

2025

ANNUAL REPORT





For more than five decades, Pacific Legal Foundation has led the fight to protect Americans from unlawful government overreach. Our 2025 Annual Report captures the latest chapter in our enduring mission—a year defined by disciplined growth, strategic action, and making meaningful headway toward liberty.

Every page that follows holds a snapshot of what your partnership accomplished in 2025, including strengthening our foundation for future chapters. We established a new Environment and Natural Resources practice, welcomed new talent to our team, substantially grew our docket by more than 75 cases, and delivered decisive wins for courageous clients nationwide.

This year also marked an important milestone as we surpassed 200 active direct representation cases for the first time in PLF history. This achievement signals both the increasing demand for our work and the confidence supporters like you place in PLF to meet every opportunity to defend liberty with seriousness and resolve.

None of this progress happened by accident. It reflects careful stewardship, principled decision-making, and a shared commitment to taking on the toughest legal challenges—battles that few organizations are willing or able to confront.

Thank you for standing with us. I hope this report leaves you with the same sense of pride I feel in all we have achieved together—and excitement in what lies ahead.

Sincerely,

Steven D. Anderson

President & CEO

2025 Review

Your Impact

LITIGATION

259

Total direct representation cases

76

New cases launched in 29 states

45

Amicus briefs filed

35

Legal victories



STATE POLICY

45

Policy victories in 25 states

FEDERAL POLICY

6

Bills introduced

STRATEGIC RESEARCH

22

Research products published



CONSTITUTIONAL SCHOLARSHIP

30

Articles commissioned

TALENT

160

Total staff in 2025 in 31 states plus DC

COMMUNICATIONS

6,157

Media hits



18

Victories at the Supreme Court with 1 case being heard in 2026



WHAT WE FIGHT FOR

“That a state could come in and railroad you like this—tack you against the wall until you cough up the money they want—is **beyond belief.**”

“Things have to **change**, we just aren’t allowed to do what we’ve been trained and educated to do.”

“We are asking the Supreme Court to recognize that taking a \$200K home to pay a \$2K debt is an excessive fine under the Eighth Amendment and violates the Just Compensation Clause of the Fifth Amendment. We are asking the Justices to **stand up** for private property rights!”

“We’re in the **fight of our lives.** The federal government trampled our rights, trying to erase what’s left of Alaska’s timber industry.”



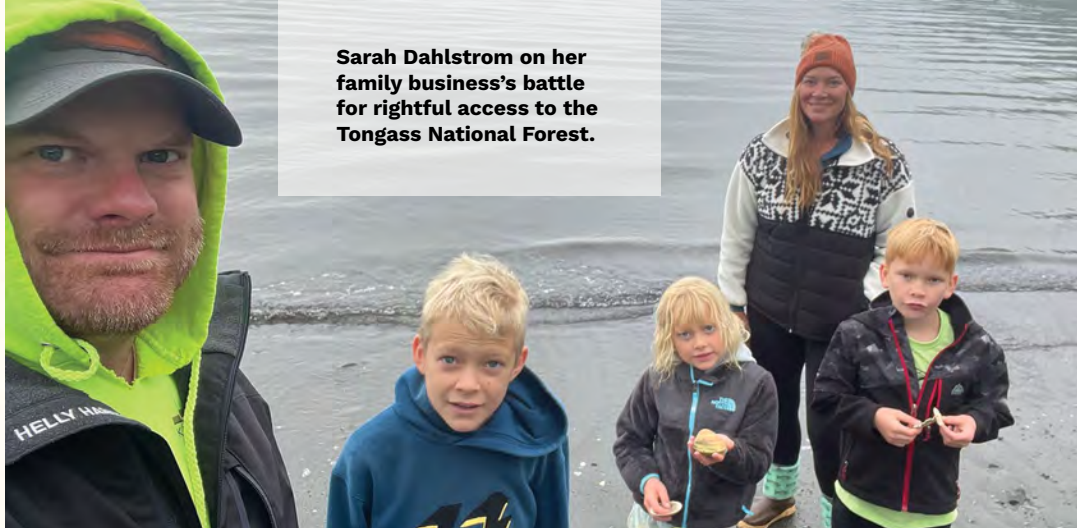
Chris McKenna on his fight against unjust agency enforcement.



Marcy Markes on challenging government-mandated collaborative physician agreements.



Mark and Tia Pung on their Supreme Court case to demand just compensation.



Sarah Dahlstrom on her family business’s battle for rightful access to the Tongass National Forest.

Restoring the Separation of Powers

Reining in the unconstitutional “fourth branch” of modern government: the vast, unaccountable regulatory state.

- Stop Regulatory Agencies from Making Laws
- End Judicial Deference to Regulators
- Hold the Regulatory State Accountable
- End Agency Adjudication

Advancing Equality & Opportunity for All

Dismantling unconstitutional barriers to opportunity, freeing individuals to rise based on their choices, character, and ability.

- Secure Equal Opportunity in Public Education
- Eliminate Racial Set-Asides in Government Programs
- End Discrimination on Government Boards
- Empower Entrepreneurs
- Unlock Economic Opportunity in Health Care
- End Certificate-of-Need Laws

Protecting Property Rights

Preserving the right to acquire and reasonably use property without government interference.

- Resist Uncompensated Takings
- Legalize the Production of Housing
- Combat Abusive Fines, Fees, and Permitting
- Stop Unreasonable Searches and Seizures of Private Property
- End Home Equity Theft

Unleashing America's Abundance

Our newly launched Environment and Natural Resources practice roots itself in the belief that human creativity, unleashed through liberty, solves problems and expands the world's potential.

- Unleash Human Ingenuity to Build, Grow, and Flourish
- Defend the Right to Use Property as the Engine of Prosperity and Problem-Solving
- Transform Environmental Law from a Tool of Scarcity to a Platform for Abundance

Case Study

Fortifying Courtroom Victories

Pacific Legal Foundation's success before the U.S. Supreme Court sets us apart among public interest law firms. But our work does not end when a decision is handed down. By pairing litigation with legal policy, strategic research, and public engagement, PLF ensures that hard-won constitutional victories are understood, defended, and enforced. This comprehensive approach enables our impact to extend well beyond the courtroom and strengthens the broader movement for individual liberty nationwide.

In 2023, Pacific Legal Foundation secured a landmark U.S. Supreme Court victory in *Sackett v. Environmental Protection Agency* (*Sackett II*), restoring clear constitutional limits on the federal government's authority under the Clean Water Act and confining that power to permanent bodies of water with a continuous surface connection to navigable waters.

For property owners across the country, *Sackett II* reaffirmed a fundamental principle: Americans should be able to understand the law before the government enforces it against them. In this case, they should be able to recognize regulated waters without legal guesswork.

But at PLF, victory in court—even the nation's highest court—is never the end of the story.

Despite the unanimous, unequivocal ruling, many landowners whose property does not

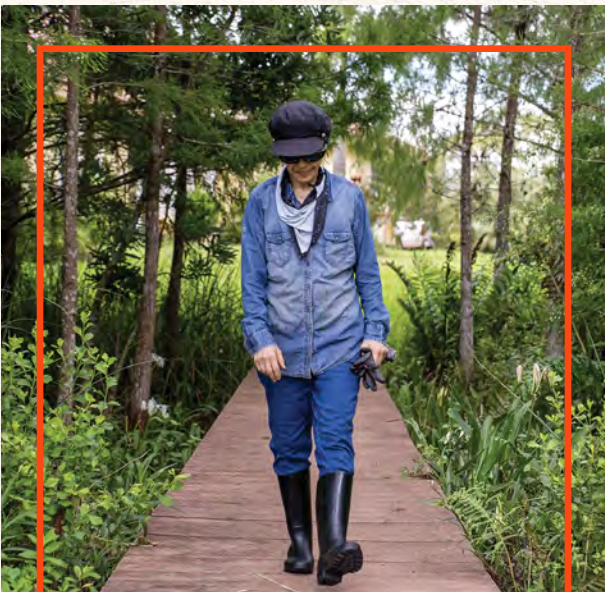
meet the Supreme Court's appropriately narrow standards still find themselves in the crosshairs of overzealous federal agencies.

In 2025, we focused on ensuring that *Sackett II* delivers on its promise. As federal agencies moved—sometimes reluctantly—to respond to the Supreme Court's decision, PLF took decisive action to hold them to account. We launched a slate of follow-on litigation to confront regulators who continue to assert unlawful authority in defiance of the Court's clear ruling.

At the same time, PLF engaged directly in the process of reform. Our attorneys and policy experts consulted with administration officials and worked with lawmakers on Capitol Hill as reforms to Clean Water Act regulations took shape. The goal was simple and essential: translate constitutional clarity into practical, enforceable limits that protect landowners nationwide.

This work also marked a major milestone for PLF—the establishment of our Environment and Natural Resources practice group. Building on decades of experience defending property rights, this additional litigation area is dedicated to confronting environmental regulation that has strayed far beyond its lawful bounds, using a comprehensive approach that pairs litigation with research, policy engagement, and public education.

Sackett II was a turning point. What followed in 2025 demonstrated PLF's enduring strength: the ability not only to win historic cases, but to defend those victories—persistently, strategically, and without compromise.



ONWARD

“Our country has been born in liberty, nurtured in liberty, and can only be preserved by liberty.”

SAMUEL ADAMS

Liberty does not preserve itself. It is secured—case by case, precedent by precedent—by those willing to confront unlawful power and insist on constitutional limits. It is protected through clarity in the law, limits on power, and the willingness to challenge government when it exceeds its bounds.

At Pacific Legal Foundation, we take that charge seriously. We made 2025 a year of growth, fortification, and readiness for what comes next. In 2026, with

courts increasingly receptive to the principles of individual liberty, the path forward is clear wherever constitutional boundaries are tested.

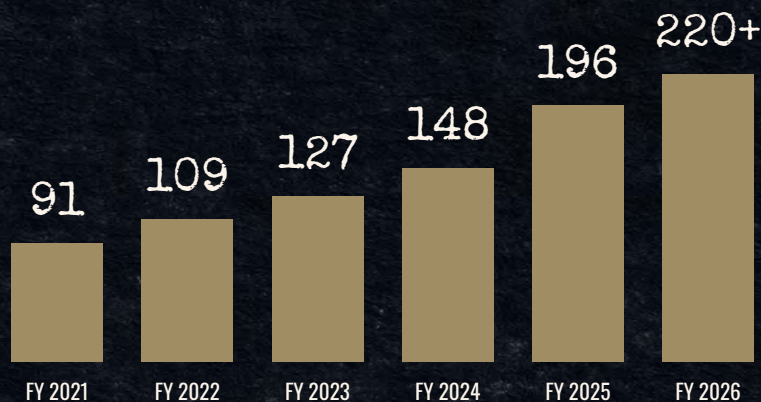
Whether our work unfolds in a local courtroom or before the U.S. Supreme Court—where we appeared for the 21st time in February 2026 to argue *Pung v. Isabella County*—we will relentlessly employ sustained litigation, deep engagement, and the unassailable confidence that defines every PLF freedom fighter.

As we approach the 250th anniversary of our nation’s founding, PLF stands at a consequential juncture. Our half-century of experience and expertise has prepared us not only to meet today’s challenges, but to help define the contours of liberty for the generations that follow.

The work ahead is serious.

So is our resolve.

Onward.



ACTIVE DIRECT REPRESENTATION CASES

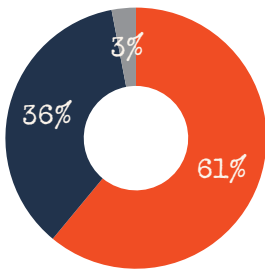
THANK YOU

PLF defends those who cannot fight for themselves against government overreach and abuse, and we strive to win, every time. But we couldn't achieve a single victory without your partnership. Thank you for standing with us on the battlefield to defend liberty and justice for all Americans.

Fundraising and Financial Health

FY 2026 PROJECTED REVENUE

\$27 MILLION +\$15.5 MILLION
(Strategic drawdown of the reserve fund)

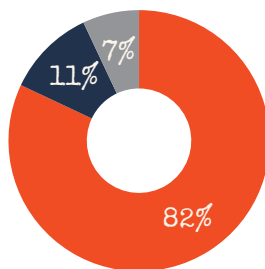


● Individuals ● Foundations ● Corporate

In FY2025, PLF received support from over 5,000 donors.

FY 2026 BUDGET

\$42,543,191



● Program ● Administration ● Fundraising

This is a 26% increase over last year.

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