Sonoma County COAD

Community Organizations Active in Disaster

2023 Winter Storms After Action Report

June 2023

Sonoma County COAD is a collaborative network focused on mitigating the impacts of disasters on Sonoma County residents. Learn more about Sonoma County COAD by visiting sonomacountycoad.org

ACKNOWLEDGEMENTS

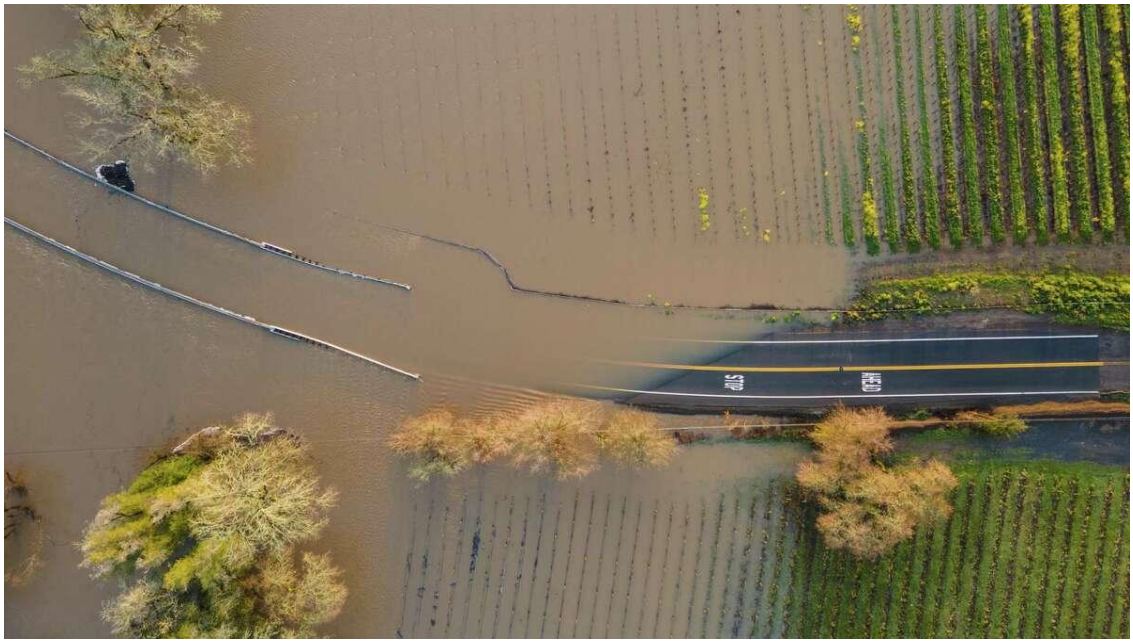
This report was authored by Jeanette Pantoja, Director of Sonoma County COAD with review provided by members of the COAD Governance and Operations Team. COAD would like to express a special note of gratitude for the dozens of staff from COAD member and partner agencies who participated in and shared their experiences during the after action reflection exercises.

For a list of COAD member agencies, please visit:
https://www.sonomacountycoad.org/committees/

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INTRODUCTION



Source: Brian Feulner/Special to The Chronicle

Sonoma County Community Organizations Active in Disaster (COAD) is a collaborative network that builds the capacity and coordination of local organizations to both prepare for and respond to disasters in Sonoma County. We support member organizations in supporting their operations, employees, and constituents while effectively aligning efforts with government entities.

On January 3rd, 2023, COAD activated[1] to respond to a series of atmospheric river events impacting Sonoma County. COAD remained activated for 16 days, making it our longest activation to date. During this time, COAD members and partner agencies mobilized to disseminate information, conduct wellness checks with community members, recruit and deploy bilingual volunteers, support shelter operations, help people evacuate, distribute supplies and financial assistance, and pilot a new recovery effort in partnership with the County.

The Recovery Support Center (RSC) pilot provided storm-affected community members with an opportunity to apply for financial assistance and access to non-profit and County resources, including food boxes and mental health and benefit enrollment support. RSC's were located in Guerneville and Healdsburg -

[1] An "activation" means that COAD is actively engaged in a disaster response or recovery.

two of the most storm-impacted communities - and the County established a hotline to improve access to community members on the coast. COAD recruited local organizations[2] to serve as anchors for each site, ensuring that community members were welcomed by a trusted presence. These anchor organizations along with volunteers from other COAD member agencies helped clients navigate the application process and resources at the Centers, conducted intakes, and assisted with communications and distribution of financial assistance weeks after the RSCs closed. Many other COAD members supported the initiative with outreach, volunteers, and supplies. The Recovery Support Center pilot was recently recognized with an award from the National Association of Counties for prioritizing equity in recovery.

As of May 2023, the COAD Long Term Recovery Group continues to assist storm-impacted households with long term recovery services and financial assistance.

This report summarizes the activities of COAD's 2023 Winter Storm Activation and the experiences and feedback of COAD member organizations shared through a series of reflection exercises. The report concludes with action steps responsive to the feedback from our members.

COAD Disaster Mission
Minimize the impact of disasters by collaborating and coordinating services among nonprofit organizations and local disaster management/local government.

Specifically, COAD will prioritize the following:

- Leading and supporting an equitable disaster response
- Disseminating information to nonprofit organizations
- Identifying gaps and duplicative services
- And communicating to those who can work to resolve issues

[2] The anchor organizations were Corazon Healdsburg and Nuestra Communidad in Healdsburg and West County Community Services, River to Coast Children's Services, and Cafecitos in Guerneville.

COAD'S IMPACT IN RESPONSE TO THE WINTER STORMS

In January 2023, Sonoma County was impacted by a series of atmospheric rivers, resulting in power outages, flooding, and weeks of lost wages for many workers. Sonoma County COAD activated to support community members affected by these storms. The numbers below provide a snapshot of the collective impact of these organizations:

Duration of Activation: 16 days

COAD liaisons at the Emergency Operations Center: 3 liaisons rotating in 2, 6-hr shifts/day

Emergency Shelter Clients Served: 65

Recovery Support Center Clients Served: 1,110

Bilingual Volunteers: 36 volunteers serving across 11 days, 4-8 shifts/day, at 3 locations (shelter, RSCs)

Financial Assistance:[4] $1 million approved by County for emergency financial assistance

Other Aid: $900 in clothing to shelter clients

COAD Member Engagement

- Members Mobilized: +50
- Staff Hours Across COAD Organizations: +1920 hours[3], including 792 hours by anchor organizations at Recovery Support Centers (RSCs)

Food Assistance

- +795 meals and +300 snack items at emergency shelter
- 30 "bags of love" grocery items delivered to Forestville Youth Park evacuees
- 19,018 pounds of culturally appropriate food boxes distributed at RSCs (value: $42,464)
- 350 meals + 200 pizzas at RSCs

[3] Total staff hours based on the reported hours of 12 survey respondents. Many more COAD members committed staff time to the response effort that went unreported.

[4] At least six other organizations distributed emergency financial assistance in the form of gift cards during the activation, but the total amount distributed was not calculated for this report.

STORIES OF COLLABORATIVE RESPONSE

COAD's impact in disaster is only possible through the collective efforts of our members. The following two stories exemplify how this collaboration happens.

COAD connected Burbank Housing Resident Services Coordinator to WCCS and 211 to help evacuate residents affected by multi-day outages.

In response to widespread outages caused by the winter storms, Pacific Gas & Electric (PG&E) activated the 211 Call Center to give care coordination to individuals with Access and Functional Needs, especially those that are electricity dependent, who were experiencing power outages. A Burbank Housing Resident Service Coordinator (RSC) elevated needs experienced by residents of a Guerneville housing site, who had been without power for four days, to the COAD Food and Communications Committees. The Committees were able to facilitate connections to West County Community Services, which provided financial resources to tenants at the site, and to the 211 Director. The 211 Call Center center connected with each of these residents to learn about each household's needs, which were primarily water, food, and hotel stay to take a warm shower. 211 was able to book hotels for several of these residents. As the housing site continued to be without power for another four days, the 211 team continued to assist with hotel vouchers, food, and referrals.

COAD mobilized members to support an informal RV evacuation site at Forestville Youth Park.

Flooding along the Russian River prompted up to 30 residents living in RV's to temporarily evacuate to the Forestville Youth Park. The Emergency Operations Center provided evacuees with some support (i.e. portable bathrooms, bottled water, and hygiene kits). The COAD EOC liaisons informed West County Community Services, which then deployed outreach staff to check-in with evacuees. As needs for food emerged, the COAD Food Committee organized a response by Sonoma Family Meal and Food for Thought to provide warm meals and shelf-stable grocery items.

ACTIVATION TIMELINE

Before Jan 3rd: **12/29** COAD launched soft activation & convened leadership team call; Launched flood preparedness resources on web and social media		**3** County activates EOC liaisons, COAD activates, Gov & Ops team convened, Comms Com. activated	**4** COAD liaisons begin shifts at EOC (8am-8pm), COAD members notified of activation	**5** Shelter opened, Emergency Volunteer Center activated, COAD staff volunteer @ shelter	**6** COAD staff @ shelter, shelter food operations transition to Ceres	**7** Fort Ross Community Support Center (CSC) opens
			Daily Leadership Teams Briefs			
8 Bodega Bay and Guernevill e CSCs open	**9** Occidental CSC opens w/ comp. listeners, COAD membership activation call	**10**	**11** Recovery Support Center Planning begins	**12**	**13** Shelter closes, County approves EFA and navigation funding	**14**
Daily Leadership Teams Briefings						
15 Guernevill e RSC launched	**16** Healdsburg RSC launched	**17** RSC hotline planned	**18** RSC hotline launched, Guernevill e and Healdsburg RSC's closed	**After Jan 18th** 1/20 RSC hotline closed 1/31 County BOS approved $1 million in EFA, an increase from $300,000.		

AFTER ACTION ENGAGEMENT

Following the activation, COAD staff engaged member and partner organizations to learn more about their experiences during January's storms and to solicit their feedback on our response efforts.

COAD Leadership Hot Wash

On February 7th, COAD leadership, consisting of the Governance and Operations Teams, participated in an in-person, two-hour Hot Wash exercise. A Hot Wash is a debrief exercise conducted immediately after the response events to identify strengths and weaknesses of the response effort.

After Action Survey

COAD invited members and other community organizations active in the response to participate in a brief survey about their response activities and feedback on COAD's activation efforts. The survey was translated in English and Spanish. 12 responses were collected.

General Membership Meeting After Action Exercise

COAD staff facilitated an After Action feedback and discussion exercise during the March 23rd COAD General Membership Meeting. In small and large group discussion, 31 participants shared their organization's experiences during the activation and feedback on what went well and areas for improvement related to COAD's collective response.

Committee Debriefs

The COAD Food Group, the Communications Committee, and the Emotional and Spiritual Care Committees additionally conducted their own debrief sessions. Key findings from these debrief sessions are included in this summary.

AFTER ACTION FINDINGS

COAD's after action findings are organized into five key areas:

- Response Activities of COAD Member Organizations
- What Worked Well
- Challenges and Opportunities to Pivot
- Storm Impacts on Sonoma County residents

Response Activities of COAD Member Organizations

On January 3rd, Sonoma County COAD mobilized to respond to the winter storms. The activation period lasted 16 days, concluding with the Recovery Support Center pilot effort. During that time, COAD members and partners:

- Disseminated bi-lingual information about the response in coordination with the County Public Information Officer (PIO) through social media, text and video messaging (e.g., Whatsapp), radio, phone, email, and word of mouth, etc.
- Supported emergency shelter operations with volunteers, feeding, donations, and implementation of measures meant to make the shelter feel welcoming to people regardless of immigration status or English-language proficiency.[5]
- Participated in the development of the RSC pilot within the EOC and advocated for the needs of community members affected by winter storms.
- Supported implementation of the Recovery Support Center pilots by disseminating information and doing outreach to potential clients, welcoming clients and helping them navigate the RSC process, conducting intakes in English and Spanish, distributing food and supplies, etc.

[5] The American Red Cross, which operated the shelter, is a COAD member.

- Helped people evacuate from the evacuation warning zone and secured transportation and temporary hotel accommodations for people with Access and Functional Needs (AFN)
- Provided translation and interpretation support for community members navigating emergency services at the shelter, recovery support center, and other settings
- Deployed compassionate listeners to Community Support Centers and Recovery Support Centers
- Transported and distributed essentials (e.g., food, clothing, generators) and financial assistance (e.g., gas and grocery gift cards)
- Conducted wellness checks
- Assisted community members with resource navigation and applications for financial assistance and other services

What Worked Well

The winter storm response was the first real time test of COAD's new Activation Plan and Communications Protocol, which were developed in 2022. COAD's ability to effectively execute this plan underpins many of the actions members identified as examples of "what worked well" within COAD's response. For example:

- COAD leadership, consisting of the Operations and Governance teams, checked in daily via Zoom and through Whatsapp. Daily briefings provided an efficient mechanism to surface issues and unmet needs, solicit feedback on emerging plans and response measures within the EOC, and delegate among COAD leadership and committees.
- Committees facilitated effective communication and organizing among members to elevate unmet needs to the Communications Committee and EOC liaisons and to coordinate response activities to meet needs of community members most impacted by outages and wage losses.
- COAD provided daily updates to COAD membership and convened a virtual call for the entire membership on the seventh day of the activation

to provide updates and surface unmet needs. The information provided by members at this meeting was pivotal to the County's decision to establish the Recovery Support Center pilots.

COAD forged new relationships with West County organizations that enabled these organizations to be part of the coordinated response. COAD has been focused on cultivating relationships with organizations in West County, such as West County Community Services, and in the Sonoma Valley to address gaps in representation. COAD was able to activate these new relationships to bolster our response in West County, especially the Russian River area. COAD also made new connections with West County organizations during the response, including Russian River Alliance, River to Coast Children's Services, and Cafecitos. The strong turnout of community members to the Guerneville RSC is largely credited to these groups. Several also helped execute the RSC effort by acting as anchor organizations.

COAD maintained a focus on equitable response through advocacy for language access and cultural responsiveness on multiple levels. COAD elevated issues related to inclusive signage at shelters and RSCs, interpretation and translation in emergency communications, linguistically and culturally competent volunteers and staffing at shelters and RSCs, culturally relevant food assistance, funding for anchor organization staffing. COAD additionally developed a new translation protocol to enlist trained translators/interpreters to provide back-up support. A COAD representative was also onsite the first day of the emergency shelter launch, providing on the ground observation and support with implementation of our recommendations.

Volunteers consistently reported having a positive experience. The County activated the Center for Volunteer & Nonprofit Leadership's Emergency Volunteer Center (EVC) early in the response. The EVC was primarily responsible for recruiting and scheduling volunteers and coordinating with onsite supervisors. Other COAD members also supported the effort by publicizing the call for volunteers and even enlisting staff to sign up for shifts. Volunteers were able to

serve in different roles, pivot as needs emerged across different sites, and received clear oversight.

The County engaged COAD as a planning partner, integrating COAD into many aspects of EOC decision-making. Beyond the services they provide, community based organizations have expertise born out of the deep relationships they have with the communities they serve. At multiple decision-making points, the County leveraged this expertise by engaging COAD as a planning partner. WIthin the EOC, COAD liaisons were able to influence decisions related to emergency sheltering, evacuation planning, messaging and communications, and the recovery operation.

COAD mobilized our network to implement the Recovery Support Center pilots alongside the County. COAD liaisons helped co-plan the pilot and recruit members, who participated onsite as CBO site managers, volunteers supervisors, anchor organizations, bilingual intake volunteers, resource navigators, compassionate listeners, providers of culturally appropriate foods and supplies, and artists. Representatives from at least 17 different community based organizations participated onsite in some capacity. Many more COAD members also publicized the RSCs, ensuring that the opportunity for financial assistance reached individuals on the frontlines of the storms' impact.

For the first time, the County provided funding to support organizations' response activities. Ahead of the RSC pilots, the County approved $25,000 for anchor organizations' staff participation. Collectively, anchor organizations contributed more than 792 hours to implementing the RSCs. Community Action Partnership Sonoma and COAD staff additionally invested many hours distributing financial assistance in the form of gift cards following the RSCs, many of those hours in kind. Many more organizations also provided in kind staff hours towards the RSC effort and other response actions. Financial support for community organization response activities is crucial to the sustainability of these efforts, especially given the accelerating frequency of climate-driven disaster events.

Challenges/Areas for Improvement

Outreach/Engagement

- **COAD needs to continue outreach to and engagement of West County organizations.** COAD's capacity to communicate with and assist West County organizations was limited by lack of pre-existing relationships in remote areas of the county, including the north west coastal region.
- **Committees need greater membership participation to address burnout among existing members and to activate additional resources during activations.** Increased participation, particularly within the Communications Committee, could help alleviate burn out by allowing for less frequent, shorter shifts for members. In lieu of greater participation should it not be possible, the communication team may need to consider hours shift to match team capacity.
- **Continued outreach to and training for County stakeholders is needed to ensure their understanding of COAD's disaster role.** Despite COAD's great working relationship with the County Department of Emergency Management, our experience in the EOC demonstrated that many County staff outside of DEM still lack awareness of COAD and understanding of our role during a disaster (e.g. requests for COAD to provide out of scope services, having to advocate for inclusion in plans that affected or involved members). COAD could also improve how we share our impact and the response activities of our members, including to County Supervisors.

Information on Resources During Disaster

- **It was challenging to source real time information on disaster-related resources and services being provided by community organizations.** In previous disasters, COAD has requested that members update a Disaster Resource Directory up to once a day with information on resource

requests and offers. On the first day of the winter storm activation, we shared the directory template, but members did not utilize it. The 211 Call Center likewise struggled to get timely information on needed supplies like blankets, jackets, and gas vouchers. Moving forward, 211 and COAD are collaborating on an asset mapping initiative and updated approach for sourcing information on disaster-related resources.

- **COAD needs to continue reinforcing the disaster communications protocol with members.** Also, many members still contacted liaisons directly or only responded to information requests when contacted directly, rather than following the Communications Protocol and elevating requests and offers to the Comms Committee. The Protocol helps consolidate requests and offers to reduce duplications and manage the inflow of information to the EOC liaisons, helping to keep the liaisons organized and accountable.
- **More community education on when to call 911 is needed.** Several of the requests that came into the Communications Committee were from community members needing reassurance to call 911 for evacuation assistance or to report a hazard. Training for members and community members on when it is appropriate to elevate an issue to 911 vs. 211 vs. the COAD Communications Committee can help address some of these issues.

Food/Feeding

- **Food organizations need a clear understanding of the activation plan for feeding contracts with Ceres & other contracted food providers.** The feeding operation at the shelter started with a miscommunication about which organizations would be providing meals at the shelter, and what food supplies were specifically needed. Feeding providers also need clearer parameters about when to move to congregate meals, both in terms of what works on the shelter side and what is most feasible for the providers.

- **Food organizations want to understand the criteria for staffing food liaisons in the EOC.** COAD food committee members had previously been told that new food liaison positions would be assigned in future EOC activations, but that did not happen with this activation.
- **Across different response environments, better communication of food related needs could enhance the food response.** In future activations, the EOC could tie in the COAD Food Committee into the Community Support Center effort to provide food alternatives to MREs. Food organizations also provided meals and packaged foods to the Forestville Youth Park site and RSCs. At the RSCs, planners initially underestimate the demand for food supplies.

Mental Health & Emotional Spiritual Care

- **Greater coordination with the County Department Health Services (DHS) and training for COAD members is needed to support the spectrum of mental health and emotional spiritual care needs of survivors.** DHS deployed behavioral health specialists (BHSs) to the RSCs and to at least one of the Community Support Centers that had been established earlier in the response. COAD also deployed compassionate listeners (CLs) to some of these sites. While some people did utilize these services, several volunteers and COAD members observed that survivors' mental health needs weren't being adequately met. Reasons included lack of awareness and understanding of CL and BHS role and volunteers not knowing how to properly make a warm hand off or referral when they noticed someone was in crisis. RSC workers should have received a better orientation on the CL and BHS role. Integrating training on engaging and supporting survivors (e.g. psychological first aid, the COAD emotional care card) into the orientation could have also contributed to a better experience for clients.
- **The duration of the activation surfaced needs for managing stress and fatigue among staff of community organizations engaged in the response.** Several COAD members put in dozens of hours beyond their regular duties

into response efforts. Funding for dedicated nonprofit disaster response staff time and greater committee recruitment would help address fatigue by distributing responsibilities among more people. However, COAD still needs tools to alleviate the secondary trauma and stress our members experience during these traumatic, high intensity response events.

Recovery Support Centers: Operations & Messaging

- **People applying for assistance at the RSCs experienced long wait times, requiring RSC staff to pivot to conducting intakes.** Additional bilingual intake staff were needed to alleviate long wait times. Some staff who were at the RSC to provide other services and capacities (e.g., site supervision, mental health support, referrals and information about other community services) had to pivot and sub in for other intake staff and volunteers who needed a break or concluded their shifts. A future iteration of this pilot may require a shorter intake questionnaire and/or more intake volunteers, including additional bilingual County DSWs.
- **The purpose of the intake questionnaire was not clear to all applicants.** Some Recovery Support Center clients were intimidated by the many detailed questions in the intake. Recovery workers need to be able to provide a clear explanation of why questions are asked, what the information is used for, and perhaps more clarity at the beginning around what questions will not be asked (i.e. documentation status, etc.).
- **Community members encountered misinformation about eligibility for RSC financial assistance and inadequate communication about when assistance would be provided.** Some community members did not show up to the RSCs to apply for financial assistance, because they were under the false impression that assistance was limited to residents of specific areas or to agricultural workers. People also reported long delays before people actually received assistance. The delay was partly the result of needing to return to the Board of Supervisors for more funding and the time needed to analyze data, assign assistance amounts, and secure gift

cards. Regardless of the reasons, better communication and expectation setting with applicants was needed.

- **Future iterations of the RSCs should include more bilingual onsite services and referrals to community services.** Some community organizations and County departments (Human Services, Health Services, Economic Development Board, Community Development Comission) had staff on site dedicated to assisting with benefit enrollment (e.g. CalFresh), providing mental and environmental health services and information, and making referrals to non profit services. However, the need for bilingual services and the need to pivot bilingual staff to conducting intakes sometimes undermined access to these other resources, and more organizations and bilingual staff could have been recruited to provide a fuller complement of services (e.g., legal services, more bilingual mental health providers and enrollment specialists).
- **The back and forth with the community about exhaustion of funds made anchor organizations feel like it undermined anchor organization credibility.** The number of applicants for financial assistance overwhelmed the $300K in funding that had initially been allocated. The County's initial messaging that the funding had been exhausted and direction to turn away new applicants and later pivot to continue accepting intakes without a guarantee that more funding would be allocated made some of the anchor organizations feel like they could no longer continue their participation without potential damage to their credibility. Future efforts of this type will need a clear chain of command, which includes all partners and assigns more authority to the organizational hosts whose credibility is key to the success of the effort.

Transition to Recovery

- **The RSC approach failed to prioritize transition to long-term recovery for people needing these services.** Initial damage assessments gave the impression that damage to home and property was not adequate to justify a long-term recovery (LTR) operation. The RSC's were planned on

the assumption that most impacted households needed short term assistance to overcome the financial impacts of the storms. However, 85 households at the RSCs reported being permanently displaced from their storm damaged home and many other households experienced storm related damage to their vehicles or homes (not resulting in displacement). Data access issues, lack of an LTR triage and LTR-focused intake questions, delays in incorporating LTR partners and dedicated funding for LTR, lack of sufficient focus on property damage, full job loss, and other circumstances that would trigger long-term recovery support are among some of the challenges experienced in transitioning to long term recovery.

Storm Impacts on Sonoma County Residents

The following is a summary of data collected at the Recovery Support Centers and presented to the Sonoma County Board of Supervisors on January 31st.

Community Members Served at the Recovery Support Centers

- 423 people at the Guerneville Center (Jan 15-18)
- 651 people at the Healdsburg Center (Jan 16-18)
- 36 people through virtual hotline (Jan 18-20)

Number of People Determined Eligible for Emergency Financial Assistance: 926

Impacts to Housing Stability (among eligible applicants)

- 758 people (82%) did not think they would be "able to pay next month's rent or mortgage as a result of the rainstorm"
- 85 people (9%) were "displaced from [their] normal permanent residence as a result of the rainstorm" (home damaged or destroyed)

Impacts to Employment and Finances (among eligible applicants)

- 577 people (62%) had additional expenses as a result of the rainstorm (e.g., replacing food, generators, flood repairs)

- 682 people (68%) lost income due to the rainstorms
- 280 people (30%) lost their job as a result of the rainstorms

Top 4 Industries Represented Among EFA Eligible Applicants:

- Agriculture, Forestry, and Fishing (518 people or 56%)
- Other (141 people or 15%)
- Construction (76 people or 8%)
- Restaurant/Hospitality (61 people or 7%)

Next Steps to Implement Lessons Learned

Short Term (1-3 months)

- **Update the COAD Activation Plan** to integrate daily Leadership Teams check-ins, translation protocol, and other updates to the communications protocol.
- **Conduct asset mapping among COAD members** to better understand organizations' skills, expertise, and potential disaster services and resources. Also, maintain updated directories of COAD membership.
- **Collaborate with 211 to pilot an updated approach to collecting real-time information on disaster-related services and resources** from COAD members and partners.
- **Work with the Department of Health Services to clarify roles and expectations** related to supporting disaster survivors' mental health needs.
- **Update the COAD Onboarding Toolkit** to welcome and help new members and partners deepen their understanding of COAD's purpose, organization, functions, and protocols. The toolkit may include a brief slide deck, links to COAD resources and important documents, and short videos.

Medium-term (3-6 months)

- **Support the County Department of Emergency Management in the creation of a Universal Disaster Intake Protocol (UDIP).** The UDIP process

will result in a more streamlined disaster intake that can be adapted for use in temporary evacuation points, shelters, local assistance centers, and other environments where disaster survivors seek services. It will also include triage for long-term recovery to facilitate a quicker more effective transition to recovery for disaster survivors.

- **Develop planning checklists to support COAD EOC liaisons' and committees' participation in EOC decision-making.** Checklists should incorporate lessons learned for prior responses, including data collection steps to inform requests for food, supplies, volunteers, interpretation/translation services, and recruitment of organizations to have onsite presence at Recovery Support Centers and Local Assistance Centers.
- **Encourage members to deepen committee participation**. Work with committee chairs to recruit new members and to clarify committees' purpose and strategic goals. Develop processes for integrating new members during a disaster (e.g., develop just in time training)
- **Conduct training with COAD membership** on the COAD communications protocol and activation plan (regular, recurring training), appropriate use of 911 vs 211, compassionate support for disaster survivors, psychological first aid. Prioritize capacity building around these topics for General Membership meeting content.

Longer-term & Ongoing (6+ months)

- **Continue to conduct tabletop exercises** with leadership and members to practice and refine activation procedures. The next leadership tabletop exercise is planned for August 2023 and will focus on earthquake preparedness.
- **Continue to deepen relationships with organizations in areas where COAD has gaps in representation,** such as West County, Sonoma Valley, Bodega Bay, Northwest Coast, and North County**.** As part of the asset mapping effort, COAD will map our membership to better understand geographic gaps and gaps in organizations focused on specific populations (e.g.

people experiencing homelessness) or types of services (e.g. transportation).

- **Explore pathways for increased funding and reimbursement for organizations responding to disasters**. Activities may include working with CalOES and FEMA to clarify processes for CBO reimbursement, advocating for MOUs with County for CBO-provided services and supplies, facilitating collaborative grant funding opportunities.
- **Develop a COAD advocacy platform** focused on upstream drivers of vulnerability to disaster among frontline populations (e.g. factors driving disaster-related evictions, worker safety and disaster insurance)