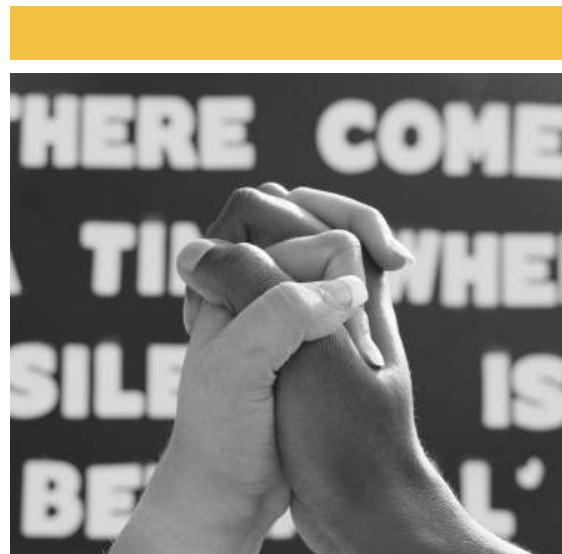


The logo consists of three nested, right-angled brackets of increasing size, stacked vertically. The word "Public" is in the top bracket, "Rights" is in the middle, and "Project" is in the bottom.

Public
Rights
Project

2025 – 2027 Strategic Plan

How we're using
government power
for good



A message from the CEO

Our country is truly at a crossroads, with relentless attacks on democracy and civil rights. The next few years will test our collective humanity, resolve, and capacity for hope.

The second Trump administration is targeting immigrants; women; Black, Indigenous, and people of color; the LGBTQIA+ community; and anyone who disagrees with them for retribution. Although we repeatedly beat back their threats in the first term, this administration poses a much greater threat to the rule of law and the freedoms we hold dear because they are more prepared and face fewer checks and balances.

But there is a path forward amid the chaos. **Local governments and the leaders who run them will be a crucial source of power in the years ahead.**

Local government officials are uniquely positioned to stand up for what's right when they have the right resources. They can continue to play a vital role in ensuring their communities thrive. But to truly realize the promise of a multiracial democracy, local officials need reinforcement.

That's where PRP comes in. **Our new strategic plan provides this roadmap to results and we will put it into action with your support.**

“

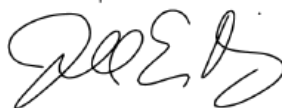
We have a clear vision and bold strategies to build democratic institutions and reimagine inequitable systems.

In 2025, we're launching our Civil Rights Hub to ensure every single local government official in our network — regardless of party — has the tools and connections to protect their communities. We also will sustain our Election Protection Hub and strengthen our litigation services so we can advance rights in state and federal courts across the country.

PRP's mission is more urgent than ever and we are ready to meet this moment. We have a clear vision and bold strategies to build democratic institutions and reimagine inequitable systems. And we are deeply committed to continuing this fight because people's lives and rights are at stake.

Thank you for your dedication. With you by our side, we can help our government partners use their tremendous power for good. Please join us as we keep advancing equity and justice for all.

In solidarity,



Jill Habig
Founder & CEO
Public Rights Project



From our partners

“Local cities are on the frontlines of the fight for civil rights. My No. 1 role is protecting the people in my community. And in urgent situations, we need information and insights as quickly as possible. That’s where Public Rights Project comes in — they have a powerful network and a strategy that spans every state in the country.”



Quinton Lucas

Kansas City Mayor

How we developed our new strategy

In 2024, Public Rights Project embarked on an intensive strategic planning process. It began with a current state assessment to understand our organization's assets, growth areas, and future opportunities. Over 30 internal and external stakeholders were interviewed and surveyed for their insights.

A strategic planning task force of staff and board members carried this work forward through several discussions and contingency planning, especially right before the 2024 presidential election. Laying out action steps and concrete measures took place after the election, allowing us to tailor our plan to the national legal and political environment.

As part of the process, we refreshed our vision and mission statements and documented our theory of change. We gained clarity on the **Who**, **How**, and **Why** of our work.

We primarily serve local governments, and we also work with other critical stakeholders, like state officials and power-building organizations, to help local governments protect and advance civil rights for their communities. The ultimate beneficiaries of what we do are marginalized people, including BIPOC people, LGBTQIA+ people, pregnant people, and workers.

To focus our efforts for the next three years, **we identified four priorities** that build on our strengths, ensure we best serve our partners, and set us up for long-term success.

PRIORITY 1

Sustain the Election Protection Hub to protect voting rights.

PRIORITY 2

Launch a Civil Rights Hub to expand and amplify our impact.

PRIORITY 3

Establish a strong litigation function to meet the needs of the field.

PRIORITY 4

Scale our operating model to elevate our talent, culture, and DEIB.

PRP primarily serves government officials at the local level in three ways:



Building the capacity of government officials to protect and advance civil rights



Convening, connecting, and influencing government officials on issues of civil rights



Providing legal representation to enable governments to protect and advance civil rights

With our partners and supporters, we can continue to make a difference and contribute to a democracy that delivers equity and justice for all.

Our strategic vision and approach

Guided by our vision and values, Public Rights Project will stand firm in our mission to protect the highest ideals of what our country stands for. Our theory of change is that local government officials can ensure their communities thrive when we invest in their skills, capacity, and leadership.

Our vision

A democracy that delivers equity and justice for all — where every government protects and advances civil rights.

Our mission

We help local government officials fight for civil rights.

Our values

Authenticity & inclusion

We embrace diversity in identities, experiences, and expression. We practice radical acceptance — of ourselves and each other. We are creating a workplace that allows us all to bring our whole selves to work and dismantles current or historical barriers to doing so, including our own practices and biases.

Partnership for impact

We build a network of mutual support, collaboration, learning, and accountability based on trust and shared values with and between community and government partners. We believe in harnessing the power and the experiences of the collective to have a greater impact than we could on our own.

Care for people

We put people first, acknowledge our shared humanity, and model community care. We move beyond transactional to deeper, connected relationships by making space to listen and learn from each other’s stories and lived experiences.

Change & growth

We are works in progress, moving toward a just future through sustainable growth and learning rooted in our mission. We approach our learning with curiosity, vulnerability, and openness, reflecting on and accepting our limitations as part of the process.

Reimagining justice

We know justice is not a singular outcome, but a continuum. We center people of color and their communities, focusing on people who have historically been least served by government and capitalism. We hold powerful actors accountable and tackle root causes of systems of oppression. We pursue equity to work towards collective liberation and transform our world.

Our theory of change

Our Vision

A democracy that delivers equity and justice for all — where every government protects and advances civil rights

Approaches

Build the capacity of government officials to protect and advance civil rights



Convene, connect, and influence government officials on issues of civil rights



Provide legal representation to enable governments to protect and advance civil rights



**Public
Rights
Project**

Outcomes

To protect and advance civil rights, government officials:

Direct

- ❖ Have stronger skills, increased confidence and motivation, and more ideas and opportunities to protect and advance civil rights
- ❖ Have relationships with community advocates
- ❖ Have a nationwide community of peers who share their values and goals
- ❖ Understand, use, and defend their civil rights authority
- ❖ Enforce the rights of and obtain remedies on behalf of communities

Indirect

- ❖ Work more collaboratively and transparently with community advocates to enforce the rights of community members
- ❖ Support activities, policies, practices, and funding that protect and advance civil rights
- ❖ Exercise greater legal authority to protect and advance civil rights
- ❖ Adopt and enforce more civil rights legislation and policies throughout the U.S.
- ❖ Educate the public about civil rights threats and build greater trust that government will protect them

Ultimate

Everyone, especially marginalized people, thrives because they can freely **exercise their civil rights**, and obtains justice if their rights are violated. Our democratic institutions are **strong, responsive, and accountable** to all people.

Our roadmap to results

PRIORITY 1

Launch a Civil Rights Hub to support local officials in our network.

In 2017, Public Rights Project was born out of a devastating election outcome. Since then, our impact includes securing over \$6 million for workers from a gig home cleaning and maintenance company, defending a sanctuary city against anti-immigrant attacks, and arguing against deployment of federal forces at protests.

The Civil Rights Hub is our one-stop shop to help cities and counties address threats to their funding and authority, defeat retaliation from the federal government, fill gaps in rights enforcement where federal protections are eliminated, and develop and defend pro-rights policies.

Our services include representing public entities in direct litigation, providing training and technical assistance, and holding multi-city convenings to help cities band together to advance rights and democracy. We will prioritize issue areas such as reproductive and gender rights, economic justice and security, and immigrant rights.

Key activities

- Represent local governments in litigation and amicus briefs to enforce rights and protect local authority
- Convene and coordinate localities to act collectively and share updates and resources in real time
- Increase engagement with network members and recruit more local government officials
- Provide trainings to build the skills and knowledge of local government officials
- Work with key non-governmental partners and coalitions to inform strategies

3-year goal

Protect civil rights for 100 million people in the U.S.

Milestones & metrics

- Build an active and engaged network of 200 local governments and community partners
- Help create, defend, and/or enforce 50+ local ordinances and policies
- Provide 1,500 hours of technical assistance, training, and other support to local government partners

PRIORITY 2

Sustain the Election Protection Hub to protect voting rights.

In early 2024, Public Rights Project launched the Election Protection Hub to help local election officials run free and fair elections. In the first year, we served 215 election officials across 22 states. Our wins include successfully challenging a hand count rule in Muscogee County, Georgia; giving technical assistance to set up a new polling location in Centre County, Pennsylvania; and filing an amicus brief that resulted in drop boxes being reinstated in Wisconsin.

Over the next three years, we will take the Election Protection Hub to the next level by deepening PRP's role in the broader voting rights and democracy spaces. To support local election officials before, during, and after every election, we will provide legal services for affirmative policies around voting rights.

Our services include rapid response legal support, training and technical assistance, and convenings. We will prioritize work in multiple states from Arizona and Wisconsin to Texas and Pennsylvania, with a focus on expanding and mobilizing PRP's coalition of local election officials.

Key activities

- Activate local election officials to support pro-voter policies through amicus briefs, court filings for litigation, and coalition activities
- Determine specific legal needs and trends in the election space through regular outreach with key hub partners
- Track policy developments by monitoring state legislation, executive actions, and court decisions as well as engaging with national and state coalitions
- Provide rapid response support with coalition partners to local election officials facing federal or state legislative or criminal investigation
- Communicate the impact of the hub's work by publishing and pitching success stories from local election officials
- Keep the broader field informed by sharing legal expertise and commentary with key journalists

3-year goal

Protect voting rights and ballot access for 40 million voters.

Milestones & metrics

- Serve 250 local election officials
- Provide legal services in 10 states
- Develop deep relationships with 20 local election officials whom we serve at least 10 times

Our roadmap to results

PRIORITY 3

Establish a robust litigation function to strengthen our democracy.

Public Rights Project has a track record of successfully representing government partners in litigation and negotiations. Our wins include preserving abortion rights in Michigan, stopping abuses of power in Florida, and defeating an attempt to wreak havoc on election administration in Georgia. Increasing our litigation capacity and executing high-profile litigation that aligns with our organizational strategy will position us to better protect local authority and civil liberties.

To support the work of our two hubs, we will hire litigation specialists and deepen our bench of pro- and low-bono law partners. This will enable us to build cases across jurisdictions and litigate on behalf of governments that need greater legal power to protect their residents' rights. In the current climate, we're taking on a greater risk profile because some cases are worth pursuing even when the odds are stacked against us.

Key activities

- Hire an expanded team of litigators
- Understand and prepare to meet the litigation needs of local governments in the places where litigation strategy will be most impactful
- Create criteria for litigation evaluation and define success measures across a range of cases
- Establish and deepen relationships with national law firms for consistent pro-bono support and with local counsel in core states for case and client development efforts
- Communicate impact and insights for the broader field with case studies that highlight wins and lessons

3-year goal

Secure victories in 10 out of 25 cases filed by PRP.

Milestones & metrics

- Evaluate 250+ opportunities for litigation
- Partner with 50+ law firms, local counsel, and non-government organizations in litigation efforts
- Increase market demand by having 50% of cases come from requests for representation by 2027

PRIORITY 4

Scale our operating model to elevate our talent, culture, and DEIB.

We know nonprofits that want to thrive need to invest in their sustainability. In our earliest days, Public Rights Project was a one-person operation. We have now expanded to a talented team of lawyers, advocates, organizers, and storytellers, with over 30 employees from across the country. As the organization continues to grow in size and scope, we must build a resilient, scalable infrastructure for financial stability.

To achieve greater impact, we will develop an equitable talent framework to grow and retain staff. We will enhance internal ways of working within and across teams, including advancing an integrated strategy for diversity, equity, inclusion, and belonging across all programs and operations; continuing to invest in staff satisfaction and development; and strengthening our ability to deliver on our mission and goals.

Key activities

- Support employee growth through trainings, professional development, and a talent philosophy
- Foster strategic alignment and team engagement through more in-person convenings and activities
- Ensure leadership and staff have the necessary skills and knowledge to advance our DEIB north stars
- Strengthen PRP's stability by developing a long-term financial strategy and building cash reserves
- Advance the organization's goals by leveraging expertise from the board of directors

3-year goal

Ensure 90% of staff feel aligned in advancing the mission.

Milestones & metrics

- Measure staff satisfaction through a Net Promoter Score
- Reach 90% of staff reporting confidence and alignment with PRP's DEIB practices
- Reach 90% of staff feeling supported to succeed
- Increase diversity on staff from underrepresented groups
- Maintain 3+ months of operating reserves

Our commitment to DEIB

At Public Rights Project, we know that diversity, equity, inclusion, and belonging require both internal and external activities.

We are committed to grounding our program strategies, ways of working, and organizational culture in DEIB principles and practices. To that end, our DEIB north star goals will guide us over the next three years. These north stars are informed by our strategic planning process, feedback from staff, and findings from an equity audit.

DEIB north stars

Belonging

We foster an environment of inclusivity and respect where every identity is valued.

Clarity

We set transparent and clear expectations to support staff development and performance.

Consistency

We are committed to fairness and consistency across all parts of the employee journey, regardless of identity.

Power

We concentrate on cases and projects that drive racial and gender equity and support marginalized communities, including BIPOC and LGBTQIA+ groups.

Representation

We prioritize working with government partners who bring lived experience with the harms we aim to address. We also prioritize the inclusion of diverse perspectives as essential to our mission and effectiveness.

Values-aligned

We concentrate on cases and projects that use government power to advance civil rights, especially for marginalized people, including BIPOC people, LGBTQIA+ people, pregnant people, and workers.

From our partners

“Over the next few years, we must choose where to spend our time and resources. But what’s not optional is abandoning our moral compass. In critical moments where our values and rights are threatened, Public Rights Project is a key partner to build capacity, collaborate in real time, and convene with allies.”



Zach Klein

City Attorney
Columbus, Ohio

PRP by the numbers

Our impact since 2017



35m people

with **voting access** advanced



\$46m recovered

in **relief for marginalized people**



25m people

with improved **legal access**
to **abortion**



A network of **1,300+**

partners including local government officials and
227 government offices



130 prosecutors and government lawyers in **24** states

trained in the principles and practices
of **equitable implementation**



90% win rate

on the **PRP supported**
legal cases



215+

local election officials
in **22 states served**

Our partners

“Misinformation continues to bring unnecessary attention and threats to local election officials. When the integrity of the election process is at risk, national partners like Public Rights Project provide legal expertise and critical resources. PRP’s work helps protect the thousands of amazing public servants dedicated to preserving our democracy.”



Paulina Gutiérrez

Executive Director

Milwaukee Election Commission

Milwaukee, Wisconsin

Our history

Public Rights Project was founded in 2017 by Jill Habig to help local government officials fight for civil rights. As an attorney and political strategist, she witnessed the many ways that government misuses or underuses its power. That led to her commitment to working with local officials on standing up against threats to the most marginalized people.

Under Jill's leadership, a seasoned executive leadership team guides the organization's strategy and operations by making key decisions, setting goals, and developing plans. A talented staff consisting of lawyers, advocates, organizers, storytellers, and more carry out this critical work with passion and rigor.

Jill has been named an Ashoka Fellow, Open Society Foundations Leadership in Government Fellow, and a Draper Richards Kaplan Social Entrepreneur. Previously, she was an advisor to then-Attorney General Kamala Harris, where she led her health care, education, and reproductive rights portfolios and built an impact litigation team for children's civil rights in California. She later served as Deputy Campaign Manager on Harris's U.S. Senate race. She also has served on multiple U.S. Senate and presidential transition teams, including leading domestic policy for the pre-election Harris-Walz transition. Currently, Jill is also a lecturer at Berkeley Law School.

“I founded Public Rights Project on a simple idea — give local governments what they need to be better allies for civil rights.”















Jill Habig
Founder & CEO
Public Rights
Project



Strategic Planning Task Force

This plan is the result of several months of hard work by the Strategic Planning Task Force.

The group, composed of the executive leadership team, program leads, and two board representatives, guided the process and made key decisions with input from staff and external stakeholders.

 <p>Tiana Franenberg she/her Chief Operating Officer Public Rights Project</p>	 <p>Jill Habig she/her Founder & CEO Public Rights Project</p>	 <p>Jocelyn Harmon she/her Chief Development Officer Public Rights Project</p>	 <p>Pascale Joseph she/her Director of People Public Rights Project</p>
 <p>Bachul Koul they/them Director Warburg Pincus</p>	 <p>Vicki Krajewski she/her Director of Training & Digital Learning Public Rights Project</p>	 <p>Jonathan Miller he/him Chief Program Officer Public Rights Project</p>	 <p>Celine Nehme she/her Director of Individual Giving Public Rights Project</p>
 <p>Shireen Nori she/her Director of Organizing Public Rights Project</p>	 <p>Josh Rosenthal he/him Legal Director Public Rights Project</p>	 <p>Andy Sommer he/him Retired Partner Debevoise & Plimpton</p>	 <p>Stephanie Yang she/her Chief of Staff Public Rights Project</p>

Public Rights Project leadership

Board of Directors



Bachul Koul

they/them

Board Chair

Director

Warburg Pincus



Andy Sommer

he/him

Secretary & Treasurer

Retired Partner

Debevoise & Plimpton



Chiraag Bains

he/him

Nonresident Senior Fellow

The Brookings Institution



Brynne Craig

she/her

Senior Advisor

Bloomberg Philanthropies



Veena Dubal

she/her

Professor of Law

University of California, Irvine



Alida Garcia

she/her

Founder

Twin Impact



Louise P. King, MD, JD

she/her

Assistant Professor of Obstetrics, Gynecology & Reproductive Biology

Harvard Medical School



Jill Habig

she/her

Founder & CEO

Public Rights Project

Executive Leadership Team



Jill Habig

she/her

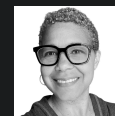
Founder & CEO



Tiana Franenberg

she/her

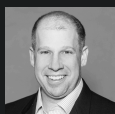
Chief Operating Officer



Jocelyn Harmon

she/her

Chief Development Officer



Jonathan Miller

he/him

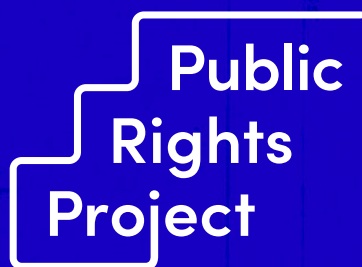
Chief Program Officer



Dawn Raftery

she/her

Chief Communications & Marketing Officer



Public Rights Project is a national nonprofit organization that helps local government officials fight for civil rights. We build their capacity to protect and advance civil rights, convene and connect them on key issues, and provide legal representation to help them win in court for residents. Since 2017, we've recovered over \$46 million in relief for marginalized people; built a network of over 1,300 government partners including elected officials, 227 government offices, and community-based organizations in 50 states; trained 130 prosecutors and government lawyers in 24 states; and secured court victories on abortion, immigrant, workers', and voting rights.

Public Rights Project
490 43rd Street, Unit #115
Oakland, CA 95609

510.738.6788
publicrightsproject.org