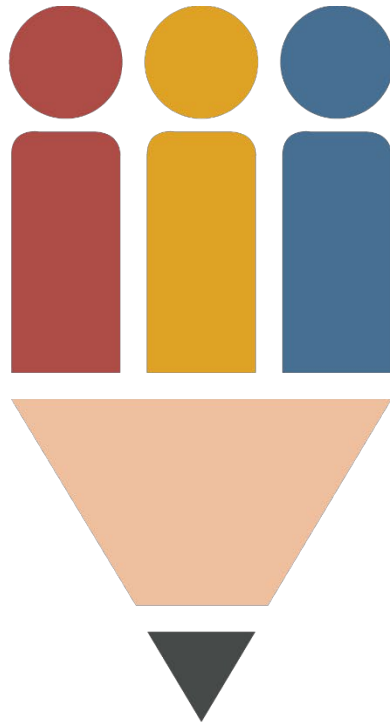




Wyoming Education ASSOCIATION

**Strategic Plan
2026-2029**

WEA Strategic Plan 2026–2029

Detailed Organizational Roadmap with Objectives, Actions, Timelines, and Accountability Structures

1. Purpose of This Document

This expanded strategic plan provides deeper operational detail for the Wyoming Education Association. It outlines: Strategic goals and detailed objectives - Multi-year implementation plans - Annual benchmarks and progress indicators - Accountability structures and responsible parties - Required resources, risks, and mitigation strategies - Integration of internal workplans and external partnerships (including the Alliance for Public Schools)

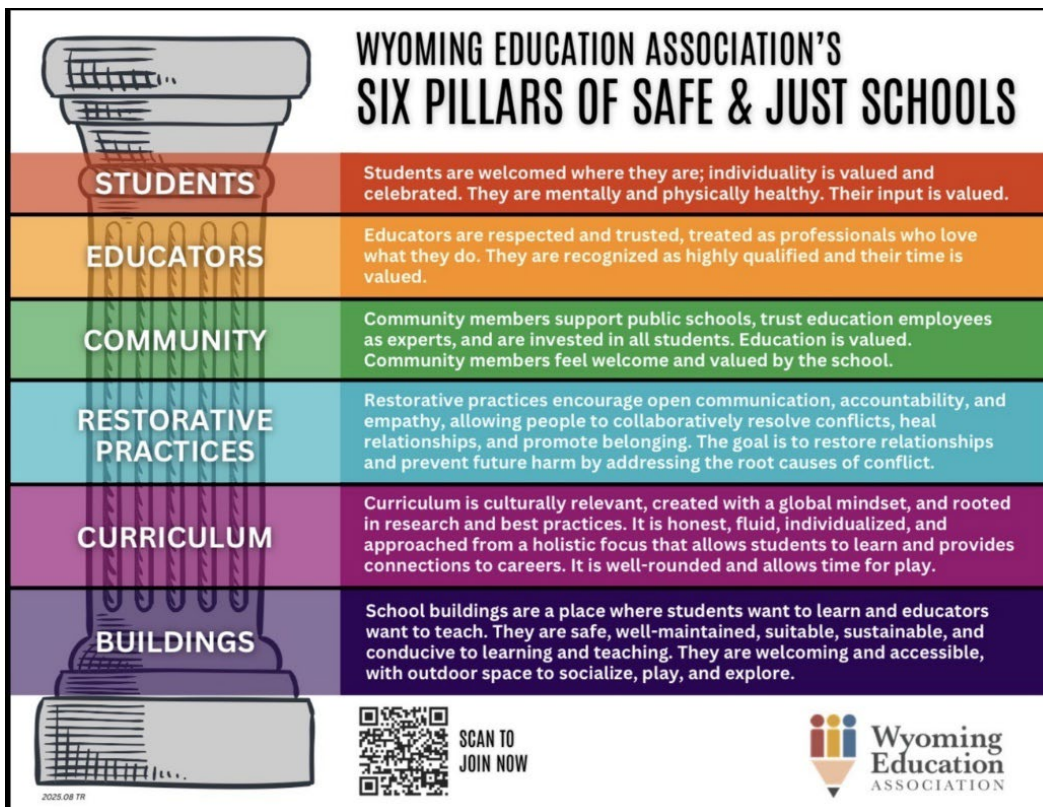
This version is designed for **governance, oversight, fiscal alignment, and evaluation.**

2. Mission, Vision, and Values

Mission: As a unified voice, WEA engages, educates, and empowers our members to advance high-quality public education for all.

Vision: WEA envisions a society where education is seamless, respected, and highly valued.

Values: Six Pillars of Safe & Just Schools



3. Strategic Goals (2026–2029)

1. Build strong and sustainable locals with leadership pipelines and internal advocacy capacity.
 2. Build political power to influence statewide public education priorities.
 3. Complete a proactive autopay conversion for financial autonomy.
 4. Increase WEA active membership by at least 6%.
 5. Expand Safe & Just Schools work statewide.
 6. Strengthen and systematize WEA’s advocacy infrastructure.
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4. Detailed Objectives, Actions & Accountability

Below are the full organizational objectives with explicit tasks, timelines, and responsible parties by the end of fiscal year 2029.

Objective 1 – Strong Locals with Integrated Advocacy Systems

Desired Outcome:

15 targeted locals become fully functional, sustainable, and organized bases of educator power.

Key Actions:

- Create leadership pipelines and AR structures (2026–2027)
- Deploy MO recruitment and training (2026–2029)
- Implement Local Leader training by fall 2026
- Pilot Strong Local checklists and refine tools annually
- Implement local–state feedback and accountability loops
- Continuing advocacy for Education Support Professionals, Higher Ed professionals and Minority representation through targeted organizing plans

Responsible Parties:

- WEA President, Vice President and Executive Director
- Constituency group leaders
- UniServ Directors
- Member Organizers
- Local Presidents/Local Leader Teams
- Regional Leadership

Board Oversight Needs:

- Annual report on local outcomes
 - Summary of local-level progress barriers and successes
 - Funding alignment to support targeted locals
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Objective 2 – Political Power and Community Influence

Desired Outcome:

WEA builds durable political capital enabling educator voice in Wyoming policy at all levels.

Key Actions:

- Build a grassroots activist team in every region
- Expand partnerships with 6+ labor/community organizations
- Use Listening Tour findings to identify key advocacy areas
- Coordinate a statewide rapid response plan
- Train MACR, GR, and PACE committees in coordinated political strategy

Responsible Parties:

- Government Relations Team
- PACE Steering Committee
- Alliance for Public Schools and Partners
- Communications Director
- Local Presidents/Local Leadership Teams
- Regional Leadership

Board Oversight Needs:

- Legislative session strategy updates
 - Annual coalition-building review
 - Review of messaging discipline and narrative alignment
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Objective 3 – Autopay Conversion

Desired Outcome:

100% of members shifted to autopay, securing autonomous, reliable revenue.

Key Actions:

- Train ARs and MOs to incorporate autopay into organizing scripts by April 1, 2026
- Implement future year membership processing by March 31st of each year.
- Enroll 70% of WEA membership will be using autopay by October 31, 2026
- Enroll 80% of WEA membership will be using autopay by October 31, 2027
- Enroll 100% of WEA membership will be using autopay by October 31, 2028

Responsible Parties:

- WEA Executive Director
- Business Office
- Membership Specialist
- Member Organizers
- UniServ Directors

- Communications Director
- Local Leadership Teams

Board Oversight Needs:

- Quarterly autopay conversion reports
 - Risk mitigation for non-compliance or technical challenges reports
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Objective 4 – Membership Growth

Desired Outcome:

WEA grows our active membership by 6% or 204 active members over three years.

-Current active membership is about 3,400.

-A 6% increase of current 3,400 active members is 204 new active members.

-Average loss of active members over the five-year period is 602 active members a year.

-To end the year in the black, we need to recruit our average loss of 602, plus add an additional 68 new active members, which is 670 new members a year.

-If we recruit 670 new members over a three-year period and our trend stays consistent, our new active membership will be 3,602.

If our trend worsens, then we will need to recruit more people; if our trend improves, we will have to recruit fewer people.

Key Actions:

- Use communications templates for consistent statewide messaging
- Conduct MO-led recruitment campaigns year round
- Implement Listening Tour-informed recruitment strategies
- Strengthen onboarding and welcome processes
- Strengthening communication around the value of being a WEA member
- Each targeted local has a trained and active membership committee
- Conduct back-to-school AR recruitment training in targeted locals
- Conduct new officer training in targeted locals
- Each targeted local develops and implements a membership growth plan

Responsible Parties:

- WEA President, Vice President, and Executive Director
- WEA Board of Directors
- Communications Director
- UniServ Directors
- Local Presidents/Local Leadership Teams
- Association Representatives
- Member Organizers

Board Oversight Needs:

- Membership market share report by region and local
 - Recruitment vs. retention trend analysis
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Objective 5 – Expanded Safe & Just Schools Work

Desired Outcome:

Statewide integration of Safe & Just Schools practices, including increasing mental health capacity, trauma-informed approaches, and wellness advocacy.

Key Actions:

- Maintain annual Safe & Just cadre convening
- Launch Mental Health Ambassador Model statewide
- Integrate Safe & Just Schools practices into political messaging and membership campaigns
- Train locals to assess Safe & Just readiness using identified tools
- Expand student, parent, and community involvement

Responsible Parties:

- WEA Vice President
- Safe & Just Schools Cadre
- Alliance for Public Schools Trainers
- Communications Director

Board Oversight Needs:

- Annual Safe & Just Impact report
 - Cadre performance and expansion tracking
 - Integration into legislative priorities
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Objective 6 – Advocacy System Development

Desired Outcome:

A fully functional statewide system capable of consistent, high-quality support to every member.

Key Actions:

- Launch Advocacy Call Center August 1, 2026
- Increasing UniServ Directors capacity for organizing and strengthening locals
- Implement Advocacy 1.0 and 2.0 training tracks for members
- Expand MACR committees to all targeted locals
- Ensure case management documentation in NEA 360

Responsible Parties:

- WEA Executive Director
- UniServ Director – Advocacy Specialist
- UniServ Directors
- MACR Committee Leaders and, by year 2029, Local MACR Committees
- WEA President and Vice President

Board Oversight Needs:

- Quarterly case metrics
 - Responsiveness and satisfaction audits
 - Training completion status
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5. Multi-Year Timeline

2026 – Build Infrastructure

- Launch Call Center
- Deploy updated AR training that includes Advocacy 1.0 and utilizes the updated AR handbook
- Work to identify ARs in all buildings within targeted locals
- Train ARs and new officers in targeted locals in membership recruitment tactics
- Trained MOs in every targeted local
- Begin MACR committees in targeted locals
- Continuing Autopay campaign
- Strengthening cadre capacity by providing additional mental health training
- Continuing listening tours in all regions
- Work with Alliance for Public Schools to build Community of Practice

2027 – Scale and Strengthen

- Launch Advocacy 2.0
- Expand cadre trainings
- Strengthening grassroots teams
- Continuing Autopay campaign
- Broaden Community of Practice membership
- Train ARs and new officers in targeted locals in membership recruitment tactics

2028 – Evaluate and Expand

- Full statewide MACR support
- Consolidation of Membership growth data
- Continuing Autopay campaign
- Local leadership model fully implemented
- Train ARs and new officers in targeted locals in membership recruitment tactics

2029 – Assess and Reset

- Evaluate impact across all goals
 - Report to Delegate Assembly
 - Draft next strategic cycle (2030–2033)
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6. Risks and Mitigation Strategies

Risk 1: Limited local capacity: Mitigation: Provide targeted staff support and ongoing MO deployment.

Risk 2: Legislative threats to public education: Mitigation: Stronger coalitions, rapid-response communication, statewide mobilization, and Autopay conversion.

Risk 3: Data gaps: Mitigation: Strengthen NEA 360 usage; unify reporting expectations.

Risk 4: Staff turnover: Mitigation: Updated job descriptions, clear expectations, coaching, and succession plans.

Risk 5: AutoPay membership loss: Mitigation: All new members can only join via AutoPay, proactively switching members, one-on-one conversations, school visits, and incentives.

7. Resource Requirements

- Adequate staffing (Call Center, Full Time Release Vice President, MOs, UD support)
 - APS partnership continuation through CAPE grant
 - Training budget for statewide Safe & Just expansion through CAPE grant
 - Communications capacity for statewide messaging
 - Technology improvements (NEA 360, call center systems)
 - NEA Year Round Organizing grant
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8. Evaluation Framework

The Board will receive: - **Quarterly reports** for membership, political power, Safe & Just, and advocacy data - **Annual progress reports** mapped to each strategic goal - **Mid-cycle review** at 18 months - **Final impact report** in 2029

9. Conclusion

This detailed strategic plan provides a clear roadmap to grow and strengthen WEA, elevate educator voice, and protect public education across Wyoming. With strong governance, aligned resources, and consistent accountability, WEA is positioned to grow its power and impact statewide.
