



Four 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 using a trauma-informed approach rooted in universally accepted human rights norms found in the UN Convention on the Rights of the Child and the International Covenant on Civil and Political Rights.
- (2) Prioritize protecting child status and fostering an environment of healing for justice system-involved youth using an intersectional model that addresses their needs relating to education, physical and emotional health, housing, and protection to ensure that these children are provided with the treatment, care, and resources needed to minimize the impact of trauma on their lifetime well-being.
- (3) Secure the release and successful transition of as many people as possible who are currently incarcerated for crimes committed as children back into society while minimizing collateral consequences and the long-term impacts of incarceration over their lifetimes.

Substantive Big Picture Action Items

- (1) Lead or support advocacy efforts across the country with policymakers, interested stakeholders, grassroots and coalition partners, and directly impacted communities to achieve the following results:
 - a. Double the number of Tier 1 and 2 States;
 - b. Reduce the number of Tier 4 States by 50 percent;
 - c. At least one state adopts all 12 of the categories from our State Ratings Report; and
 - d. Enact Child Sex Crime Victims Protection Laws in 20 percent of the country;

- (2) Develop and lead, individually and with allied organizations, high-impact appellate litigation efforts to achieve the following results:
 - a. Grow the Child Conscious Court Program to include at least 6 law firms who regularly meet to discuss relevant cases;
 - b. Create a tracking process to enable HRFK to assess potential engagement in cases in state and federal courts;
 - c. Draft and submit at least 9 Amicus Briefs in high impact cases;
 - d. Publish scholarly research or a white paper on legal arguments/strategies to advance human rights protections for youth in the U.S. criminal justice system; and
 - e. Develop at least one case that could advance human rights protections for children through appellate advocacy.

- (3) Investigate, document, and report on human rights abuses against children to achieve the following results:
 - a. Complete investigative research for the second edition of the *Crimes Against Humanity* report (2028);
 - b. Publish topical reports that expand on different groups identified within the 2023 *Crimes Against Humanity* report;
 - c. Publish individual state reports that expand on the analysis from the 2023 *Crimes Against Humanity* report;
 - d. Increase HRFK's profile as the experts on human rights abuses against children in the justice system through media and public exposure;
 - e. Publish annually the HRFK National State Ratings Report; and
 - f. Publish updated edition of HRFK's Model Law.

- (4) Create and formalize a process to support and track the implementation of newly enacted legislation to ensure that hard-won victories have their intended impact.

- (5) Develop a policy paper on the intersectional needs of youth who come into conflict with the law drawing on issues relating to education, physical and emotional health, housing, and protection.

- (6) Change the national narrative of who the children in the justice system are by elevating the conversation around their trauma-histories, as well as the accountability they face in the juvenile justice system when they come into conflict with the law.

- (7) Identify, monitor, track, and support people currently incarcerated in U.S. prisons for crimes committed as children, while working with partners and colleagues to identify opportunities to support their legal needs.

- (8) Develop and implement a strategic public education campaign on human rights abuses against system-involved children to help advance HRFK goals.

- (9) Provide training and technical assistance to state agencies, policymakers, and others on human rights abuses suffered by children to advance HRFK goals.
- (10) 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 (2024 – 2027)

YEAR ONE (2024): to grow to a staff of 7 we will need to grow our budget to ***\$1,100,000***

YEAR TWO (2025): to grow to a staff of 11 we will need to grow our budget to ***\$1,600,000***

YEAR THREE (2026) : to grow to a staff of 13 we will need to grow our budget to ***\$1,800,000***

YEAR FOUR (2027): to grow to a staff of 15 we will need to grow our budget to ***\$2,000,000***

METRICS FOR SUCCESS

Substantive

- Number, quality, and impact of new laws enacted based on HRFK model legislation;
- Number of states that increase their rating in HRFK’s annual State Ratings Report;
- Number of people released from prison as a direct result of HRFK’s advocacy;
- Number, quality, and impact of successful litigation victories;
- Number of opinion editorials or media stories written, developed, or worked-on that profile HRFK’s goals;
- 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 to carry-out our mission and strategic plan;
- Funding and resources acquired to advance HRFK’s mission and work;
- Establishment of official legal, research, communications, and development departments within HRFK;
- Grow HRFK Board of Directors to 20 with bipartisan representation from policymakers in at least twenty percent of the country;
- Official launch of the “Child Justice Reform Team” which will be the first of six HRFK teams to advance our mission in different areas of child rights advocacy.