

Reimagining Water for a Changing World

2025 IMPACT REPORT



PACIFIC
INSTITUTE

About the Pacific Institute

The Pacific Institute is an independent, nonpartisan global water think tank. Our mission is to create and advance solutions to the world's most pressing water challenges. By 2030, we aim to catalyze the transformation to water resilience in the face of climate change. Founded in 1987, our influence is fueled by nearly 40 years of water research, making the Pacific Institute a trusted source of solutions in the United States and around the world. Our work combines evidence-based research with strategic outreach and engagement to influence public policies, spur investments, and accelerate the adoption of more water resilient solutions across sectors. Collaboration is key to our approach. Our interdisciplinary team informs, influences, and convenes a wide range of stakeholder groups, including NGOs, the United Nations, frontline communities, utilities, Fortune 500 companies, and government agencies. These groups represent levers of critically needed change. The Pacific Institute's strategy focuses on four Impact Areas with outsized potential to catalyze the transformation to water resilience: Water Equity, Water Efficiency and Reuse, Nature-Based Solutions, and Corporate Water Stewardship.

DEI Statement

The Pacific Institute continues to work toward a future where diversity fuels our innovation, equity informs our research, and inclusion shapes our path forward. Building on our proud history of integrating social equity into our water and climate research, we continually strive to enhance our internal Diversity, Equity, and Inclusion (DEI) approach, acknowledging that this is an ongoing journey toward progress. By doing so, we aim to foster an environment where every voice is empowered, contributing to a dynamic, intersectional approach that spans disciplines and geographies and is integral to our mission of solving the world's most pressing water challenges.

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Advancing Water Resilience in a Time of Global Change

DEAR FRIENDS,

Around the world, communities are experiencing the growing consequences of climate disruption, water insecurity, aging infrastructure, and deep inequities in access to safe and reliable water. This year showed more than ever that water challenges are no longer isolated issues. They are often simultaneously impacting public health, economic stability, biodiversity, food systems, and human security at every level.

And yet, the past year also made something else clear. Progress is possible when science, partnership, and action come together.

Across the Pacific Institute,

we saw that possibility taking shape in powerful ways. We released a [national assessment](#) showing that improving water efficiency in homes, businesses, institutions, and distribution systems across the United States could reduce municipal and industrial water use by 25 to 60 percent using existing technologies and practices. This is the kind of research that changes the conversation, not only by identifying risk, but by showing a practical path forward.

We also deepened our commitment to frontline communities through [national assessments and legal analyses](#) developed with LiKEN, DigDeep and

the Center for Water Security and Cooperation. Together, these efforts are helping build a stronger foundation for equitable, climate-resilient water and sanitation systems across the country.

In California's Salton Sea region, our work continues to connect science with urgent public health and environmental needs. Our report [Breathing Hazard](#) highlighted the growing air-quality risks facing more than 500,000 residents and called for coordinated action to reduce harmful exposure. In 2025, we launched the 'Accounting for Nature' Program to help businesses and governments better understand, measure, and

scale the benefits of nature-based solutions. This work is helping turn nature from an overlooked asset into a more visible and actionable part of water resilience planning.

Across our corporate water stewardship work, we drove collective action in 16 river basins around the world and continued to lead the [California Water Resilience Initiative](#). Through the CEO Water Mandate and Water Resilience Coalition, we advanced new tools and partnerships to help move from individual commitments to measurable basin-wide impact. Among the most exciting developments this year was the [Basin Monitoring Platform](#), launched at the United Nations General Assembly, which brings together science, data, and accountability in a way that can help transform how water stewardship collaborations are practiced and tracked globally.

We also continued to expand the [Water Conflict Chronology](#), the world's most comprehensive open-source database tracking water-related conflict incidents. With more than 800 new entries added this year, the Chronology reminds us that water is not only essential

for life and livelihoods, but increasingly at the center of violence, instability, and geopolitical risk.

None of this work happens in isolation. It is made possible by an extraordinary community of researchers, partners, donors, and practitioners who understand that lasting progress requires collaboration across sectors, geographies, and disciplines. It is also made possible by our remarkable Pacific Institute team whose expertise, creativity, and commitment continue to turn ideas into action. As we look ahead, our task is clear. We must move faster. We must scale what works. And we must continue to ensure that the benefits of water resilience reach the communities and ecosystems that need them most.

Thank you for being part of this work. Your partnership and support make it possible for the Pacific Institute to advance practical, equitable, and science-based solutions in a time when they are needed more than ever.

With gratitude,



Sanjeev Chadha
Chair, Pacific Institute
Board of Directors



Jason Morrison
President & CEO,
Pacific Institute

We invite you to support our work at this critical time. See page 20 to learn how your donation will help build water resilience.

Support our work 



2025 Impact in Numbers

RESEARCH & TOOLS

10
Number of
publications/
tools launched

30,000+
Users who
viewed our
reports and
publications

MEDIA INFLUENCE

13+ Billion
Global potential reach

6,400+
Media
mentions

80+
Countries
spanned

EVENTS

60+
Speaking engagements
Spanning across
25+
national and global locations

WATER CONFLICT CHRONOLOGY

Total active users
15,000+

Number of new
conflict entries
added
840+

Media
mentions
380+

DIGITAL ENGAGEMENT

500,000+
Website visitors

175,000+
Social media
impressions

110,000+
Email
engagement

GLOBAL CORPORATE PARTNERSHIPS

390+
Collective action mapped

\$260+ M
Number in the
WRC Investment
Portfolio across
100 priority
basins

19+
Number of Basin
Champions
& Corporate
Sponsors

Thought Leadership Spans the Globe

In 2025, Pacific Institute experts shared research and solutions across major national and global water and climate convenings.

April
AWRA Spring Conference
Anchorage, US

September
WEFTEC 2025
Chicago, US

August
Alliance for Water Efficiency 2025 Symposium
Chicago, US

October 12-14
IDRA Reykjavik Summit
Reykjavik, Iceland

September
UNC Water and Health Conference
North Carolina

March
WaterReuse Symposium
Tampa, US

July
JPAC Public Forum
Building Sustainable Economies
Mexico City, Mexico

February
GreenBiz
Phoenix, US

April
10th Annual Darcy Aston Memorial Water Lecture
Santa Barbara, US

November
STORMS Stormwater Strategy: California Water Board
Sacramento, US

October
California Water Resilience Forum
Sacramento, US

May
Imperial Valley Salton Sea Conference
Imperial, US
[Watch the recordings](#)

June
AWS Global Water Stewardship Forum
Edinburgh, Scotland

August
Stockholm World Water Week
Stockholm, Sweden

June
London Climate Week
London, UK

January
World Economic Forum Annual Meeting
Davos, Switzerland

December
Rhône-Mediterranean Basin Collaborative Launch
Marseille, France

December
Guadalquivir Basin Collaborative Launch
Seville, Spain

October
India Water & Rivers Forum
New Delhi, India

Through its water equity strategy, the Pacific Institute is striving to address the disproportionate impacts of water insecurity and climate change on marginalized communities, including rural communities, low-income communities, and communities of color.

—Marielle Villar Martiney
Pacific Institute Board Member



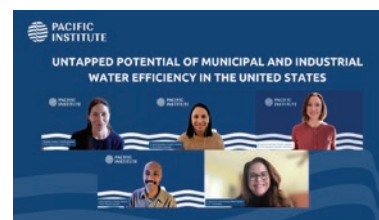
Water Efficiency and Reuse

Launched First-of-its-kind Assessment of U.S. Water Efficiency Potential

A major achievement of 2025 was the release of the Pacific Institute's **first-of-its-kind national assessment of water efficiency potential in the United States**. The study shows that improving efficiency in homes, businesses, and institutions, along with reducing leakage in water distribution systems, could reduce municipal and industrial water use by **25 to 60 percent using existing technologies and practices**.

These findings position water efficiency as one of the cheapest and fastest ways to augment and diversify water supplies and strengthen resilience. The report is part of the Pacific Institute's broader research advancing water efficiency and reuse strategies to build water resilience in the United States and globally. It follows the Institute's [2024 report Untapped Potential: An Assessment of Urban Stormwater Runoff in the](#)

[United States](#) and informs upcoming work examining the national potential for municipal wastewater reuse.



Watch the Launch Webinar [here](#)
Experts discuss the national findings

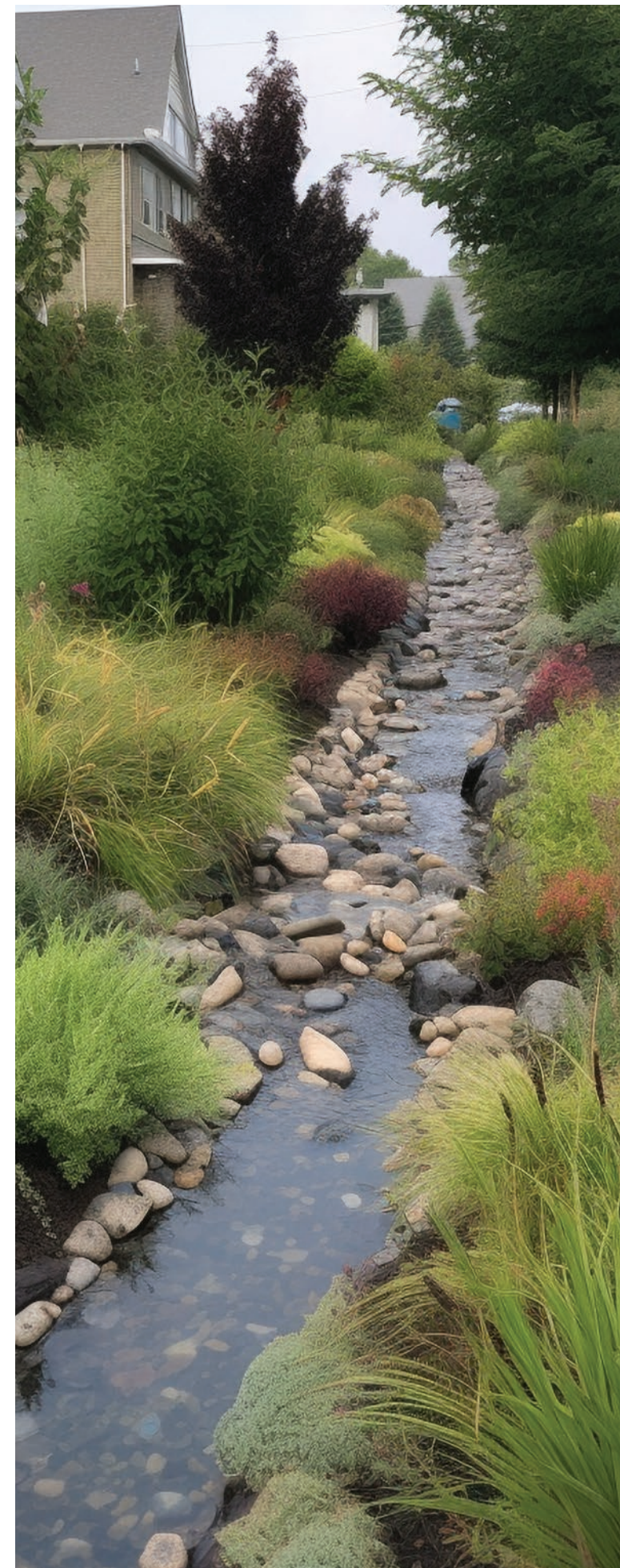
In the News

AP Associated Press

yahoo! finance

MW MarketWatch

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Pacific Institute Project Receives One Water Award and California Green Building Award

Installing more than **1,000 leak-detection sensors** in affordable housing properties across Los Angeles reduced water use by **10 percent**, saving millions of gallons and helping the Housing Authority of the City of Los Angeles advance its water sustainability goals.



Pacific Institute Senior Engagement Specialist **Shannon Spurlock** received the **Advocacy Achievement Award** from the WaterReuse Association, recognizing significant contributions to advancing policies and regulations that support greater adoption of recycled water. The award reflects Shannon's continued leadership and impact in strengthening water resilience.



Improving efficiency is one of the cheapest and fastest ways to augment and diversify water supplies and strengthen resilience for future generations.

—Dr. Bruk Berhanu
Research Specialist, Pacific Institute

AWARDS AND RECOGNITIONS

”

Advancing Climate-Resilient Water Equity



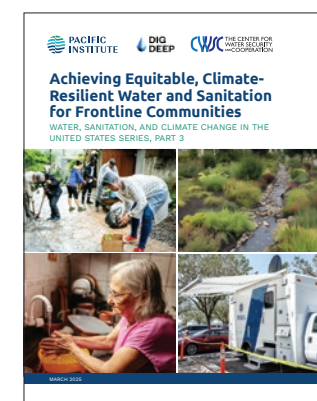
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Learn More

“Rural communities are often overlooked and underrepresented in the development of tools, resources, and programs for responding to climate disruptions, even though they are uniquely affected. One of the key takeaways from our work with the Pacific Institute this year is that rural communities are implementing and creating strategies to strengthen their resilience.

—Betsy Taylor
Executive Director, LiKEN

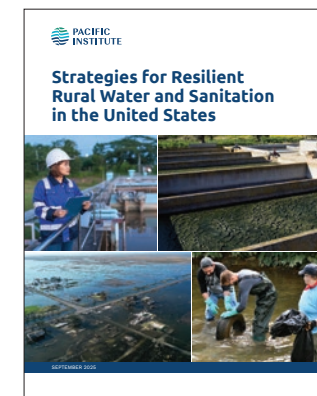
In 2025, the Pacific Institute expanded its leadership on equitable and climate-resilient water and sanitation solutions for frontline communities through a set of nationally significant research outputs designed to inform action by communities, practitioners, and policymakers.

KEY OUTPUTS INCLUDED:



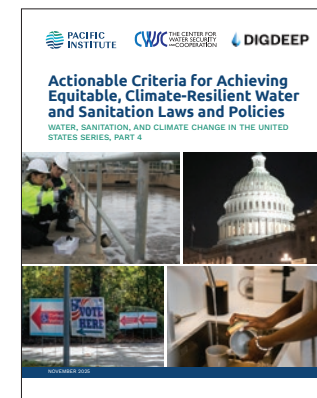
Achieving Equitable, Climate-Resilient Water and Sanitation for Frontline Communities (Part 3)

Third in the series, it outlines 100+ actionable strategies to strengthen water and sanitation systems serving frontline communities.



Strategies for Resilient Rural Water and Sanitation in the United States

A practical resource outlining 130+ actionable strategies tailored to the needs of small and under-resourced rural communities.



Actionable Criteria for Achieving Equitable, Climate-Resilient Water and Sanitation Laws and Policies

Fourth in the series, it provides the most comprehensive framework to date for assessing whether U.S. laws enable or hinder climate-resilient water and sanitation systems in a changing climate.

In 2026, this work will support the development of **decision-support tools and community-facing resources** to help frontline communities assess climate risks and identify effective adaptation pathways.



Pacific Institute Associate Director, Water and Climate Equity, Named Top Scholar

Dr. Shannon McNeeley was named a **Top Scholar by ScholarGPS**, placing her in the **top 0.5% worldwide in Adaptation**. The recognition reflects her leadership in climate change science and policy, water resources and drought preparedness, and climate planning and action focused on supporting those at highest risk through just and equitable solutions.

AWARDS AND RECOGNITIONS



Forward-looking companies are catalyzing action in water-stressed basins worldwide, helping scale collaborative infrastructure and investment platforms designed for lasting, basin-wide impact.

—Matt Kistler
CEO, Water Resilience Coalition

”

Mobilizing Collective Action Across Priority Basins

In 2025, the Pacific Institute advanced **collective action for water resilience** by supporting basin collaborations across **16 river basins worldwide**. Through science-based analysis, convening platforms, and decision-support tools, we helped partners move from individual corporate commitments toward more coordinated action in places where water stress, business risk, and community need intersect most sharply.



3rd Annual *California Water Resilience Forum*

KEY HIGHLIGHTS INCLUDE:

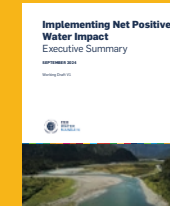
- **16 river basins supported globally** through basin-level collaboration
- Convened **100+ leaders** from business, government, philanthropy, and civil society at the **3rd Annual California Water Resilience Forum**
- Advanced basin partnerships in the **Godavari** and **Yamuna**, while expanding opportunities in the **Orange, Java, Maipo, Colorado, Meghna, and Thames** basins

GOAL

100
water-stressed basins with positive water impact

3 billion
people impacted

300 million
lives changed with safe water or sanitation



Pacific Institute Concept of Positive Water Impact Cited Among World's “Most Credible” Concepts for Corporate Water Stewardship

A publication by The Water Agenda, WWF, and GlobeScan highlights PWI as one of the top four most credible and impactful concepts for setting corporate water stewardship targets.

AWARDS AND RECOGNITIONS

In the News

AP Associated Press

yahoo!
finance

REUTERS

businesstoday THE ECONOMIC TIMES

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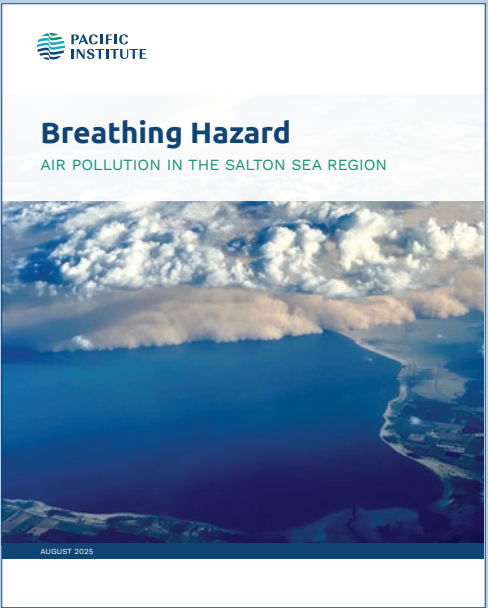


Turning Nature-Based Solutions into Action

SALTON SEA

In 2025, the Pacific Institute continued its long-standing leadership at the Salton Sea, advancing efforts to restore habitat, reduce dust from exposed lakebeds, and protect the health of surrounding communities. This work aligned with important regional progress, including the state filling 2,000 acres of new habitat ponds and establishing the Salton Sea Conservancy with dedicated state resources.

The Institute also released *Breathing Hazard: Air Pollution in the Salton Sea Region*, a study assessing the growing air-quality threats facing more than 500,000 residents. The report called for coordinated action and greater investment in exposure-reduction strategies to strengthen public health protections across the region.



The Salton Sea gets most of the blame, but the problem is much larger than the Sea.

—Michael J. Cohen
Senior Fellow, Pacific Institute



ACCOUNTING FOR NATURE

In 2025, the Pacific Institute also launched the *Accounting for Nature Program*, a new initiative designed to help businesses and governments identify, measure, and value the benefits of investing in nature-based solutions. *Launched on Earth Day*, the program provides *practical guidance* and *tools* to overcome a major barrier to implementation: uncertainty around how to assess the environmental, social, and economic returns of nature-based investments.

By helping decision-makers better account for benefits such as improved water quality and quantity, carbon sequestration, biodiversity, and community resilience, the program strengthens the case for nature-based solutions as essential infrastructure investments. The program supports both private- and public-sector efforts to advance equitable nature-based solutions that respond to rural and urban priorities.



Transformation starts with a mindset shift. Recognizing that investing in nature isn't philanthropy, it's smart economics.

—Gregg Brill
Associate Director, Accounting for Nature
Pacific Institute



Pacific Institute Board Member Receives Crystal Drop Award

Pacific Institute Board Member **Dr. Claudia Sadoff** received the **2025 Crystal Drop Award** from the International Water Resources Association, recognizing her outstanding contributions to global water research, governance, and knowledge sharing. The award highlights her continued leadership and impact in advancing water resilience worldwide.

AWARDS AND RECOGNITIONS



In the News

yahoo!news

Los Angeles Times

SPRINGER NATURE

nature

VC Star.





Tracking the Rising Toll of Water-Related Violence

The Water Conflict Chronology remains one of the Pacific Institute's most globally recognized resources and the world's most comprehensive open-source database on water-related violence. In 2025, the Institute added **844 new events**, expanding the Chronology to more than 2,750 documented incidents spanning over 4,500 years.

The latest update showed a sharp escalation in water-related violence, with **420 incidents recorded in 2024 alone**. These incidents included attacks on water infrastructure, disputes over access and control,

and the deliberate use of water as a weapon. The Chronology also captured emerging threats, including cyberattacks on water utilities and violence against environmental and community defenders.

By documenting these patterns with rigor and consistency, the Pacific Institute is helping policymakers, researchers, journalists, and practitioners better understand how water insecurity and conflict intersect and why protecting water systems is essential to human security, resilience, and peace.



The growing number of violent incidents involving freshwater resources underscores the urgent need for international attention.

—Dr. Peter Gleick
Senior Fellow and
Co-founder, Pacific
Institute

”

In the News

theguardian Los Angeles Times

circle of blue

NEWSECURITYBEAT

water FP



The People Behind the Work

Pacific Institute’s work is powered by the expertise, commitment, and collaboration of our staff, fellows, Board of Directors, and partners. Together, they bring deep knowledge across water policy, science, communications, finance, strategy, and organizational leadership to advance practical solutions for a more water-resilient world.

Over the past several years, the Institute has continued to grow in both size and reach, strengthening its ability to respond to complex water challenges with interdisciplinary insight and global perspective. Across teams and functions, Pacific Institute staff work to turn research into action, build meaningful partnerships, and advance our shared goal of catalyzing the transformation to water resilience in the face of climate change.

BOARD OF DIRECTORS



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“Pacific Institute staff bring passion, insight, and creativity to their work, along with a commitment to making a measurable difference in the communities they serve and the partnerships they build.”
—Alexandra Campbell Ferrari
Center for Water Security and Cooperation
”

2025 TEAM MEMBERS



Jason Morrison Heather Cooley Dr. Amanda Bielawski Pete Stanga Nicole Wickenhauser Dr. Peter Gleick



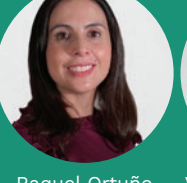
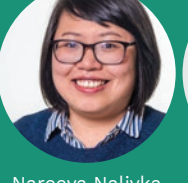
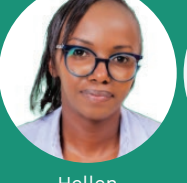
Dr. Sonali Abraham Becky Anderson Dr. Bruk Berhanu Dr. Gregg Brill Allison Burdick Deborah Carlin Mark Cassalia



Dr. Ashok Chapagain Michael Cohen Dr. Christine Curtis Jessica Dery Chris Hancock Zoe Henden Cheryl Hicks



Ian Hoyt Katherine Isaf Robert Jensen Tiffany Khoury Matt Kistler Dr. Emilio Mateo Sumbul Mashhadi



Dr. Shannon McNeeley Samantha Morales Giuliana Chaves-Moreira Hellen Mwarasomba Nareeya Nalivka Raquel Ortuño Vanessa Perdomo



Todd Player Andre Villaca-Ramalho Leo Rodriguez Dr. Klaudia Schachtschneider George Schuler Morgan Shimabuku Dilbag Singh



Cora Snyder Shannon Spurlock Dr. Rachel Will

All staff geographic locations:
UNITED STATES, BRAZIL, CANADA, KENYA, SOUTH AFRICA, UNITED KINGDOM

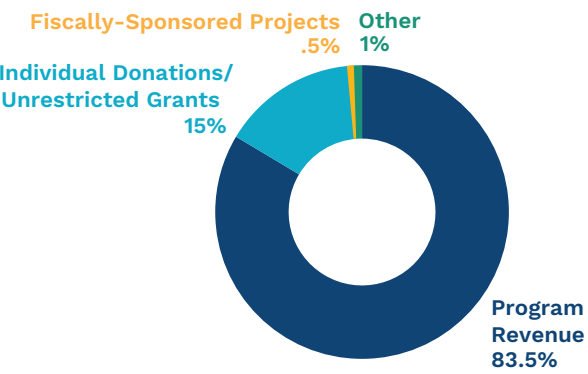
All staff tenure at PI:	48%	22%	19%	11%
	3–5 YRS	1–2 YRS	6–9 YRS	10+ YRS

*As per 2026 Internal Staff Demographic Survey with 71% respondents.

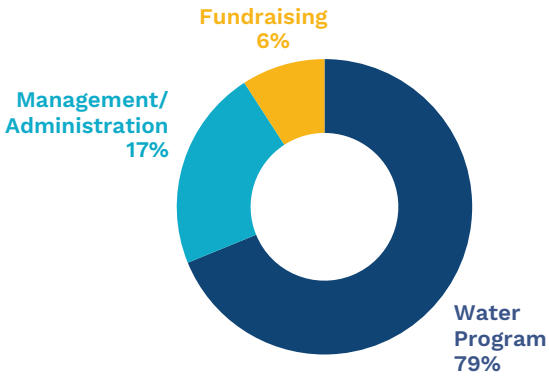
[Learn more about our team members here.](#)

2025 Financials*

REVENUE	
Program Revenue	\$6,305,113
Individual Donations/ Unrestricted Grants	1,154,339
Fiscally-Sponsored Projects	1,305
Other	83,361
Total	\$7,544,118



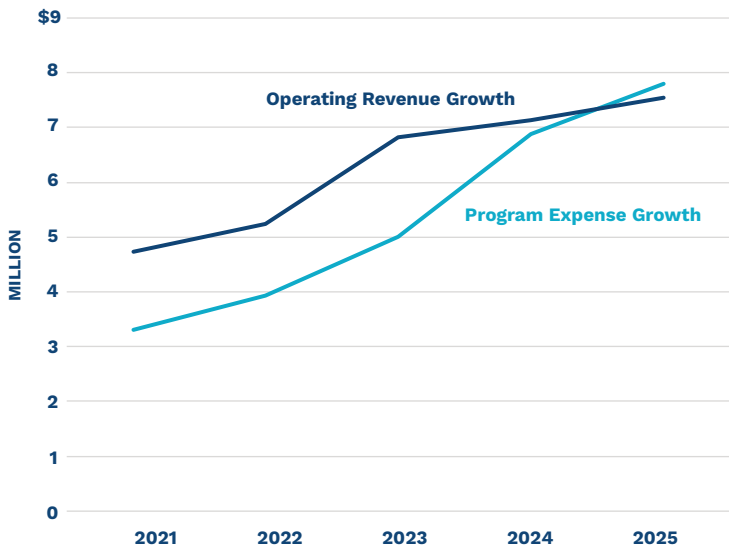
EXPENSES	
Water Program	\$5,364,319
Management/ Administration	1,718,166
Fundraising	711,981
Total	\$7,794,466



FIVE-YEAR GROWTH IN REVENUE AND EXPENSES

Operating Revenue Growth	
Year	Operating Revenues (\$)
2021	4,739,645
2022	5,245,076
2023	6,819,875
2024	7,128,987
2025	7,544,118

Program Expense Growth	
Year	Program Expense (\$)
2021	3,314,414
2022	3,924,899
2023	4,997,056
2024	6,869,168
2025	7,794,466



FIVE-YEAR GROWTH IN STAFF

Year	No. of FTEs (beginning of year)	No. of FTEs (end of year)	No. of FTEs (new)
2021	25	28.5	6.5
2022	28	30	7
2023	30	38	13
2024	38	44	7
2025	44	41	2

*unaudited at the time of publication

Thank You

TO OUR GENEROUS SUPPORTERS AND PARTNERS, THANK YOU FOR MAKING PACIFIC INSTITUTE’S WORK POSSIBLE.

You fuel the research, partnerships, and action needed to address some of the world’s most urgent water challenges. At a time when climate change is intensifying risks to water systems, communities, and ecosystems, your commitment ensures that practical, equitable, and science-based solutions can reach the people and places that need them most.

Since joining Pacific Institute, I have been inspired by the depth of expertise across this organization and by the shared belief that meaningful progress happens through collaboration. Your investment strengthens our ability to advance water resilience, support frontline communities, inform policy, and build partnerships that translate knowledge into real-world impact.

We are deeply grateful for your trust in our mission and for your role in helping us protect water for communities and nature. Together, we are catalyzing the transition to water resilience in the face of climate change.



With sincere appreciation,
Nicole Wickenhauser
Chief Growth Officer



PACIFIC INSTITUTE
REIMAGINING WATER FOR A CHANGING WORLD

pacinst.org