

#### PILLAR4: COMMUNICATION & MESSAGING (AWARENESS)

**Goal 4A** - Establish a multi-platform marketing program to reach external audiences by 2029.

- Objective 4A1: Evaluate the effectiveness of the marketing plan annually by 1MAY.
- Objective 4A2: Update the marketing plan with defined yearly outcomes for CIOR/CIOMR/UPORFA annually by 30JUN.
- Objective 4A3: Modify and/or make adjustments to the marketing plan as necessary at the end of each quarter.

**Goal 4B** - Deploy an effective communications plan highlighting ROA's accomplishments targeting the reserve components, their members, families, and veterans by 2029.

- Objective 4B1: Continually provide updated information on the many ROA accomplishments within the three branches of government; executive, legislative, and judicial.
- Objective 4B2: Continually provide updated information on current legislative priorities.
- Objective 4B3: Use all available media outlets throughout the year.
- Objective 4B4: Use engagement to increase word-of-mouth communication opportunities throughout the year.
- Objective 4B5: Publish biennial report indexed to the congress portraying ROA's advocacy story by 1MAR.

**Goal 4C** - Establish, maintain, and grow a Government Affairs Reserve Component Readiness Center including the ROA Law Center by 2029.

- Objective 4C1: Develop a grassroots advocacy program to communicate ROA efforts by 1JUN25.
- Objective 4C2: Increase law center platform with information to help reserve component members manage their careers by 1OCT25.



#### PILLAR5: ADVOCACY & LEGISLATIVE EFFORTS (INFLUENCE)

**Goal 5A** - Expand ROA's outreach programs to educate and empower members to affect law and policy to continuously achieve ROA's mission by 2029.

- Objective 5A1: Develop and market advocacy webinars on ROA website and during the annual meeting.
- Objective 5A2: Send out 4 calls to action on legislative priorities per legislative session yearly by 31DEC.
- Objective 5A3: Host annual reserve component education forum on legislative and policy priorities.
- Objective 5A4: Have 4 bills sponsored in House or Senate related to an ROA legislative priorities per legislative session.
- Objective 5A5: Integrate education session on advocacy as part of the annual ROA Academy.
- Objective 5A6: Update ROA's "Legislative Readiness Center" with real-time events; no fewer than 4 active campaigns by the conclusion of each legislative session.
- Objective 5A7: Identify and engage with appropriate military and veteran organizations, the Pentagon, and the White House to influence policy throughout the year.

**Goal 5B** - Grow, maintain, and expand a robust Advocacy 101 program by 2029.

- Objective 5B1: Update ROA advocacy website with real-time events.
- Objective 5B2: Deploy a fully-scaled advocacy reporting system by 1JUN25.
- Objective 5B3: Provide standardized opportunities for grassroots and grasstops engagement for all ongoing ROA advocacy campaigns as appropriate.

#### Join Us Today!



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## 2029 Strategic Plan

Re-establishing  
the baseline for  
the 2nd Century

*"Change is inevitable,  
and we can either be the  
driver of that change  
or time will drive  
change. Allowing time  
to drive change is not a  
solution." Layne R.  
Wroblewski, Lt Col  
(Ret.)*

**VISION 29**  
READY TODAY | REIMAGINING TOMORROW

## MISSION

To support U.S. national security through a focus on the reserve components.

## VISION<sup>29</sup>

To be the premier military service organization of the reserve components, their members, families, and veterans.

## VALUES

Integrity, Innovation, Service, Results

## PILLARS

- 1) Stewardship
- 2) Engagement
- 3) Partnerships
- 4) Awareness
- 5) Influence



## STRATEGIC LINES OF EFFORT, GOALS, & OBJECTIVES:

### PILLAR<sup>1</sup>: ORGANIZATION & FINANCIAL STABILITY (STEWARDSHIP)

**Goal 1A** - Achieve an annual balanced budget by 2029.

- Objective 1A1: Create a draft balanced budget for each year by 1OCT.
- Objective 1A2: Approve the budget for each year by 1NOV.
- Objective 1A3: Provide annual training to all EXCOM members on fiduciary responsibilities by the DEC EXCOM meeting.
- Objective 1A4: Review income and cash flow statements monthly and take appropriate action.
- Objective 1A5: Do not draw from the investment corpus beyond current earnings at any point during the year.

*We define value by making an impact on reserve force readiness.*

**Goal 1B** - Identify, grow, and maintain new revenue streams by 2029.

- Objective 1B1: Establish and/or update as necessary a fundraising goal for each year by 1JUL.
- Objective 1B2: Meet or exceed funding from non-current revenue streams for each year by 1JAN.
- Objective 1B3: Reorganize ROA's fundraising structure by 30SEP25.

**Goal 1C** - Align the Organizational Structure to Support the 2029 Strategic Plan.

- Objective 1C1: Align the ROA national staff and governing bodies to optimize functions with the Strategic Plan by 1MAR25.
- Objective 1C2: Align the committee structure to support changes to the organizational structure by 15MAY25.

### PILLAR<sup>2</sup>: EDUCATION, MENTORING, & PROFESSIONAL DEVELOPMENT (ENGAGEMENT)

**Goal 2A** - Create and fund programs for yearly reserve component engagement and professional development by 2029.

- Objective 2A1: Develop a program that encourages engagement by 31OCT25.
- Objective 2A2: Develop professional development sessions by 31DEC25.
- Objective 2A3: Fund engagement and professional development sessions by FY 2026.

**Goal 2B** - Grow leadership involvement and participation in international programs (i.e., CIOR/CIOMR/UPORFA) by 2029.

- Objective 2B1: Ask reserve component members to be sent on orders to annual meetings by 30JUN.
- Objective 2B2: Brief international programs to service chiefs and their SEAs on an annual basis and share updates periodically.
- Objective 2B3: Brief Congress and ask for annual funding for each year by the end of FEB.

*We create value through our advocacy, education, and engagement initiatives.*

**Goal 2C** - Establish a foundation for a culture of respect, fairness, and belonging by 2029.

- Objective 2C1: Promote respect, fairness, and belonging awareness and education (continuous).
- Objective 2C2: Foster a culture of respect, fairness, and belonging by continually engaging in it throughout the year.
- Objective 2C3: Measure progress and accountability of Goal 2C annually.

### PILLAR<sup>3</sup>: INDIVIDUAL MEMBERSHIP & CORPORATE ENGAGEMENT (PARTNERSHIPS)

**Goal 3A** - Expand ROA's partnerships with MSO/VSO and other organizations to increase ROA's span of influence by 2029.

- Objective 3A1: Establish 1 partnership in 2024.
- Objective 3A2: Approve a memorandum of agreement by 31DEC24, if needed.
- Objective 3A3: Engage partners to speak at ROA events by 2025.

**Goal 3B** - Grow ROA's engagement with membership and corporate sponsorship by 2029.

- Objective 3B1: Create corporate engagement options by 1APR25.
- Objective 3B2: Expand ways for individual members to participate and engage in ROA activities by 1DEC25.
- Objective 3B3: Submit proposed amendment(s) to the ROA constitution to expand membership eligibility no later than 1MAR25.
- OBJECTIVE 3B4: Fund a staff position to work on Goal 3B and related objectives by 1DEC25.
- OBJECTIVE 3B5: Develop a system to support and encourage chapter and department engagement in

**Strategy + Engagement + Focus + Adaptability + Resilience = Success**

*We measure value with surveys, stakeholder communications, and strategic results.*