oppression values and principles. ◆ Outcome 2.3: NLGSF will build the participation, involvement, and leadership of law students in the organization through chapter support, mentorship, and inclusion of law students in its activities. ◆ Outcome 2.4: NLGSF will strengthen its membership by increasing the participation of lawyers and legal workers from legal services organizations, public defenders, and other progressive public interest law practices. ◆ Outcome 2.5: NLGSF will support progressive lawyers, legal workers, and law students in developing a greater political context for their legal practice and community work in ways that are unique to the NLGSF. ◆ Outcome 2.6: NLGSF will develop a proactive, involved, and engaged membership through a large menu of opportunities and activities for membership involvement. ◆ Outcome 2.7: NLGSF will develop and maintain program committees that provide members and volunteers with opportunities for proactive work supporting social justice and human rights.
Developing Sustainability Strategies	Goal 3: The NLGSF will develop new sustainability strategies that will insure the fiscal stability of the organization over the next 10 years.	<ul style="list-style-type: none"> ◆ Outcome 3.1: NLGSF will invest in membership-related income as the cornerstone for its sustainability. ◆ Outcome 3.2: NLGSF will explore and expand its fundraising and donor work. ◆ Outcome 3.3: NLGSF will explore alternative income-generation models.
Strengthening the Executive Board	Goal 4: The NLGSF will strengthen its Executive Board to provide greater leadership.	<ul style="list-style-type: none"> ◆ Outcome 4.1: NLGSF will continue to develop consensus within Board on NLGSF's current and future roles in supporting social justice and human rights movements. ◆ Outcome 4.2: NLGSF will create a Board development strategy for strengthening the capacity and leadership of the Executive Board, including its ability to contribute to NLGSF sustainability strategies.