

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 grassstops engagement for all ongoing ROA advocacy campaigns as appropriate.



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.)

Join Us Today!



Toll Free: 800-809-9448 **Local:** 202-479-2200
Address: 1 Constitution Avenue NE
Washington D.C. 20002-5618



MISSION

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

VISION25

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:

PILLAR1: 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.

PILLAR2: 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.

PILLAR3: 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.