



THREE-YEAR STRATEGIC PLAN 2009 – 2011

OUR VISION

What the organization hopes, ultimately, to achieve; it's what you exist to do

A future in which America's abused and neglected children have won their right to be heard and protected within the systems legally entrusted with their care, and in which those systems are fully resourced, transparent and accountable to the public.

OUR MISSION

First Star's "signature" approach" to achieving its vision; it's what you do and how you do it

First Star improves the lives of America's abused and neglected children by strengthening their rights, illuminating systemic failures, and igniting reform to correct them. We pursue our mission through research, public engagement, policy advocacy, and litigation.

OUR VALUES

The values which shape First Star's approach to its mission

- **Systemically Focused:** We focus on work that will move the systems entrusted with the protection of neglected and abused children toward the ideal that we envision.
- **Synergistic:** We pursue each of our goals through a multi-faceted approach that combines research, public engagement, policy advocacy, and litigation.
- **Collaborative:** We work in coalition and in partnership with others to pursue our goals.
- **Results-oriented:** We work in areas where there is a strong likelihood of successful impact and track and report on our results of our work
- **Entrepreneurial:** We continuously explore new and creative methods and opportunities to fulfill our mission.
- **Bold:** We take on issues that may be considered to be controversial by others in the field.
- **Non-Partisan:** We believe that child maltreatment is not a partisan issue and work to engage people across the political spectrum to support our work.
- **Expert-Driven:** The leading experts in the field inform the content and quality of our programs

FIRST START'S GOALS (2009 – 2011)

(The most important outcomes First Star can achieve in the next three years that will further its mission and enable it to move closer to realizing its vision)

I. FOCUS OUR PROGRAMMATIC EFFORTS

We will advance our mission by:

1. Establishing a national standard for a child's right to counsel in cases involving abuse and neglect and facilitating passage of federal and state legislation to ensure this right.
2. Pursuing federal and state policy and legal remedies to limit government takings of foster children's social security benefits and similar assets.
3. Working to establish a National Institute for the Study of Child Abuse and Interpersonal Violence within the National Institutes of Health.
4. Pursuing litigation that advances First Star's mission.
5. Advocating for policy and legislative reforms that will advance First Star's mission.
6. Ensuring that all states fulfill their CAPTA-mandated requirement to report on child abuse and neglect fatalities and near-fatalities to the public.

II. EXPAND OUR VISIBILITY & INFLUENCE

We will increase our visibility and capacity to educate and mobilize the public to support our mission by:

1. Investing in a comprehensive communication and public outreach strategy, with emphasis on the web and social marketing.

III. BUILD OUR CAPACITY TO DELIVER POWERFUL RESULTS

We will strengthen our capacity to realize our programmatic goals by:

1. Growing and diversifying our funding streams to combine individual donor and foundation support with income received from highly visible, relevant special events;
2. Building a more engaged and dynamic board;
2. Harnessing board knowledge and resources by creating active, productive board committees.
3. Building a strong professional team that can maximize our fundraising, program and operational capacity.