



## 2024 Strategic Plan

### Rose Villa Ready Force

#### Introduction

This strategic plan document outlines the key goals, objectives, and actions Rose Villa's Ready Force will take in 2024 to improve our community's emergency response capabilities and promote resilience. It is intended to set the direction and priorities for the coming year, simplify decision-making, and communicate the plan to the Ready Force team and the community.

**What is Ready Force?** The Ready Force team comprises resident volunteers and a Rose Villa, Inc. (RVI) staff liaison. Its primary goal is to help independent living residents prepare for and respond to natural disasters. Specific activities include

1. Assisting Rose Villa in developing and updating emergency preparation plans.
2. Encouraging resident preparedness by developing and implementing training programs and exercises.
3. Advising and helping individual residents needing assistance preparing for and responding to emergencies.
4. Holding neighborhood meetings to encourage preparedness at the neighborhood level.

During an emergency, the Ready Force volunteers will self-organize and become an asset available to the Rose Villa Incident Command team. As with any emergency asset, the actual use of Ready Force will depend on the emergency and the number and capability of Ready Force volunteers available at the time of the incident.

**History:** Ready Force was established in 2016 by John Schallberger, the former Director of Facility Operations, along with Mary Eusterman and Jean Coberly, two CERT-trained residents. Their efforts focused on educating, training, and recruiting RV residents. Within a short period, 14 residents completed CERT training and devised emergency supply lists and procedures to present to RVI. The arrival of Steve and Karen Morris in 2019 injected fresh vigor into Ready Force's initiatives. Collaborating with fellow residents, the resident council, and RVI, they created the Rose Villa Emergency Response Guide, unveiled in 2021 and referred to as the Red Binder.

Beginning with the fire and smoke event in September 2020, Rose Villa has confronted a series of climate-related emergencies, including a winter ice storm in 2021 that led to an extended power outage, leaving residents without heat and home cooking facilities for nearly a week. In the summer of the same year, a severe heat dome pushed temperatures above 110 degrees.

These three events highlight the crucial need for a joint effort between Ready Force and RVI to ensure the well-being of our independent-living residents.

Ready Force has recently begun working with the Rose Villa Resiliency Action Plan (RAP) team as part of a 20+ year effort to address risks caused by natural disasters and climate change.

## Vision and Mission

**Vision:** To create a resilient community where every independent living resident is informed, prepared, and readied to respond effectively to emergencies, subject to their abilities.

**Mission:** To train and mobilize resident volunteers into a well-equipped and coordinated force to assist during Rose Villa's disaster response and recovery.

## Ready Force Structure

**Executive Committee:** The executive committee meets weekly to set the agenda and plan upcoming meetings and training events. Additionally, it meets regularly with its RVI staff liaison and is the primary point of contact with Oak Lodge CERT (OLCERT). The committee includes five members: Mary Eusterman, Louise Williams, Margaret Bell, Ed Gellenbeck, and Jean Lofy.

**Steering Committee:** The steering committee meets monthly to advise and assist in determining the direction and progress of Ready Force activities. Its membership draws from the more active Ready Force volunteers. As of the beginning of 2024, the steering committee comprises 12 members, including the five executive committee members.

**Ready Force Volunteers:** Ready Force volunteers are independent-living residents with a background or desire to learn basic CERT training. At the start of 2024, 38 residents comprise the Ready Force volunteers (including the steering committee members). We recognize that all these volunteers are seniors; consequently, some have mobility issues that could limit their deployment during an emergency. In addition, environmental situations, such as smoke emergencies and ice storms, may restrict deployment.

**Neighborhoods:** Ready Force divides the campus into 12 Ready Force neighborhoods, each with its own Ready Force neighborhood leader(s). Ready Force holds regularly scheduled neighborhood meetings to go through neighborhood-focused emergency response and to help neighbors share information about their emergency preparedness, such as supplies, skills, and equipment that might be helpful in an emergency or disaster situation.

**Community:** At the start of 2024, 346 independent-living residents reside at Rose Villa. For purposes of planning, training, and deployment, the Ready Force community does not include residents residing in the Madrona Grove Supportive Living neighborhood.

**Resident Council:** The Councilor representing the Safety and Preparedness functional area is responsible for raising concerns related to Ready Force, facilitating interactions between Ready Force and the Council, and acting as the Council's representative during Ready Force meetings. This Councilor assists with preparation, training, and coordination regarding community disaster response and resilience.

**RVI Staff Liaison:** RVI Senior management has designated Jim Willeford, Director of Strategic Operations, as the staff liaison to Ready Force. Mr. Willeford will serve as the Incident Commander during emergencies and coordinate all components during an emergency response, including directing the actions of the Ready Force volunteers. Ready Force encourages key RVI staff to receive basic CERT training to perform more effectively during emergencies.

**Oak Lodge CERT:** Rose Villa is within the Oak Lodge CERT (OLCERT) geographic area, which provides advice and training to Ready Force. Greg Wenneson serves as our OLCERT liaison.

## **Strengths, Weaknesses, Opportunities, Threats**

Analysis of Ready Force's strengths, weaknesses, opportunities, and threats (SWOT) guided our strategic planning process.

**Strengths:** The Rose Villa community has a strong tradition of mutual assistance, as demonstrated by its response to three recent emergencies in the past three years. Ready Force has an established history within the community and benefits from the expertise of CERT-trained residents. Our collaboration with OLCERT and growing support from RVI are noteworthy. Additionally, our well-functioning radio network holds regular practice sessions, further strengthening our capabilities.

**Weaknesses:** The weaknesses identified include the ongoing challenge of volunteers aging out of active involvement in Ready Force, transitions within Ready Force leadership with Steve Morris stepping back from his leadership role, past changes in the RVI liaison role, and the need for more volunteers to undergo CERT training.

**Opportunities:** Promising opportunities include the development of a formal strategic plan, increased use of communication media for education and awareness within Rose Villa, collaboration with RAP and the Green Team, developing a strong partnership with the Resident Council through the councilor who represents the functional areas of preparedness and safety, advocating for CERT training for several RVI staff members, and benefiting from the extensive emergency management background of the RVI liaison Jim Willeford.

**Threats:** The rapid and catastrophic environmental effects of climate change pose an imminent threat to residents. Inadequate staff training or availability and inadequate essential emergency equipment & supplies could undermine preparedness efforts. Moreover, there is a tendency among residents and staff to underestimate the significance of survival preparation, which could hinder effective responses in critical situations.

## **Education and Training**

Ready Force will focus on educating and training volunteers and the community in 2024.

**CERT-Lite Training Curriculum:** Collaborating with OLCERT, Ready Force developed and will deliver a comprehensive CERT-Lite training curriculum to its volunteers. This curriculum covers essential areas of CERT Basic Training, tailored to suit the specific needs of Ready Force, focusing on disaster preparedness and organization, disaster medical operations, including

basic first aid, CPR, Stop The Bleed & AED, disaster psychology, fire safety, light search and rescue, and terrorism. The executive committee will design and use evaluation criteria to measure and improve the effectiveness of the CERT-Lite training.

**Training Exercises and Drills:** With guidance from the RVI staff liaison and OLCERT, Ready Force will develop and hold regular training exercises and drills throughout the year. These activities, designed for volunteers and the entire community, will focus on preparedness and response capabilities.

**Volunteer Recruitment:** Ready Force will actively recruit new volunteers during community events. These events will be opportunities to engage with potential volunteers and expand the team's capacity.

## Equipment and Supplies Management

Another focus area for 2024 is to identify and obtain the resources required for the Ready Force program, including funding for equipment and supplies.

**Inventory and Mapping:** With the RVI staff, Ready Force steering committee members will conduct a comprehensive investigation to locate and document the storage locations and contents of all existing RVI and Ready Force emergency equipment and supplies.

**Additional Needs:** After creating a complete list of required Ready Force equipment and supplies, the steering committee will work collaboratively with RVI to identify and prioritize specific equipment and supply needs necessary for enhanced preparedness. Ready Force will work with the RVI staff liaison, RV Foundation grant(s), and OLCERT donations in obtaining the required supplies.

**Annual ROSE Refresh Party:** The steering committee will plan, organize, and host an annual community event called the "ROSE Refresh Party." This event will allow residents to expand their knowledge of emergency preparedness and inspect, maintain & update their emergency equipment, water, food, and medical supplies.

## 2024 Goals and Objectives

While the overarching goal of Ready Force is enhancing community preparedness and emergency response capabilities, the steering committee has developed the following numbered list of goals for 2024 with specific objectives for achieving these goals.

- 1. Goal: Enhance Ready Force Volunteers' Preparedness**
  - 1.1. Objective: Train 12 Ready Force volunteers in the CERT-Lite curriculum within the year.
  - 1.2. Objective: Conduct three exercises or drills to enhance Ready Force volunteers' teamwork, coordination, and response skills.
  - 1.3. Objective: Gather medically-trained volunteers to review protocols and refresh Ready Force medical kits.

- 2. Goal: Foster RV Community Engagement and Awareness**
  - 2.1. Objective: Conduct at least two community meetings to raise awareness about emergency preparedness, the Ready Force program, and recruit new members.
  - 2.2. Objective: Plan and hold the annual ROSE Refresh party (RAP).
  - 2.3. Objective: Arrange at least three MYN-style meetings or block parties to update the neighborhood's inventory of pets, skills, supplies, and equipment.
- 3. Goal: Strengthen Ready Force Equipment and Supplies**
  - 3.1. Objective: Inventory and map the existing Ready Force group equipment and supplies.
  - 3.2. Objective: Create a comprehensive list of Ready Force and resident emergency equipment and supply recommendations.
  - 3.3. Objective: Develop a prioritized list of additional equipment and supplies required to bolster readiness.
  - 3.4. Objective: Identify and secure essential resources, such as training materials, equipment, and supplies, through RVI, RV foundation grants, and external funding opportunities.
- 4. Goal: Develop an Education and Training Curriculum**
  - 4.1. Objective: Update written documentation and procedures for volunteers with Ready Force medical kits.
  - 4.2. Objective: Create at least six short videos related to emergency preparedness and disseminate them via the Rose Villa Activities Update and RVillagers website.
- 5. Goal: Increase Collaboration with RVI's Ready Force Liaison and with the RAP team**
  - 5.1. Objective: Hold at least six regularly scheduled meetings between the Ready Force Executive Committee and Jim Willeford to collaborate on emergency preparedness planning.
  - 5.2. Objective: Produce an annual addendum to the RAP, providing an update on the current state of Ready Force preparedness.
  - 5.3. Objective: Begin collaboration with RVI's health services for disaster emergency medical planning.
- 6. Goal: Develop and Maintain Internal Documentation and Communication**
  - 6.1. Objective: Continue updates to the Emergency Response Guide (Red Binder) and distribute it to new community members.
  - 6.2. Objective: Consolidate Ready Force files and archival information on a shared Google Drive folder.
  - 6.3. Objective: Prepare the 2025 Strategic Plan and plan 2025 volunteer training exercises.
  - 6.4. Objective: Keep Touchtown and RVillagers Ready Force content up to date.

## Activity Schedule

The following table contains a tentative schedule for accomplishments of the 2024 objectives. The numbers preceding each objective cross-reference the objectives within this report's Goal and Objectives section.

| 2024 | Executive Committee                                  | Steering Committee  | Volunteers  | RV Community                  |
|------|--|---|---|-------------------------------|
| Jan  |  | 4.1 Update documentation and training material for RF medical kits          | 2.2 Plan ROSE Refresh Party                           |                               |
| Feb  | 1.1 Recruit students for CERT-Lite                   | 3.1 Inventory & map RF equipment and supplies                               | 1.3 Train Medical Volunteers & Update RF Medical Kits | 2.2 <b>ROSE Refresh Party</b> |
| Mar  | 1.1<br><b>Deliver CERT-Lite Training</b>             |   |   |                               |
| Apr  | 3.2 Develop a comprehensive list of resources needed | 3.3 Identify and prioritize additional equipment and supplies needed        |   | 2.1 Presentation              |
| May  | 3.4 Provide RVI with a list of resources needed      | 2.4 Update MYN spreadsheets. Identify 3 neighborhoods for MYN Block Parties | 1.2 Training Exercise                                 | 2.3 MYN Block Party           |
| Jun  |  |   |   | 2.3 MYN Block Party           |
| Jul  |  |   | 1.2 Training Exercise                                 | 2.3 MYN Block Party           |
| Aug  |  |   |   |                               |
| Sep  | 6.4 Review 2024 and Prepare 2025 Strategic Plan      |   |   |                               |
| Oct  | 5.2 Prepare RAP Addendum                             | 3.4 Apply for RV Foundation Grant   | 1.2 Training Exercise                                 |                               |
| Nov  |  |   |   | 2.1 Presentation              |
| Dec  |  | 6.4 Plan 2025 volunteer training exercises                                  |   |                               |

## Monitoring and Reporting

The executive committee will be responsible for the monitoring and reporting of progress toward achievement of the goals and objectives outlined in the strategic plan.

**Progress and Achievements:** The Ready Force executive committee will monitor the progress of the 2024 strategic plan and track its achievements using specific key performance indicators. These indicators include the number of training events, the number of participants, the completion of equipment and supply inventory & mapping, and the acquisition of additional equipment and supplies.

**Identifying Challenges and Improvements:** The executive committee will review training outcomes, gather participant feedback and assess the community impact of Ready Force activities. Based on this analysis, it will identify areas for improvement and make necessary adjustments to enhance effectiveness.

**Communication and Reporting Frequency:** The executive committee will regularly update the RVI staff liaison through bi-monthly emails and meetings. Progress will be shared with the steering committee during monthly meetings; Ready Force volunteers will be updated through steering committee meeting minutes and at volunteer meetings & training events. The Rose Villa community will be informed of updates and achievements during the annual ROSE Refresh Party and through internal RV communication media. The executive committee will also communicate with the RV Resiliency Action Plan (RAP) team through the monthly RAP/Resident meetings and provide an annual written addendum to the RAP Report.