



Five Year Strategic Plan

Big Picture Goals

- (1) Fundamentally transform the way the U.S. criminal justice system treats children who come into conflict with the law to reflect the developmental capacity of children and universally accepted human rights standards.
- (2) Prioritize the protection of children in the U.S. from harm caused by individuals, as well as state actors, and ensure that children who do suffer traumatic events are provided with the treatment, care, and resources needed in order to fully heal and minimize the impact of these experiences on their lifetime well-being.

Substantive Big Picture Action Items

- (1) Develop “Child Justice Reform” and “Child Protection” model legislation which incorporates policy recommendations to advance HRFK goals.
- (2) Develop national state ratings systems to rate states annually on how well they are doing, from a policy standpoint, in advancing HRFK goals.
- (3) Lead advocacy efforts across the country with policymakers, interested stakeholders, grassroots and coalition partners, and directly impacted communities to achieve HRFK goals.
- (4) Develop and lead, individually and with allied organizations, high-impact appellate litigation efforts to achieve HRFK goals.

- (5) Investigate, document, and report on human rights abuses against children to help advance HRFK goals.
- (6) Develop and implement a strategic public education campaign on human rights abuses against children to help advance HRFK goals.
- (7) Provide training and technical assistance to state agencies, policymakers, and others on human rights abuses suffered by children to advance HRFK goals.
- (8) Develop assessment tools to analyze whether policy changes brought about through public education, advocacy, or litigation efforts have been successful at advancing HRFK goals.

Budget Considerations & Fundraising Goals

YEAR ONE: to grow to a staff of 3 we will need to grow our budget to ***\$300,000***

YEAR TWO: to grow to a staff of 5 we will need to grow our budget to ***\$500,000***

YEAR THREE: to grow to a staff of 9 we will need to grow our budget to ***\$825,000***

YEAR FOUR: to grow to a staff of 14 we will need to grow our budget to ***\$1.25 million***

YEAR FIVE: to grow to a staff of 20 we will need to grow our budget to ***\$2.11 million***

METRICS FOR SUCCESS

Substantive

- Number and quality of new laws enacted based on HRFK model legislation;
- Number and quality of successful litigation victories;
- Number of media stories written, developed, or worked-on;
- Number of reports published related to HRFK goals;
- Increase in public sentiment for HRFK goals;
- Increase in positive outcomes for children linked to HRFK goals.

Organizational

- Number of staff hired by HRFK;
- Funding and resources acquired to advance HRFK's mission and work;
- Open an HRFK Office in Washington, D.C.;
- Grow HRFK Board of Directors to 20 with bipartisan representation from policymakers in 5 additional states;
- Establishment of "Child Justice Reform Team" which will be the first of six HRFK teams to advance our mission in the different areas of child rights advocacy.