



2026-2030 Strategic Plan

September 2025



Mission

To advance clean water in the Northeast through collaboration with, and service to, our member states.

NEIWPCC is a regional commission that helps the states of the Northeast preserve and advance water quality.

We respond to emerging challenges by deploying resources across three interconnected areas that protect and enhance ecological and public health throughout the region.



Connection + Engagement

We convene water quality professionals and stakeholders to address clean water, environmental science, and ecosystem challenges.

We represent the interests of our member states at the local, regional, and national level.



Research + Action

We conduct and fund research into water-related topics and monitor environmental factors.

We implement and manage environmental restoration and other on-the-ground projects that protect and improve water quality and public health.



Training + Outreach

We develop, coordinate, and conduct training programs that serve water quality professionals regionally and nationwide.

We fund and staff programs that engage the public through educational events, exhibits, publications, and other activities.

Vision

Clean and sustainable water throughout the Northeast.

Values

Leadership • Science • Education • Collaboration • Service

NEIWPCC

The New England Interstate Water Pollution Control Commission was formed by an Act of Congress in 1947. We rebranded in 2020, embracing our acronym (pronounced NŪ-Ē-PĪK) as our formal name.

The 2026-2030 Strategic Plan was developed by NEIWPCC commissioners and staff. It reflects our current regional, national and international activities in support of our mission, and they guide our efforts over the next five years. The plan includes four strategic priorities that are supported by a set of goals and action-oriented tactics.

Strategic Priorities

- Inspire and inform collective action for clean, sustainable water.
- Advance scientific monitoring and data collection to drive effective strategies for responding to water quality conditions.
- Ensure that we and our partners have sufficient, sustained financial resources to advance our collective work.
- Strengthen the clean water workforce.



STRATEGIC PRIORITY

Inspire and inform collective action for clean, sustainable water.



GOAL **Strengthen regional efforts to ensure that drinking water and wastewater infrastructure protects public health.**

Support drinking and wastewater treatment facility upgrades, maintenance, and planning in our member states.

Support state implementation of EPA guidance and requirements.

Update and publish NEIWPCC's "TR-16 Guides for the Design of Wastewater Treatment Works" to align with current industry technology and practice.

Help member states set and meet public-health based standards for drinking water and wastewater effluent.

GOAL **Develop, implement, and support community engagement and outreach strategies that educate stakeholders.**

Support community science and outreach programs that engage and educate the public on water quality issues through events, exhibits, and digital and print multimedia publications.

Raise awareness of current and potential aquatic invasive species issues by educating the public on species identification and prevention methods.

Provide issue-focused materials that member states can use to engage and inspire their local stakeholders.

Ensure that all projects align with local needs and efforts.

GOAL **Enhance initiatives and partnerships to prepare for emerging environmental issues.**

Continue to engage workgroups to address regional water quality issues, share expertise, and develop coordinated solutions.

Support emergency response and mutual assistance plans for water utilities.

Convene state agencies to share perspectives and exchange ideas related to water quality and drinking water issues.

STRATEGIC PRIORITY

Inspire and inform collective action for clean, sustainable water.

GOAL Work with partners to prepare for updates to the Clean Water Act.

Submit comment letters on Clean Water Act policy updates as needed.

Monitor and communicate court decisions, assess implications, and facilitate dialogue around policies and actions that affect Clean Water Act implementation.

Identify and educate congressional members to support our efforts.

Help member states respond accurately and quickly to legislative requests for information.



Youth and the Environment Program participants explore Berry's Brook, Rye, New Hampshire. Photo credit: Brian Yurasits.

STRATEGIC PRIORITY

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GOAL

Build a shared understanding of, and strategy for, contaminants of emerging concern (CECs).

Support the development and adoption of ambient surface water quality standards for CECs throughout the region.

Conduct research to expand our understanding of per-and polyfluoroalkyl substances (PFAS) sources, impacts and solutions in biosolids, groundwater, and surface water.

Investigate the impacts of CECs on ecosystem and public health in water systems.

Coordinate and support solutions to municipal biosolids or sludge management and disposal.

Establish and maintain online information platforms to store documents, resources, and data, and provide a forum for collaboration on PFAS and other CECs.

GOAL

Support integrated planning, adaptive management, and monitoring to protect and restore watersheds and waterbodies.

Actively monitor, assess, and analyze conditions of waters to better understand long-term trends in quality and the efficacy of remediation and restoration initiatives.

Strengthen collaborative nutrient reduction efforts in Northeast watersheds.

Advance efforts that empower communities to develop comprehensive drinking water source protection plans; assist in actions that preserve and protect drinking water sources.

Support the implementation of best management practices to improve water quality.

Leverage state and federal funding for water quality and habitat improvements such as invasive species reduction and aquatic organism passage.

Coordinate, monitor, and fund aquatic invasive species management programs.

Strengthen ongoing monitoring of cyanobacteria through regular sampling and data reporting.

Maintain an effective Quality Management Program to ensure data quality.

STRATEGIC PRIORITY

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GOAL

Help states and other partners, including non-governmental organizations, prepare for and manage impacts of shifting weather patterns and extreme events.

Finance and advance projects focused on the impacts of, and response to, extreme weather events.

Drive research to assess and mitigate the impact of extreme weather events on water quality and quantity.

Develop and apply sampling strategies following flood events to assess water quality and related impacts that address public health and other concerns.



Matthew Vaughan and Kelsey Colbert using a multiparameter sonde at the long-term monitoring buoy in the Lamoille River, Vermont.
Photo credit: Lake Champlain Basin Program.

STRATEGIC PRIORITY

Ensure that we and our partners have sufficient, sustained financial resources to advance our collective work.



Volunteers remove invasive water chestnut from Turner Reservoir in East Providence, Rhode Island.

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GOAL Collaborate with state, federal, nonprofit, and community partners to make efficient and effective use of available resources.

Regularly evaluate state and program priorities, analyze cases for funding, and submit funding applications to support those priorities.

Optimize internal fiscal processes for transparency and efficiency to maximize funding impact for clean water initiatives in the Northeast.

GOAL Coordinate with member states to implement funded initiatives.

Utilize regional networks to identify new opportunities and gaps for targeted action.

Deliver on action items requested by NEIWPCC leadership.

Empower communities to identify priority issues and offer expert guidance to develop compelling funding proposals and applications.

GOAL Identify and leverage emerging funding streams.

Recruit skilled staff to identify and drive action on priority areas.

Research and apply for grants that support our strategic plan; share information with member states as appropriate.

GOAL Strengthen partnerships to address funding requirements associated with creating new and/or maintaining aging infrastructure.

Facilitate dialogue and submit comment letters regarding funding constraints and opportunities on behalf of our member states.

Help states leverage their State Revolving Funds.

Monitor the impact of congressionally directed spending and use that information to establish and act on infrastructure priorities.

STRATEGIC PRIORITY

Strengthen the clean water workforce.



GOAL

Attract and retain skilled professionals within our organization.

Strategically advertise job opportunities through a variety of channels to reach a broad candidate pool.

Implement hiring practices and training programs for NEIWPCC managers to ensure qualified candidate recruitment, fair selection processes, and ongoing employee development.

Draw upon organizational values to strengthen our culture and sense of community.

Continue to expand/strengthen internal professional development and leadership programs.

Serve as a staffing pipeline to efficiently connect skilled candidates with state agencies and industry partners.

Utilize employee resource groups to promote community, foster connectedness, and enhance engagement among all staff members.

GOAL

Support industry-wide initiatives and partnerships that promote technical proficiency.

Expand internship programs and opportunities to enhance industry recruitment efforts.

Increase education and outreach to K-12 and post-secondary students.

Support community partners in building a skilled wastewater workforce.

Collaborate with watershed organizations and other partners in their workforce development efforts.

Lead regional and national training workshops and conferences centered around issues, challenges, and successes within the water industries.

GOAL

Create training programs to support consistency, professionalism, and excellence across the water workforce.

Develop and implement NEIWPCC's Wastewater Operator Training to deliver hands-on education.

Make training more available to a wider audience through the use of different learning formats.

Identify emergent training needs; develop and deliver effective content on those topics.

Ensure consistent education and certification programs, while promoting best practices and regulatory compliance in the Northeast.

A full-page photograph of a sunset over a body of water. The sun is a bright, glowing orb in the upper left, partially obscured by dark, silhouetted clouds. The sky transitions from a deep orange near the horizon to a lighter, hazy yellow at the top. A single bird is captured in mid-flight, its wings spread, against the orange sky. The horizon line is dark, showing the silhouettes of distant land and trees. The water in the foreground is covered in small, shimmering ripples that reflect the golden light of the setting sun.

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