



5-Year Strategic Plan 2026-2031

Approved by ICWP Board of Directors: September 28, 2026

Mission Statement *(what we do):*

ICWP's mission is to promote effective, science-based water resource management by convening water leaders from across the nation to share knowledge and insights on critical water related challenges and to influence regional, state and federal water policy.

Vision Statement *(what we want to achieve):*

ICWP envisions a future where science-based, collaborative and integrated water resource management guides sound decision-making across the United States by strengthening state, regional and federal water policy to ensure resilient, sustainable and equitable water resources for generations to come.

Strategic Plan: Implementation, Metrics, and Evaluation Framework

Focus Area 1. Federal Affairs

ICWP strives to influence national water policy and align actions at the federal level with state and interstate priorities through connecting members with federal agencies and Congress.

Examples of our work:

- ❖ *Active engagement on federal water policy and legislative issues (i.e.- WRDA, appropriations, Water Policy Committee).*
- ❖ *Building and expanding coalitions to increase the impact of state/interstate influence on federal policy outcomes (i.e.- USGS Coalition, USACE PPA reform).*

Strategy:

Strategic Objective	Action Items	Metrics for Success	Ownership	Evaluation Method
<u>Membership engagement in federal policy</u>	Engage ICWP members on proposed federal policy and legislation	✓ Membership is aware of and actively engaged in upcoming policy and legislative issues ✓ Tools development to inform and increase member participation	<i>Executive Director, Board & Committees</i>	▪ Annual review of member engagement, meeting participation, and communications ▪ Annual inventory and recap of policy resources/products developed by ICWP's committees
<u>Adaptation and nimbleness in responding to</u>	Acquire member feedback regarding their current and	✓ Priority issues are elevated into ICWP's policy work	<i>Executive Director, Board & Committees</i>	▪ Periodic review of "hot topic"/ round-robin feedback sessions during committee

<u>evolving policy priorities</u>	anticipated water policy priorities			meetings and in-person events Adaptation and nimbleness in responding to evolving policy priorities
<u>Strengthen agency relationships</u>	Engage federal agencies in dialogue about ICWP positions	✓ Adoption of policy positions through Board and Membership dialogue, communicate these to relevant federal agencies through letters, in-person engagements etc.	<i>Executive Director</i>	Tracking of policy positions, letters and agency engagement
<u>Influence and educate Congressional staff</u>	Actively engage with and educate Congressional committee staff	✓ Meaningful communication, education and coordination with those influencing legislation	<i>Board & Executive Director</i>	Review of outreach activities and staff interactions
<u>Provide policy analysis</u>	Provide critical review and analysis of federal programs and initiatives	✓ ICWP provides timely assessments and comments on federal programs and proposals	<i>Committees</i>	Documentation of submitted comments and analyses
<u>Build coalitions to advance or influence policy decisions</u>	Build and expand coalitions with similarly aligned NGOs	✓ ICWP coordinates position statements with other organizations	<i>Executive Director with support from Board & Committees</i>	Annual review of coalition activity

<u>Expand external outreach</u>	Engage and conduct outreach to similar organizations	✓ Increased participation in committees, roundtables and meetings	<i>Board & Committees</i>	▪ Participation tracking and qualitative assessment
<u>Support access to water funding</u>	Facilitate member discussions about asset management, financial need, changes to federal programs, leveraging state and local funding, alternative funding sources, etc. Provide opportunities to discuss funding programs with federal partners	✓ Members are kept informed of changing federal programs and learning new approaches to finance water projects, programs and initiatives	<i>Executive Director, Board</i>	▪ Monitor and provide timely member updates on federal funding trends
<u>Enhance federal collaboration</u>	Promote state/interstate involvement in federal initiatives	✓ Federal agencies provide mid-development input opportunities	<i>Executive Director, Board</i>	▪ Review of engagement processes
<u>Track and assess shifting federal policy priorities</u>	Conduct regular interactions with federal agencies and Congressional staff	✓ ICWP members participate in fireside chats, feedback sessions with federal agencies & Congress	<i>Executive Director & Committees</i>	▪ Review of meeting activities and staff interactions

Focus Area 2. Emerging Issues

ICWP offers members ongoing opportunities to learn, recognize emerging water resource needs and drivers, and strengthen integrated planning and interagency collaboration.

Examples of our work:

- ❖ *ICWP's short-duration Data Center Committee was established to share information and resources on data center water use and policy across states and interstate entities.*
- ❖ *Ongoing opportunities to learn from others and assess the needs and/or drivers of emerging water resource issues (i.e.- in-person events, round-robins, and committee meetings).*

Strategy:

Strategic Objective	Action Items	Metrics for Success	Ownership	Evaluation Method
<u>Identify challenges</u>	Identify impediments and opportunities	✓ Committees develop assessments and forward-looking recommendations	<i>Committees</i>	▪ Committee reports and findings ▪ Coordination with external partners on shared issues
<u>Foster collaboration</u>	Organize and promote watershed collaboration	✓ Interstate planning track featured at annual meetings	<i>Board & Committees</i>	▪ Annual meeting agenda review
<u>Share knowledge</u>	Provide forums for shared learning	✓ Planning panels and sessions address integrated planning	<i>Board & Committees</i>	▪ Event evaluation and feedback ▪ Committee feedback

		✓ Compilation/clearinghouse for information (reports, position statements, research papers, etc.)		
<u>Adapt to emerging issues</u>	Gain feedback from members on emerging issues	✓ Emerging issues are regularly shared by members and incorporated into ICWP's policy work	<i>Committees</i>	▪ Regular communication with ICWP members ▪ Standing committee agenda items and topical webinars address emerging issues topics

Focus Area 3. Interstate Coordination & Planning

ICWP serves as a national forum for the assessment of scientific, data-driven, and policy-related matters, facilitating the advancement of effective state, regional, and federal water policies that promote integrated planning and sustainable management of water resources.

Example of our work:

- ❖ *Promoting the benefits of integrated planning, interagency cooperation and securing federal support for state and interstate planning efforts (i.e. - USACE PAS&T).*

Strategy:

Strategic Objective	Action Items	Metrics for Success	Ownership	Evaluation Method
<u>Leverage interstate collaboration</u>	Facilitate discussions of shared interstate management issues	✓ Coordinate access to federal resources that address shared interstate management issues	<i>Committees</i>	▪ Regular feedback is secured from members ▪ Federal agencies are informed
<u>Support unified planning</u>	Advocate for federal support of state and interstate planning	✓ ICWP policy positions and actions reflect committee recommendations	<i>Executive Director, Committees & Board</i>	▪ Annual review of policy positions
<u>Improve state/interstate &</u>	Coordinate state/interstate plans with federal agencies	✓ State and interstate plans recognized in federal agency decisions	<i>Committees</i>	▪ Review of federal planning alignment

<u>federal coordination</u>				
<u>Build planning capacity</u>	Establish planning conferences	✓ Annual planning conference established and maintained	<i>Executive Director & Board</i>	▪ Conference outcomes and attendance

Focus Area 4. Water Data & Science

ICWP will provide leadership in promoting and implementing national policies that support the collection, management, and dissemination of sound, verifiable water data to be used in water resource planning and decision making.

Examples of our work:

- ❖ *Evaluation and support of national policies for federal water science services and products (i.e.- USGS Federal Priority Streamgange Program; NOAA/NWS National Water Model; S2S).*
- ❖ *Promoting the effective communication and transparency of datasets (i.e.- water data governance research; Internet of Water Coalition).*
- ❖ *Augmenting state and interstate roles in federal water initiatives (i.e.- WUDR State Workplans).*

Strategy:

Strategic Objective	Action Items	Metrics for Success	Ownership	Evaluation Method
<u>Strengthen monitoring networks</u>	Advocate for robust data programs	✓ Substantial progress toward no net loss for backbone monitoring networks	<i>Executive Director & Committees</i>	▪ USGS Streamgange program review
<u>Improve scientific transparency</u>	Support uncertainty characterization	✓ Federal agencies improve confidence documentation	<i>Committees</i>	▪ Review of agency outputs

<u>Identify data and science gaps</u>	Assess limitations in interpretive science	✓ Committee assessments completed	<i>Committees</i>	▪ Annual reporting
<u>Promote big data responsibility</u>	Advocate responsible data utilization	✓ Panel discussions and ICWP committee products generate recommendations	<i>Executive Director & Committees</i>	▪ Meeting outcomes
<u>Build technical capacity</u>	Offer training on data interpretation	✓ Training forums delivered	<i>Executive Director & Committees</i>	▪ Event attendance tracking ▪ Number of forums held per year
<u>Improve information delivery</u>	Promote responsible information sharing	✓ Forums conducted for end users	<i>Executive Director & Committees</i>	▪ Feedback and evaluation
<u>Enhance cross-pollination with other focus areas</u>	Regular joint committee meetings and cross-topic presentations	✓ Opportunities to collaborate are identified	<i>Committees</i>	▪ Shared goals are articulated

Focus Area 5. Sustainability & Growth of ICWP

ICWP is committed to sustaining organizational growth and advancing water policy by: 1) strengthening its membership base, 2) ensuring consistent engagement and revenue through member retention and recruitment, and 3) enhancing communication efforts that promote collaboration, visibility and active membership involvement.

Examples of our work:

- ❖ *Maintain membership, foster active engagement, attract and recruit new prospective members, guarantee steady revenue (i.e.- Membership Development Plan).*
- ❖ *Build strong relationships, raise brand awareness and share updates to support funding and participation (i.e.- Marketing Plan).*

Strategy:

Strategic Objective	Action Items	Metrics for Success	Ownership	Evaluation Method
<u>Leadership continuity</u>	Articulate a long-term Executive Director and Board Chair succession plan	✓ Succession plan is updated	<i>Board Chair & Officers</i>	▪ Board review and adoption
<u>Board development</u>	Sustain active engagement from Board Nominating	✓ Board reflects diverse regions and expertise	<i>1st Vice Chair</i>	▪ Annual board assessment

	Committee	✓ Nominating Committee regularly holds board recruitment check-ins		▪ Nominating Committee recommendations
<u>Committee effectiveness</u>	Develop committee goals and work plans	✓ Committees demonstrate clear focus and coordination	<i>Committee Chairs</i>	▪ Annual committee reports
<u>Member engagement</u>	Increase participation	✓ Increased committee involvement ✓ Inform new members of ICWP membership features ✓ Regular opportunities to educate members on organizations' roles	<i>Executive Director, Board, & Committee Chairs</i>	▪ Participation tracking ▪ Identification of common ground issues, best practices
<u>Membership growth</u>	Establish Membership retention and recruitment	✓ Revenue from membership dues ✓ Member retention rate ✓ Event attendance rates	<i>Executive Director, Past Chair & Board</i>	▪ Membership metrics ▪ Sustained revenue (see 5-Year ICWP Financial Plan)
<u>Revenue stability</u>	Refer to 5-Year ICWP Financial Plan	✓ Increased membership-driven revenue	<i>Executive Director & Board</i>	▪ Financial review
<u>Brand clarity</u>	Develop ICWP Value Proposition	✓ Clear, consistent messaging adopted	<i>Executive Director & Board</i>	▪ Communications review

		✓ Targeted policy focus and marketing		
<u>Internship Program</u>	Build young professional career development opportunities	✓ Demonstrated organizational support for investing in young water resource professionals	<i>Executive Director & Board</i>	▪ Application tracking ▪ Paid internships ▪ Promotion of project products and recommended outcomes