

ACLU

Hawai'i

2026 -2029 STRATEGIC PLAN



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June 15, 2026

Hawai'i

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Aloha,

Hawai'i is one of the most beautiful places on earth, carrying with it a unique geographic, historical, spiritual, and political ethos. These islands have long been a crossroads of cultures, a meeting place of peoples, and a testament to what it means to be in pilina with one another and the 'āina.

The ACLU of Hawai'i ("ACLU-HI") acknowledges that the United States assisted in the illegal overthrow of the Hawaiian Kingdom and that our offices sit upon unceded lands which have been stewarded for generations by Kānaka 'Ōiwi – an Indigenous people who have never relinquished their sovereignty or settled their claims with the United States. At ACLU-HI, we support the civil rights and quest for sovereignty of Native Hawaiians.

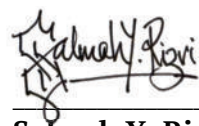
We also hope to build alongside our communities a pono future in which all Hawaii's residents, regardless of background, status, or circumstance, may realize the promise of freedom, civil liberties, and human dignity.

There is no shortage of solutions to the civil rights challenges we face. But meaningful change requires strategic foresight and the political willpower to act. Today's democratic backsliding is alarming but also clarifying. This moment strips away complacency, illuminates the problem, and gives rise to an opening: to reimagine civil liberties not merely as constructs to be defended, but ideals to be expounded upon and expanded with aloha.

ACLU-HI's 2026–2029 Strategic Plan charts a path forward and toward that horizon. With lōkahi, ACLU-HI aims to mobilize divergent sectors of our society including artists, musicians, educators, healers, and advocates. Through litigation, legislation, and public education efforts, ACLU-HI is contributing to the civil rights movement of our time, working to protect our neighbors, no matter what may be happening federally or globally.

The pages that follow lay out our aspirations with strategic clarity, honest ambition, and the full weight of our kuleana to this place and its people.

Me ke aloha pumehana,



Salmah Y. Rizvi
Executive Director
ACLU of Hawai'i



Rick Schneider
Board President
ACLU of Hawai'i

EXECUTIVE SUMMARY

The American Civil Liberties Union of Hawai‘i (ACLU-HI) has protected the civil rights and civil liberties of residents of the Hawaiian Islands since 1965. A non-partisan, non-profit organization, it works across the courts, the legislature, and local communities to ensure the government does not violate fundamental rights — regardless of race, socioeconomic status, gender expression, sexual orientation, or any other status. ACLU-HI provides its services at no cost to the public and without the support of government funds.

ACLU-HI recognizes that its ability to do this work stems from the many strengths and gifts of the people who make up the organization — a board, leadership, and staff who bring deep legal and advocacy expertise, heartfelt care, steadfast commitment, and an openness to new ideas.

The organization is also supported by a broad network of members, collaborators, and stakeholders who fight alongside it, including community and advocacy organizations, the ACLU ‘Ohana, and partners across Hawai‘i. Together, these strengths will support the organization in taking on new opportunities in the years ahead. These include outreach and growth, fundraising, and strengthened internal governance and staffing.

This strategic plan sets the organization’s direction for the next three years (June 2026 – June 2029). It is rooted in a theory of change grounded in the idea that lasting freedom is achieved when the law is used as a shield for the people rather than a sword for the most powerful.

Hawaii’s Constitution — which includes the Public Trust Doctrine and the Law of the Splintered Paddle — affirms that public safety, land stewardship, and governance must be rooted in care, restraint, and accountability. When government actors exceed their authority, operate in secrecy, wage unjust war, promote racist agendas, or prioritize expedience over rights, ACLU-HI intervenes through coordinated litigation, legislative, and public education efforts. By enforcing constitutional limits, elevating Indigenous and community voices, and protecting the most vulnerable, it works to shift systems toward equity, transparency, and justice.



To advance this vision, ACLU-HI has identified five strategic priorities:

1. **Safeguarding Democracy, Sanctuary, and the Public Trust** — defending democracy locally in the face of federal authoritarianism, protecting immigrant communities, and enforcing Hawaii’s constitutional commitments, including those in Article XII and around ceded lands and military leases.
2. **Decarceration and Decriminalizing Poverty** — advancing bail reform and alternatives to incarceration, improving prison and jail conditions, protecting houseless neighbors, and confronting policing abuses.
3. **Bodily Autonomy and Equal Dignity** — protecting gender equity and transgender inclusivity, equal dignity, and reproductive rights, including midwifery, as fundamental civil liberties for all.
4. **Developing Staff** — ensuring the organization is properly staffed and sustainable, with strengthened leadership and staff development, back-office support, and a reexamined fellowship program.
5. **Fundraising** — building the financial sustainability needed to support the organization’s growth and mission.



ACLU-HI’s Legal, Policy, and Community Engagement teams will be coordinating carefully and precisely to maximize impact on Strategic Priorities #1, 2, and 3. ACLU-HI’s Operations and Finance Department will focus on Strategic Priority #4, and the Development Department will support Strategic Priority #5.

The Executive Director will work across all departments to ensure maximum integration and unity. Indigenous Justice will serve as a throughline across all core issues, and the organization will continue to consult with, prioritize, and uplift the voices of vulnerable and impacted communities in its work and mission.



BACKGROUND & STRATEGIC PLANNING PROCESS

Over the past two and a half years, ACLU-HI has undergone numerous changes, beginning with the appointment of a new Executive Director in 2024. Since then, the organization has focused on strengthening its infrastructure and operations to build a professional and functional work environment. ACLU-HI has also experienced a shift in its work and its culture; and as a result, it is in the process of realigning its mission and its priorities.

In 2026, the organization completed a strategic planning process to clarify its mission and build consensus on the overall strategic direction for the next three years. Through the collaborative strategic planning process, ACLU-HI representatives (board, senior leaders, and staff):

- Developed a collective and shared understanding of ACLU-HI’s purpose, the needs of its staff, and perceived and/or real opportunities and barriers.
- Updated the mission statement and envisioned the future of the organization.
- Conducted a SOAR² (Strengths, Opportunities, Aspirations, Results, and Restraints) Analysis and environmental scan to understand the internal and external factors that support and impact ACLU-HI.
- Identified the core issues and strategic priorities for ACLU-HI over the next 3 years.

ACLU-HI contracted with SAS Services, LLC (SAS), to facilitate this strategic planning process. The strategic planning process was planned and designed by an internal planning team composed of representatives from ACLU-HI senior leadership team (SLT) and board of directors.

The process began with a Kick-Off Session on January 10, 2026, held at the ACLU-HI office. To inform decision-making for the SLT and board of directors during the planning process, nearly 70 current and former staff, board directors, community partners, and donors completed a pre-retreat stakeholder survey by March 6, 2026.

The Strategic Planning Retreat was then held in person over two days (May 9 and 11, 2026) at St. Anthony's Retreat Center in Kalihi, HI. In addition, an Action Planning Session was held on May 19, 2026, at the ACLU-HI office with all ACLU-HI SLT and staff. In this session, an overview of the strategic planning process was provided, and staff began working on action plans for the identified strategic priorities. Teams continued to meet over several weeks to further develop an actionable plan.

This report summarizes the key findings, decisions, and outcomes of the strategic planning process regarding the direction of ACLU-HI over the next 3 years.



THE ACLU OF HAWAI‘I

ACLU-HI is a private, non-profit, non-partisan organization that has been protecting civil rights and civil liberties in the Hawaiian Islands since its inception in 1965. In compliance with federal law and to maximize impact, it is made up of three distinct organizations: the ACLU of Hawai‘i (501(c)(4)), the ACLU of Hawai‘i Foundation (501(c)(3)), and the Hawai‘i Civil Rights Voter Education Fund (501(c)(4)). The organization is one of the 54 state affiliates of the ACLU National.

With community partners and volunteers, ACLU-HI ensures that the government does not violate fundamental rights – regardless of race, socioeconomic status, gender expression, sexual orientation, or anything else.

Its work spans the courts, legislatures, and local communities – defending freedoms and advancing justice every day.

Mission

The American Civil Liberties Union of Hawai‘i strives to build an equitable society. Our mission is to protect and promote civil liberties and fundamental rights enshrined in the United States and Hawai‘i constitutions through litigation, legislation, and public education. We serve – and center the voices of – our impacted and vulnerable communities, regardless of background, status, or circumstance. As a non-partisan non-profit organization, we provide our services at no cost to the public, and we never accept government funds.

Values

ACLU-HI has a list of 36 values that guide its work. The values that underpin this plan are: **lōkahi** (unity), **kuleana** (responsibility), **pono** (balance), **liberation**, and **aloha**.

Skills & Expertise

The people who make up ACLU-HI are its greatest strength. Each individual brings a unique set of knowledge and experience that makes the organization stronger than the sum of its parts. These contributions include:

Legal and Advocacy Expertise

Members of the ACLU-HI board, leadership, and staff hold professional grounding in civil rights law and are passionate about advocating for marginalized populations. Areas of legal and advocacy expertise include legal aid, backgrounds in national security, public health, lobbying experience, awareness of published works, and work with incarcerated populations.

Leadership and Strategic Thinking

They possess leadership and higher-order thinking skills that enable them to identify systemic patterns and needs and to connect ideas in novel ways. They also bring experience in business ownership and financial knowledge.

Organization and Planning

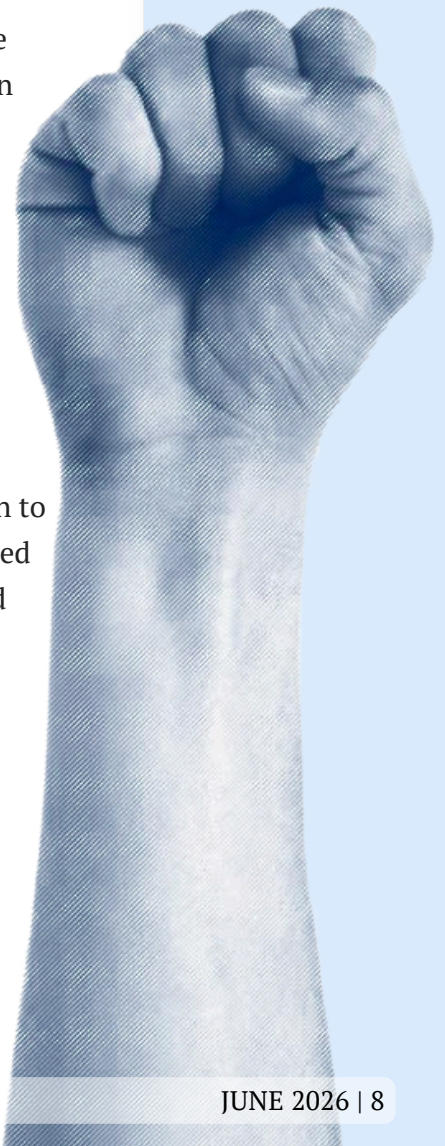
They bring skills as planners and organizers, which promote structure and clarity.

Relationships and Communication

They bring the relational skills needed to connect with people, listen to different opinions, ensure people feel heard, and keep people engaged through consistent communication. They are warm, welcoming, and family-oriented.

Endurance

They bring stamina and physical discipline, including through activities such as long-form running, wrestling, and judo.



Gifts

Beyond what they know, the people of ACLU-HI bring who they are — a wealth of personal gifts that shape how the work gets done. These gifts include:

Perspective and Approach

The ACLU-HI board, leaders, and staff bring unique perspectives and approaches to their work, including curiosity and openness to new ideas, creativity and adaptability, and an ability to connect disparate ideas and generate new solutions. Additional gifts include analytical and creative thinking, optimism, a willingness to challenge convention, spirituality, and good humor.

Care and Relationships

They bring warmth and a genuine care for others, recognizing the best in people and helping them advance. This is reflected in their kindness, compassion, generosity, approachability, non-judgmental disposition, and ability to recognize the talent and value in others.

Commitment and Perseverance

They are committed and resilient, with a warrior ethos and a drive for excellence. This is reflected in their loyalty, endurance, resilience, and faith.

Clarity, Directness, and Honesty

They see things clearly and communicate their thinking with straightforwardness, brevity, and honesty.



Collaborators

ACLU-HI could not do this work alone. Its mission is advanced through deep relationships with partners across the islands — each of whom shares in and strengthens the organization’s impact. These collaborators include:

Indigenous Justice Organizations

ACLU-HI depends on Native Hawaiian-serving organizations, including the Native Hawaiian Legal Corporation, Hawaiian Council, and Papa Ola Lōkahi, to help guide the work of its Indigenous Justice Committee (IJC).

Advocacy Groups

Groups such as Hawai‘i Appleseed Center for Law & Economic Justice, Common Cause, Legal Aid Society of Hawai‘i, Planned Parenthood, the League of Women Voters, the Hawai‘i Alliance for Progressive Action, the Japanese American Citizens League, Roots Reborn, and Hawai‘i LGBT Legacy Foundation often partner with ACLU-HI on key pieces of legislation.

Coalitions

ACLU-HI serves as a leading organization in many coalitions, including faith-based coalitions, Hawai‘i Coalition for Immigrant Rights, Hawai‘i Coalition for Civil Rights, and Reimagining Public Safety Coalition.

ACLU of Hawai‘i ‘Ohana

Many hands touch ACLU-HI work, including the organization’s internal network of ACLU National attorneys, volunteers, donors, members, board members, retirees, and Legacy Challenge clients. Together, these contributors comprise the ACLU-HI family.

Champions

Many voices help champion ACLU-HI advocacy, including at times, state administrators and legislators, the plaintiffs’ bar, law students and student groups, and members of the press.



Stakeholders

ACLU-HI touches many lives. Its work is shaped by — and carried out on behalf of — the many individuals, communities, and institutions across the islands who hold a stake in its mission and impact:

The People of Hawai‘i

ACLU-HI's work is carried out on behalf of residents across the islands, now and for generations to come, including the communities most directly affected by civil rights and civil liberties issues: immigrants and mixed-status families, transgender people, Kānaka Maoli, students, and all who need access to legal representation.

ACLU of Hawai‘i ‘Ohana

ACLU-HI staff are beholden to internal stakeholders such as ACLU National partners, board directors, members, and donors.

The ‘Āina.

The beautiful islands of Hawai‘i that sustain the ACLU-HI ‘ohana must be protected from military degradation, particularly in holy sites such as Mauna Kea and Haleakalā.

Government

ACLU-HI works tirelessly to convince decision-makers, including legislators, County Council members, and the judiciary, to take a specific course of action.

The State and Federal Constitutions

These foundational documents are at the core of ACLU-HI's efforts to defend and uphold civil rights and civil liberties for all Hawaii's residents.



Strengths

ACLU-HI brings considerable strengths to its work, from its people to its partnerships and resources.

ACLU of Hawai‘i Staff and Board

ACLU-HI’s greatest strength is its staff and board, who make up the organization and bring experience and expertise. Described as smart, committed, dedicated, strong, and hard-working — and led by a brilliant and dynamic Executive Director — they offer a strong mix of long-standing experience and fresh perspectives, with specific expertise in financial advisory, litigation, lobbying, civil rights, and advocacy.

Partnerships, Relationships, and Reputation

ACLU-HI holds a strong reputation and deep connections among policymakers, along with a history of policy wins built on lasting community relationships. These are reinforced by its partnerships within the national affiliate network and the broader civil liberties movement.

Joyous Environment

ACLU-HI’s work environment has greatly improved: morale is higher, staff are more joyous, the legal intake process has been revamped, and the organization operates from a welcoming office space.

Departments and Services

ACLU-HI’s core departments — Litigation, Policy, and Community Engagement — are central strengths, though there remains a need to expand the organization’s social media visibility.



Opportunities

Looking ahead, ACLU-HI has many opportunities to extend its reach, strengthen its base, and deepen its impact.

Outreach

Expanding outreach across the islands offers a significant opportunity to open doors and build trust. This includes youth and civics education, which could also help the organization recruit younger board directors. Other avenues include partnerships with artists and musicians to promote its work, as well as efforts to connect civil liberties to the global assault on women's rights.

Communications

By adding a community educator and a speaker bureau, and by expanding digital engagement, ACLU-HI can strengthen its public presence, increase its visibility, and address misunderstandings about its mission and purpose.

Fundraising

With public attention and gratitude toward the ACLU currently high, the moment is favorable for fundraising. This is amplified by ACLU-HI's dynamic staff, who offer a strong opportunity for donor engagement. Fundraising can grow through local efforts, outreach to both small and major donors, and a larger base of committed, engaged members. This work would be supported by a long-term development plan, quarterly planning cycles, and dedicated development staffing.

Public Sentiment

There is growing community support that aligns with ACLU-HI. This is reflected in rising anti-establishment sentiment and in the prominence of progressive legal and justice organizations that share ACLU-HI's values.

Strengthen Internal Governance and Staffing

Strengthening internal governance and systems — including finance, fundraising, and people management — and hiring new roles will position the organization to take on larger challenges.



Theory of Change

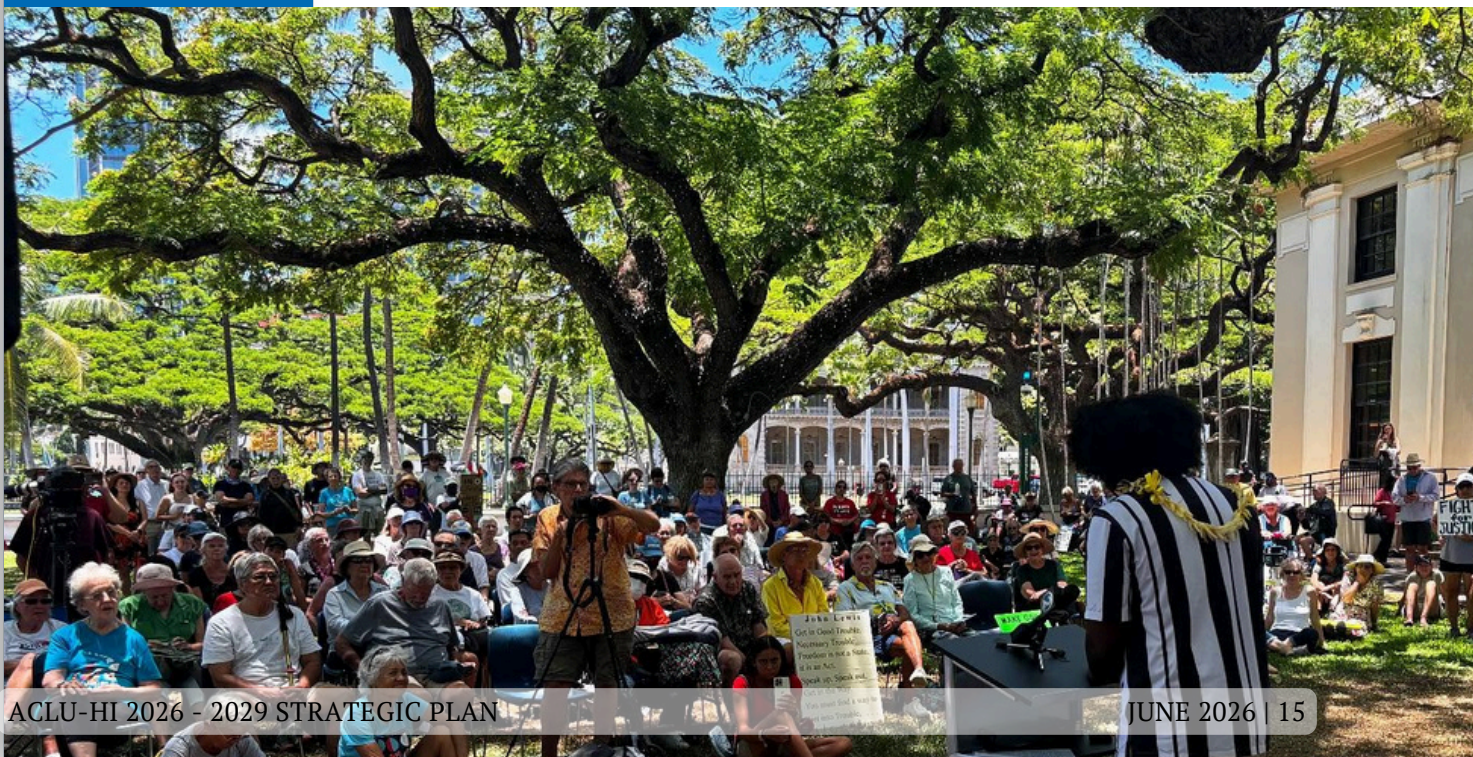
ACLU-HI's Theory of Change is rooted in the idea that lasting freedom is achieved when law is used as a shield for the people rather than a sword for the most powerful. Provisions of Hawaii's Constitution — including the Public Trust Doctrine and the Law of the Splintered Paddle — affirm that public safety, land stewardship, and governance must be rooted in care, restraint, and accountability. The Hawai'i Supreme Court is well-suited to enforce these provisions and build cultural change in our legal systems, even while our rights are being constricted federally.

When government actors exceed their authority, operate in secrecy, fund or wage unjust war, promote racist agendas steeped in white nationalism, or prioritize expedience over rights, ACLU-HI intervenes through coordinated litigation, legislative, and public education efforts. By enforcing constitutional limits, elevating Indigenous and community voices, and protecting the most vulnerable, ACLU-HI shifts systems toward equity, transparency, and justice.

The Work of ACLU of Hawai‘i

ACLU-HI protects and promotes civil liberties and rights by offering a variety of services, including advocacy, community engagement, organizing, litigation, policy making, and public education. The work focuses on defending and protecting civil liberties and rights broadly, not on behalf of any single group of people. Through its work, ACLU-HI addresses the following issues:

- Decriminalizing Poverty and Houselessness
- Education Justice
- Faith-based Engagement
- First Amendment and Freedom of Expression
- Gender Equity
- Immigrants' Rights
- Indigenous Justice
- LGBTQ+ Rights
- Policing
- Pretrial Fairness
- Reproductive Freedom
- Smart Justice and Rights of Incarcerated People
- Student and School Engagement
- Voting Rights
- Youth Engagement



STRATEGIC PRIORITIES 2026 — 2029

ACLU-HI has identified five strategic priorities to guide its work throughout the next three years (June 2026 — June 2029). These priorities focus on safeguarding democracy, sanctuary, and the public trust; decarceration and decriminalizing poverty; bodily autonomy and equal dignity; developing staff; and fundraising.

ACLU-HI plans to align and integrate its work across its programmatic areas of expertise — Policy, Legislative, and Community Engagement — to maximize capacity and ensure the organization will not be working in silos. Indigenous Justice and Native Hawaiian Rights will serve as a throughline across all core issues, and the organization will prioritize and uplift vulnerable and impacted communities in its work and mission. ACLU-HI has identified specific timelines for how each department will implement the outcomes of this Strategic Plan through an internal Action Plan.



Strategic Priority 1

Safeguarding Democracy, Sanctuary, and the Public Trust

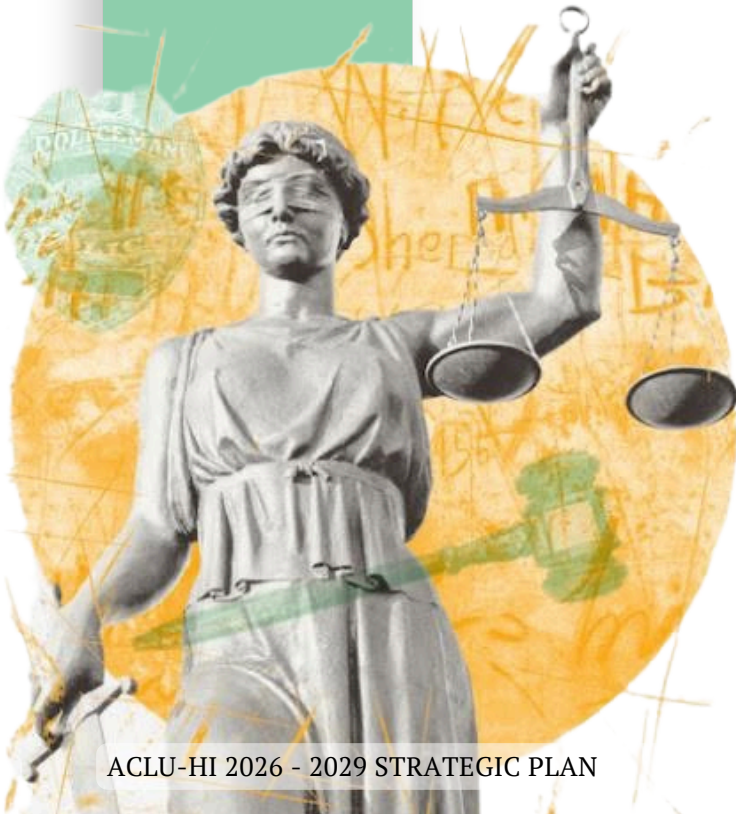
Democracy is fundamental to people having a voice in their own self-determination. We are in a period of backslide where rights that we took for granted are being eroded, and freedoms are under attack.

Hawai'i has the bench, the legislature, the neighbors, and the constitutional inheritance to defend democracy locally — no matter what is happening federally or abroad. We are in a constitutional crisis if we allow it, but not if we resist it.

Hawai'i is being tested on three fronts at once: federal authoritarianism (threatening judicial independence, deploying force against protest, seeking to nationalize voter data); the terrorizing of immigrant communities (Immigration and Customs Enforcement arrests up 273% in 2025 from 2024, masked agents in our streets); and chronic underenforcement of Hawaii's constitutional commitments in Article XII, the Public Trust Doctrine, ceded lands, and military leases.

Imperialism abroad is linked to authoritarianism at home. Hawai'i has long been a staging ground for war without consent. This pillar protects the constitutional rights of those being targeted by the authoritarian state, including protestors, immigrants, and Native Hawaiians.

ACLU-HI will take the following actions to safeguard democracy, sanctuary, and the public trust.



EXPANDING CIVIL RIGHTS AND CIVIL LIBERTIES

The defense of free speech and free assembly is crucial, particularly within university settings, where diverse ideas and open dialogue are essential for academic growth and democracy. To strengthen these rights, ACLU-HI plans to file strategic amicus briefs in cases before the Hawai'i Supreme Court, aiming to broaden free speech protections beyond federal interpretations. This initiative will also include launching a landmark case that creatively interprets the Hawai'i Constitution to enhance democratic safeguards.

To further this mission, ACLU-HI will launch a statewide public education campaign focused on civil liberties. This campaign will utilize platforms such as the Rooted in Resistance podcast, engage school clubs, and collaborate with the Hawai'i State Bar Association, the Judiciary, and the William S. Richardson School of Law at the University of Hawai'i at Mānoa. Additionally, ACLU-HI will host quarterly town halls across the neighbor islands to ensure comprehensive community engagement.

ACLU-HI's core messaging will emphasize a commitment to standing with, defending, and upholding federal constitutional principles. ACLU-HI will maximize capacity by partnering with Voting Rights attorneys in moments of democratic crises, such as threats to voter information in the state of Hawai'i.

COUNTERING AUTHORITARIANISM

At the legislative and county level, ACLU-HI will work to pass ordinances limiting local cooperation with federal agents and pursue legislation narrowing the scope of the Governor's emergency powers. These legal boundaries will help define and hold accountable where state and local authority begin and federal power ends.

Mobilizing neighbors to resist, rather than cheer on, authoritarianism will be crucial. ACLU-HI plans to engage 3.5% of the population through mass protest and civil resistance, while also activating the organization's 4,000+ member base as a sustained democratic force.

Communities that are organized are communities that are protected.

In solidarity with Native Hawaiian partners who are currently facing increased threats due to rising authoritarianism, ACLU-HI will partner with the Indigenous Justice Committee (IJC) to publish a white paper on military leases, ceded lands, and Article XII enforcement, while also deepening the organization's role as an expert ally to the Native Hawaiian community through legal, policy, and public education support. To resource this work, ACLU-HI hopes to hire a dedicated Indigenous Justice Attorney.

SECURING IMMIGRANT RIGHTS

ACLU-HI hopes Hawai‘i can be a sanctuary to those who need it most by becoming a place of protection, free from harm, where people can exist without fear of persecution regardless of status. This is critical to ensuring that the over 20% of state residents who self-identify as immigrants feel safe from the threat of draconian federal immigration enforcement. In order to do so, ACLU-HI must continue to tell the stories of legally innocent immigrants who have experienced harm by the United States government.

This priority aims to train attorneys in habeas corpus filings to combat unlawful detentions, particularly for immigrants. The goal of training legal professionals is to enhance their capacity to advocate for those wrongfully detained, building a habeas task force to create systemic change. Additionally, ACLU-HI seeks to develop impactful litigation that will expand due process rights of immigrants, ensuring that they can navigate our systems with integrity and respect.

A key legislative objective is to pass and uphold at least one law in Hawai‘i that limits cooperation between federal and local law enforcement, specifically prohibiting 287(g) agreements, which allow local agencies to enforce federal immigration laws. This effort is crucial in safeguarding immigrant communities from undue federal scrutiny and detention.

Most importantly, the public will need to know how to step in to protect neighbors, workers, and students who may be at risk. ACLU-HI will continue to empower the community with Know-Your-Rights training and seek resources to help translate those training into the many languages that grace our islands.



Strategic Priority 2

Decarceration and Decriminalizing Poverty

The carceral state and economic extraction are the same machine. We must work toward decarceration and focus on the capitalist threats to our system.

In Hawai'i, prisons and jails are overcrowded, and inmates experience cruel and unusual punishment in these facilities. At O'ahu Community Correctional Center (OCCC), 74.3% of those held are pretrial detainees — meaning we are placing approximately 702 people who are legally innocent and have not been convicted of a crime in torturous conditions.

Hawai'i also sends roughly 1,000 of its residents 2,500 miles across the ocean to Saguaro Correctional Center in Arizona, where unsafe drinking water became a story this past fall. Importantly, Native Hawaiians are disproportionately overrepresented in the criminal justice system.

Additionally, the state and counties continue to sweep houseless property despite *Davis v. Bissen*. These are not separate harms; they are expressions of a single political economy that criminalizes poverty, extracts wealth from working families, and uses incarceration as the backstop.

ACLU-HI will take the following actions to address these injustices.



BAIL REFORM AND ALTERNATIVES TO INCARCERATION

Through legislative action, this priority aims to reform the criminal legal system by eliminating cash bail for low-level nonviolent offenses and ensuring that bail amounts are set at an amount that the accused can afford.

Additionally, funding will be earmarked for community alternatives to incarceration and the expansion of diversion programs. Senior leadership, appointed by the Governor to sit on various state task forces, will work to address fines-and-fees reform and clean-slate measures to help prevent incarceration and ease reentry.

To amplify the voices of those affected by incarceration, a speaker series will be established under the Reimagining Public Safety initiative. This effort will intersect civil rights with economic justice by collaborating with unions and workers. The overarching campaign, titled "Housing, Not Handcuffs," will focus on diversion from incarceration, cash bail elimination, alternatives to detention, and reducing the pre-trial population at OCCC.

To build capacity for these initiatives, ACLU-HI to hire a Criminal Legal Reform Attorney to bring additional focused and strategic expertise to the organization.

ADDRESSING PRISON AND JAIL CONDITIONS

ACLU-HI seeks to file a lawsuit challenging jail conditions in order to secure structural relief for incarcerated individuals and raise awareness of their conditions with the larger public. ACLU-HI also seeks to file litigation to ensure incarcerated neighbors have full access to their attorneys and legal mail.

To support this priority, in collaboration with the Oversight Commission, tours of jail facilities will be organized for judges and prosecutors to gain firsthand insight into the conditions faced by our incarcerated neighbors, most of whom have never been convicted of a crime but are nonetheless languishing in our jails.

HOUSELESS RIGHTS — DECRIMINALIZING POVERTY

This priority aims to address the challenges faced by houseless individuals in Hawai'i who are criminalized due to their poverty. ACLU-HI seeks to decriminalize poverty by pursuing litigation to reduce the number and frequency of homeless sweeps, supporting clean slate initiatives, promoting reentry programs to prevent recidivism, and advocating for a statutory right to shelter.

Strategic Priority 3

Bodily Autonomy and Equal Dignity

The country has a history of violating the bodily autonomy of its citizens. Bodily autonomy is not a “gender issue” but the floor of dignity for all. ACLU-HI refuses to let transgender children, houseless neighbors, and pregnant people be made the testing ground for a wider rollback of individual freedom and civil liberties.

The federal administration has turned bodily autonomy into a battleground by denying gender-affirming care, reversing passport sex designations, attacking reproductive autonomy, and banning transgender students’ meaningful participation in school sports.

Universal personhood means no government has the right to legislate who is fully a person, and that gender cannot be separated from civil rights. Life, liberty, and the pursuit of happiness are only achievable if you have control over your own body.

ACLU-HI will take the following actions to protect the bodily autonomy of Hawaii’s residents.



GENDER EQUITY AND TRANSGENDER INCLUSIVITY

To strengthen transgender rights, ACLU-HI hopes to achieve a favorable outcome in the case of *Poe v. Maui Preparatory Academy*. Additionally, passing a bill to enhance gender-affirming care under Hawaii's existing shield law would provide crucial support for those in need of such services.

To help secure gender equity across the state, ACLU-HI will solicit the support of student groups to advocate for equal access to school facilities, drawing on the successes from the Title IX civil rights lawsuit involving Campbell High School. ACLU-HI will provide in-school education, letters to publication editors, and engage in other public-facing awareness efforts to train educators, youth-serving professionals, and community members about gender-equity protections.



EQUAL DIGNITY

This priority seeks to advocate against legislation in the State of Hawai'i that aims to expand forced or involuntary treatment for individuals experiencing homelessness. The reasoning behind this opposition is rooted in the belief that such measures infringe on personal autonomy and may exacerbate the trauma faced by this vulnerable population.

Additionally, this priority emphasizes the need to strengthen the county Police Commission and statewide Law Enforcement standards to prevent bodily autonomy from being violated during traumatic police encounters.

Ensuring that Hawaii's residents are treated with dignity when driving, ACLU-HI is focused on uncovering potential corruption within the Honolulu Police Department regarding the arrest of unimpaired individuals for drinking-under-the-influence (DUI) charges.

To effectively communicate these efforts and share the stories of those affected, hiring a Communications Manager is essential. This role will help amplify ACLU-HI messaging and garner support.

REPRODUCTIVE RIGHTS

ACLU-HI will seek to pass a bill to increase access to reproductive care providers (including abortion providers and providers of traditional midwifery), emphasizing the fundamental belief that the erosion of rights for any group ultimately undermines the rights of all individuals.

The core message highlights the interconnectedness of rights, asserting that a weakness in one area affects everyone. A campaign entitled "No Government in Our Bodies" could advocate for comprehensive reproductive freedom.

To resource this work and carry out this strategy, ACLU-HI will partner with organizations that specialize in reproductive rights.

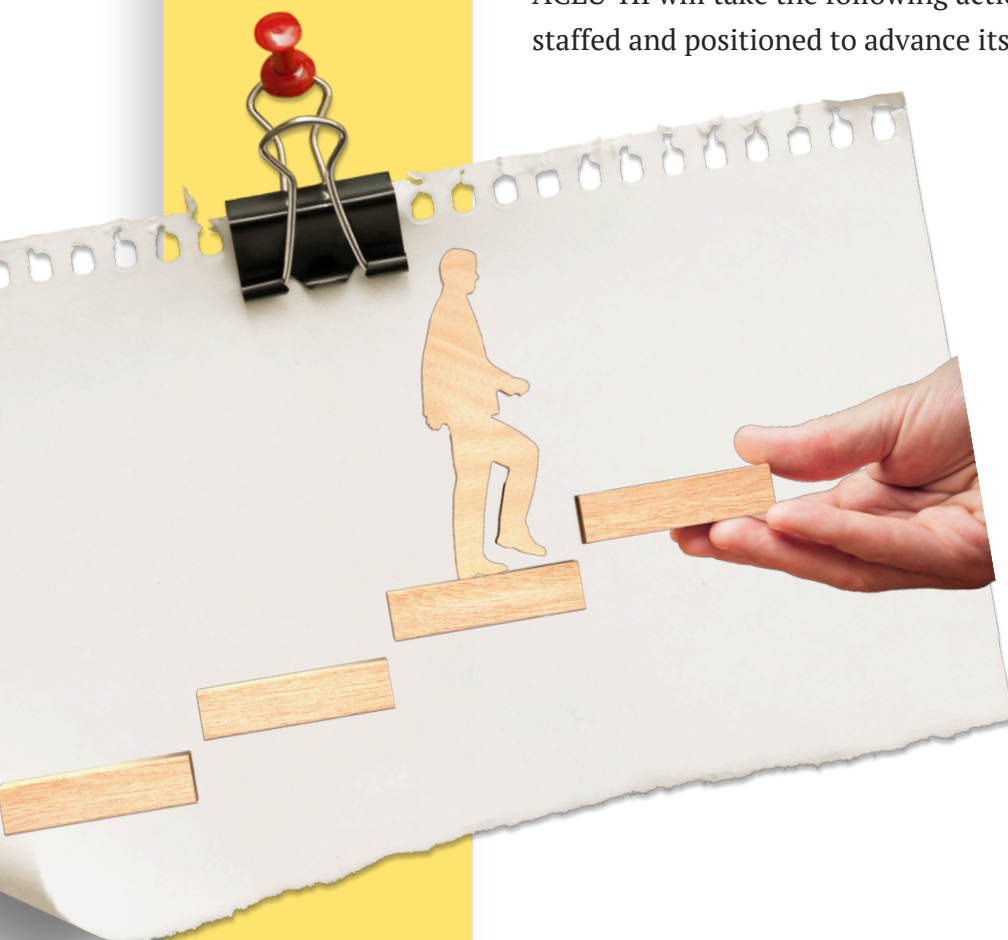
Strategic Priority 4

Developing Staff

ACLU-HI has dedicated, passionate staff who are committed to the mission. To achieve its goals, however, the organization must be sufficiently staffed and must invest in developing its leaders and staff. Both are at the forefront of this priority.

Currently, ACLU-HI does not have dedicated administrative staff to support leadership and its departments. It is essential to ensure that the organization has the necessary back-office support, specifically in communication and finance, to assist all departments in achieving their work. Additionally, ACLU-HI has relied on fellows to provide staffing support. There is a need to develop a comprehensive fellowship program to ensure short-term employees not only contribute but also grow and learn.

ACLU-HI will take the following actions to ensure it is appropriately staffed and positioned to advance its mission.



HIRING NEW STAFF

To enhance the organization's effectiveness, key staff positions will be filled across various departments over the next three years.

The Community Engagement department will hire a Communications Manager and paid interns. This strategy aims to strengthen outreach and engagement efforts, ensuring that the community's voice is effectively represented and amplified.

The Finance and Operations department will add a Finance Manager to oversee financial health and operations.

Expert attorneys will need to be added to enhance the organization's focus. The Legal department will house the Immigrants' Rights Attorney and the Indigenous Justice Attorney, focused on litigation solutions, while the Policy department will supervise a new Criminal Legal Reform Attorney, focused on policy solutions.

STAFF DEVELOPMENT

To foster organizational stabilization, retention, and growth, it is essential to prioritize staff training and development. A key initiative in this effort is establishing a comprehensive fellowship program. This program will include an ACLU-HI-specific orientation to integrate new members, a speaker series to inspire and educate, and other training opportunities.

In addition, ACLU-HI aims to increase base salaries for all its mid-level positions to support retention and ensure staff receive a livable wage.

OFFICE CULTURE

To ensure that Directors have the ability to maximize their resources, the incoming Finance Manager will help their departments with budgetary planning and execution, as well as the reimbursement and receipt culture to build a less bureaucratic work environment.

To accommodate the anticipated staff expansion, it is essential to renovate the existing office space, half of which is in desperate need of an uplift. This renovation will create a more functional and welcoming environment for the growing team.

Additionally, the organization plans to enhance team cohesion and morale through affiliate-wide restoration retreats and quarterly teambuilding activities. ACLU-HI will continue to offer somatic healing as a benefit for all. In addition, ACLU-HI will re-examine its leave structure and office closure days to facilitate greater rest when needed.



Strategic Priority 5

Fundraising

ACLU-HI does not receive any government funding, and this fiscal autonomy enables the organization to be an authentic watchdog for the government and a true bastion of civil rights for the people.

A majority of the organization's funding comes from ACLU National, donors, and other private foundations. While the current funds are sufficient for operations, staffing needs to be expanded to support the implementation of this Strategic Plan.

ACLU-HI will take the following actions to ensure the lasting fiscal health of the organization.



DEVELOPMENT PLAN AND STRATEGIES

ACLU-HI will create a robust, multi-year financial and strategic fundraising plan that will be updated and refined annually. This plan aims to expand the donor and member base by pinpointing and addressing issues that resonate with potential supporters. To enhance relationship-driven fundraising, a major gift strategy will be developed that emphasizes securing board involvement and commitment in this area.

IN-KIND DONATIONS

With the tax expertise of a Finance Manager, the Development department will be able to engage in greater in-kind donations that can help cut costs and support the longevity of the work, while also giving community partners the opportunity to contribute to the organization's mission in a non-monetary manner.

REVENUE EXPANSION

ACLU-HI aims to enhance its outreach and funding through a comprehensive merchandising program. This initiative will not only promote the organization's mission through branded swag that promotes ACLU-HI-specific advocacy but will also generate additional revenue to support organizational operations.

By collaborating with various foundations, ACLU-HI hopes to develop greater grant opportunities. And through corporate engagements with environmentally conscious businesses, ACLU-HI hopes to launch streamlined sponsorship opportunities for the many events that it hosts each week. These, too, can serve as an additional source of revenue collection to help propel the work forward.

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