



# FY2027 Q1 Strategic Plan Progress Dashboard

July-September 2026 | Quarter ended September 30, 2026

**BOTTOM LINE:** Q1 moved the FY2027 Strategic Focus from approval into execution. Staff closed 57 of 60 logged tasks (95%), launched the two focused task-group workstreams, advanced Las Cruces and Spring 2027 meeting preparation, modernized policy/advocacy workflows, and continued audit, pension, website, and WaDE transition work. The main carryover is three early-quarter advocacy follow-ups that need to be reset, completed, or formally deprioritized in Q2.

**60**

Q1 tasks logged

**57**

tasks closed

**95%**

Q1 close rate

**3**

advocacy carryovers

## Progress by Strategic Goal

| Goal | FY2027 Focus                                 | Q1 Closed | Status    | Q1 Evidence                                                                                                                                                 | Q2 Focus                                                                                                             |
|------|----------------------------------------------|-----------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| G1   | Meetings That Matter                         | 10 / 10   | Strong    | Summer Series follow-through; Las Cruces contracting/prep; A/V work; BLUF meeting summary; Spring 2027 host checklist/letter; Oct. 1 ExCom prep.            | Deliver Las Cruces in the discussion-first format; capture AAR; advance Idaho Spring 2027 planning.                  |
| G2   | Improved Engagement & Workflow               | 8 / 8     | Strong    | FY2027 workplan finalized; onboarding plan + welcome email; Federalism and Streamgaging/Data task-group charters; WestFAST liaison process advanced.        | Move task groups from setup into products; continue onboarding and member-engagement improvements.                   |
| G3   | Policy With a Punch                          | 12 / 15   | Carryover | Farm Bill and legislation tracking; EPA/WestFAST letter; advocacy strategy draft; legislative/rulemaking workflows; WGA and FEMA follow-up.                 | Resolve 3 missed follow-ups; finalize priority policy positions; narrow advocacy to the highest-value federal asks.  |
| G4   | Clearer Communications & Information Sharing | 7 / 7     | Strong    | Website/policy-menu cleanup; annual report work; State Engineers, groundwater, infrastructure, and public-trust/public-interest report development.         | Publish/refine priority resources; keep communications practical, searchable, and member-facing.                     |
| G5   | Streamlined Operations & Accountability      | 20 / 20   | Strong    | FY2027 budget implementation; pension freeze/rollovers and filings; website repairs; FY2025 audit support; office-cost review; WaDE account closeout steps. | Complete audit/pension decisions; evaluate headquarters options; continue quarterly budget/dashboard accountability. |

**Cross-cutting data / WaDE transition:** Q1 stayed in transition/closeout mode rather than restarting platform development. ArcGIS nonrenewal/account closure work advanced, while the new Streamgaging & Critical Federal Water Data task group shifts future data work toward policy, monitoring, forecasting, and federal-program priorities.

Source note: FY2027 Q1 Task Tracker closeout through September 30, 2026, mapped to the FY2027 Strategic Focus approved July 16, 2026. Task counts are directional management reporting based on internal staff logs.

# FY2027 Q1 Highlights & Q2 Course Corrections

## What moved in Q1

- **Meetings:** Summer Series follow-through moved into concrete Fall/Spring preparation, including Las Cruces contracts, A/V learning, a shorter meeting-summary approach, and Idaho host planning.
- **Engagement:** The FY2027 Council-wide workplan was finalized; onboarding materials were built; and both initial task groups moved from concept to charter/recruitment.
- **Policy/advocacy:** WSWC advanced Farm Bill outreach, WestFAST support, advocacy tracking, and a draft advocacy strategy while building more repeatable legislative/rulemaking workflows.
- **Communications:** Website cleanup and policy/resource organization continued alongside several member-facing survey/report products.
- **Operations:** Budget implementation, pension closeout/rollovers, audit support, website fixes, office-cost analysis, and legacy WaDE account closures all advanced.

## What matters next in Q2

- **Las Cruces:** Deliver the October 21-23 meetings using the discussion-first model and capture an after-action review for future meeting design.
- **Task groups:** Convert charters/recruitment into substantive work: finalize federalism positions and use the Data Task Group survey to identify the few federal programs where WSWC engagement can add the most value.
- **Advocacy discipline:** Reset, close, or intentionally drop the three missed early-Q1 advocacy follow-ups; focus staff effort on the short list of issues with clear member value.
- **Operations:** Complete the FY2025 audit, continue pension-successor analysis, evaluate headquarters/office options, and keep budget reporting tied to strategic priorities and capacity.
- **WaDE/WestDAAT:** Reach the planned fall transition decision and preserve clear boundaries so legacy data systems do not re-expand the WSWC workplan.

## Management Takeaway

**Q1 execution was strong, but the dashboard is intended to drive choices rather than celebrate task volume.** The Q2 test is whether WSWC can keep scope disciplined while delivering the Fall Meeting, converting both task groups into concrete products, completing key operational transitions, and focusing advocacy on a small number of high-value state priorities.

## Quarterly Accountability Check

### Strategic Focus Dashboard

Use this dashboard to review progress under the five goals, near-term deliverables, capacity constraints, and any needed course corrections.

### Budget-to-Actual Snapshot

Review the companion FY2027 Q1 Financial Snapshot for operating revenue/expenses, major variances, reserve position, and assumptions requiring attention.