



LISTOS CALIFORNIA

IMPACT REPORT

A People-Centered Movement to
Build Disaster Resilience MAY 2021







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Valley Vision, Inc.



May 2021

Dear Californians –

The people of California – especially those from communities who have been historically left out, shut out or forgotten – are some of the most resilient people in our state. Given various circumstances, they've had to be.

Instead of hoping this resilience could overcome barriers to disaster preparedness, the Legislature and Governor Gavin Newsom allocated funding to reach at least one million people with a new, more effective approach toward disaster preparedness for those most at risk and hardest to reach.

Through trusted community messengers and culturally competent resources, the Listos California campaign helped some 3.8 million highly vulnerable Californians get ready for wildfires, earthquakes and floods, before disasters strike.

This took invention, sweat, creativity and above all else, heart. Like all innovations that have come from California, we hope this effort will be shared, will be embraced, and will continue to evolve. It is our hope that our state will forever adopt a new identity of being better prepared. California is, and must continue to be, a state prepared for disasters.

To our colleagues at the Governor's Office of Emergency Services, we thank you for welcoming and embracing this campaign and its new approach. To our partners at Valley Vision, we offer our deepest gratitude for your wisdom, guidance and your service as the connective tissue of this campaign.

As we navigate what comes next, we must continue to hold up the life-saving importance of accessibility, relatability and continuously leading with a people-centered approach. Our approach to disaster preparedness must be for all.

In Preparedness,

A handwritten signature in blue ink that reads "Karen Baker".

Karen Baker, Architect and Co-Chair, Listos California

A handwritten signature in blue ink that reads "Justin Knighten".

Justin Knighten, Co-Chair, Listos California (July 2019 – February 2021)



May 2021

To all Californians,

Community-inspired solutions are at the heart of every project Valley Vision pursues as we seek to improve communities and the lives of those who live there. Never has that concept been more vibrant than in the Listos California campaign. As Listos California unfolded, community-inspired solutions came in an endless number of forms across the state – from massive farmworker events to virtual game shows to artistry rich in culture and meaning. All were aimed at empowering diverse Californians to be prepared for natural disasters, and even an unanticipated pandemic.

This work was made possible through a dynamic model of partnership between community-based organizations, subject matter experts, consultants, and government partners. There were key ingredients to making this partnership work: Co-Chairs Karen Baker and Justin Knighten who brought vision to the campaign; technical assistance and backbone support from Valley Vision, and community-based and service organizations across the state with expertise in reaching those most vulnerable as trusted messengers. These partnerships resulted in a powerful network of informed, empowered, and activated communities made more resilient through Listos California.

Valley Vision thanks the Governor and State Legislature for having the vision and courage to direct funds to establish Listos California. A new approach was critical. One that appealed to forgotten audiences. One that tapped the voices those audiences trusted. One that was not rigidly scripted. A new model has been defined, and millions of Californians are safer than they were just two years ago.

Valley Vision is proud to have worked on this campaign – advancing community-inspired solutions that make California a state that is more resilient, connected, and empowered. It was a privilege to partner with Cal OES and community-based organizations in this effort. The stories from communities across the state have inspired us and shown that working together, with the strengths of our diverse communities at the center, we can meet any challenge.

Sincerely,

Evan Schmidt
CEO, Valley Vision

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Acknowledgments



Preface

This final report represents a comprehensive summary of the work and outcomes of the Listos California campaign. This groundbreaking effort was people-centered, data-driven and far-reaching.

The first portion of this report was developed in a journalistic, story-telling style. Its narratives, photos and graphics are gathered here to help readers understand the overall people-based arc of the campaign, to see and hear from the diverse communities reached and educated, and to provide a window on the many strategies and approaches that organizations used to reach their goals.

The Blueprint section offers context around the origins of the campaign, explains its purposeful design and architecture, and discusses lessons learned along the way. It has relevance for those seeking to replicate the Listos California model, or aspects of it.

The Evidence section analyzes campaign data from July 1, 2019, through April 30, 2021, related to the activities of community-based organizations, volunteer and service groups, and communications teams. The results

demonstrate the campaign's reach across diverse and vulnerable populations. This section highlights the most effective designs, strategies and activities as they pertain to different social groups and regions of California.

The Path Forward portion of the final report reflects on both the challenges and successes of the campaign. It offers commentary on the future of Listos California, as well as guidance for others seeking to adopt the approach in their own communities.

One of the important considerations of the Listos California campaign and this report is that our state consists of many cultures, races and ways people identify themselves. This report celebrates and honors these diverse perspectives. The report generally refers to Latino/a cultures, while recognizing that the terms Latino, Latina, Latinx and Hispanic are valued and meaningful descriptors as well. The same goes for Black and African American communities; gay and LGBTQ+ communities; Tribal and Native American communities; and Asian/Pacific Islander communities including those who speak or identify specifically with Chinese, Korean, Filipino, Punjabi, Vietnamese, Hmong and other languages and cultures. 🌐



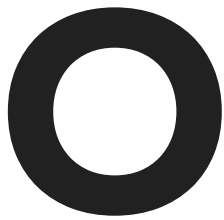
The Opportunity In Times of Crisis, Inequities Run Deep





“As climate change advances, communities across the United States are adapting to the increased threat of wildfires, drought, heatwaves and infectious diseases. Now more than ever, it is crucial to understand how these events amplify existing inequalities, and how to lessen the resulting harms.”

— University of California, Irvine professor and environmental justice expert Michael Mendez.



On Nov. 8, 2018, a wildfire like none before swept through the Northern California town of Paradise. Known as the Camp Fire, it destroyed nearly the entire community, caused 86 deaths and marked the deadliest wildfire in state history.

Striking two days after Gov. Gavin Newsom was elected, the Camp Fire marked a turning point for California’s leaders. It put a spotlight not only on the growing disaster risks we face as a state, but on those who bear the greatest brunt – our most vulnerable people. Headlines captured the chasm: “Poor, elderly, and too frail to escape: Paradise fire killed the most vulnerable residents.” (*Los Angeles Times*, Feb. 10, 2019.)

The disparities were punctuated by subsequent crises including a steady march of wildfires driven by climate change, the worst global pandemic in a century and the deep recession of 2020. The police killing of George Floyd, a Black man, in May of that year in Minneapolis spurred protests across the nation against police brutality and forced the country to confront longstanding racism and systems of bias and oppression. The collective harms from these forces have been well documented:

“California is seeing fires that burn larger and hotter on average than ever before.”

(*California Air Resources Board*, May 15, 2021)

“Wildfire Smoke Poses Greatest Risk to Low-Income Residents, People of Color, Experts Say.” ([Capradio.org](https://www.capradio.org), Aug. 20, 2020)

“Economic Fallout from COVID-19 Continues to Hit Lower Income Americans the Hardest.” (*Pew Research Center*, Sept. 24, 2020)

“Communities of color more often face environmental hazards such as water and air pollution, storms, and heatwaves, an imbalance now amplified by the pandemic.” (*Public Policy Institute of California*, Aug. 5, 2020)

“Inequity at the Boiling Point: Heat, Smoke and Covid Are Battering the Workers Who Feed America.” (*New York Times*, Aug. 25, 2020)

These realities underscore the urgent need to create a more inclusive, accessible and culturally responsive disaster preparedness system. Thanks to mindful elected officials and passionate community-based organizations, California has chosen to invest in a new strategy to help the state’s most vulnerable residents prepare for and survive disasters. 🌐



Listos California launch event in Sacramento, CA.

A Movement Unfolds: Disaster Preparedness Transformed

LISTOS CALIFORNIA IMPACT REPORT

Following the 2018 Camp Fire and loss of Paradise, Gov. Gavin Newsom and the California Legislature came together to create a new level of resiliency in communities at risk for disasters. Through urgency legislation, they allocated \$50 million to fund a new campaign: educating and empowering the state's most vulnerable people to become prepared and ready to withstand the inevitable emergencies in our future.

The mission soon became a movement.

The new emergency preparedness campaign was named "Listos California," drawing on the Spanish word for "ready." It was established as a joint effort between two state agencies: California Office of Emergency

Services and California Volunteers. But the effort went far beyond these two state offices to mobilize more than 300 community-based organizations and volunteer and service teams up and down the state. Business, civic and government entities also became critical partners.

The goal was at once bold, deliberative and caring. More than one million of California's most socially vulnerable people – older adults, people with disabilities, those living in poverty and people with language barriers – would be provided resources and support to become better prepared for disasters. These were people often overlooked by traditional preparedness messaging and materials, yet the most

vulnerable when emergencies strike. Among them are many who strengthen California with their contributions and sacrifices as farmworkers, food plant employees, and low-wage workers in essential businesses and industries.

“Unprecedented” was how Rico Peralta, who led the campaign in Fresno and Madera counties, described the approach.

“When it comes to preparedness, for a lot of people, every day is survival,” said Peralta, director of program and training at United Way Fresno and Madera Counties. The campaign, he said, made the messaging “much more culturally appropriate and accessible.”

Driven by Data, Inclusiveness, People and Realities

The approaches and resources of Listos California were driven by research, data and technology. Materials were deliberately prepared to be culturally and linguistically inviting, accessible, respectful and useful. Outreach, likewise, was intentionally designed to be people-centered and people-powered, with state funding flowing out to local community groups whose leaders and members knew best how to reach their vulnerable communities.

The campaign focused on 24 of the state’s 58 counties. Six counties were identified based on historical devastation caused by disasters, with the remaining 18 selected through a competitive process. In these counties, community-based organizations were selected to lead and work with subgrantees to implement the campaign. Thanks to additional partnerships with volunteer and service teams including AmeriCorps, Community Emergency Response Teams, Fire Safe Councils, veterinary organizations, the LISTOS program and others, the reach of the campaign extended across 49 counties in all. →

Listos California: At a Glance A Transformative Disaster Preparedness Campaign

\$50 million allocation by the Governor and Legislature in 2018 Budget Act.

24 targeted counties in California.

300-plus community-based organizations and volunteer and service organizations involved.

3,878,752 educational engagements achieved as of April 30, 2021 (more than tripled the goal of 1 million)

16,192,192 additional impressions from communications to help people during the pandemic.

Materials and audio files produced in **20+ languages**.

Responsive to the needs of older Californians, people with disabilities, those living in poverty and people with language barriers.

Cross-sector partnerships including government, business, civic and nonprofit sectors.

People-powered. Local flexibility. State accountability.



Door-to-door outreach in San Bernardino County.

The efforts that unfolded were as varied as the landscapes of California and as diverse as those who live there. Refugees in cities. Workers in fields and vineyards. People living in cars or shelters. Older Californians in residential centers. People with disabilities and their caretakers. These were but a few of the diverse groups reached by Listos California.

The campaign sought to meet people where they were. This meant connecting with them not only where they live and work, but also where they reside emotionally, culturally and linguistically.

The mental health impacts and emotional toll of the pandemic and recession, for example, played a key role in how community-based organizations and service teams designed their outreach approaches. In Tulare County, for example, campaign implementers developed flyers about mental

health impacts that can arise during crises such as the pandemic and incorporated them with disaster preparedness outreach.

Likewise, racial and social injustice brought front and center during 2020 became a critical lens for driving conversations between emergency planners and their communities to increase understanding about the disaster preparedness needs of people who are struggling and marginalized.

By April 2021, the campaign's goal of reaching 1 million vulnerable and diverse Californians was not only met but more than tripled: Listos California documented 3.8 million interactive engagements that helped people become better prepared for disasters.

The Movement Takes Hold

The outcomes were practical and

empowering. Throughout the state, those reached by the campaign listened, absorbed and acted. They packed Go Bags and Stay Boxes. They signed up for alerts. They mapped evacuation routes and made contact lists of key friends and family members. They urged their families and neighbors to do the same.

“Preparedness helps empower people in the face of disasters,” explained Tammy Alaksay, program coordinator with North Coast Opportunities, Inc., a nonprofit that led the campaign in Lake County, where numerous wildfires raged over the last decade. “We’re trying to help them to realize that if they are prepared, it gives them the power to deal with it.”

Over the course of the campaign, community-based organizations and volunteer and service teams provided quantifiable data about engagements as well as narrative accounts of their outreach activities. These accounts now serve as both a record and a roadmap for reaching vulnerable and diverse communities.

One such account came from Rosa Maria Hammar, community outreach manager for Catholic Charities of the Diocese of Santa Rosa, which implemented the campaign in Napa and Sonoma counties. She described the Listos California training that she delivered at the Nightingale shelter in Napa County, which provides post-hospitalization care, including help in accessing housing and mental health services, for people experiencing homelessness.

“I was overjoyed,” she wrote, “to see that these shelter residents were interested in learning about disasters and in preparing a plan of their own... I think we often forget that these people are precious human beings who have their own unique life stories.”

The Challenge and Opportunity of the Pandemic

Just as Listos California was taking off, the COVID-19 pandemic arrived. Its impact was profound. Suddenly, a campaign designed to get in front of public disasters was operating amid an actual public emergency – one that encompassed everyone.

The illness, deaths, and economic and emotional hardships of the pandemic hit hard. Significantly, those most in need during the health crisis were the same vulnerable people Listos California sought to reach.

“When we started the campaign, never in a million years did we imagine we would go through a pandemic,” said Amalia Gasca, program manager for El Sol Neighborhood Education Center, a Listos California grantee in San Bernardino County. To Gasca and others, the sudden uncertainty about survival, which prompted people to rush to stores to secure food and personal supplies, underscored the need for disaster readiness. “With the pandemic,” she noted, “it opened our eyes that we really do need to be prepared.”

Campaign partners adapted by providing preparedness information through online and other safe channels, and also outreach aimed at saving lives and keeping people healthy. This work was conducted in close partnership with key state agencies and resulted in the campaign reaching more than 16 million people with COVID-19 communications.

This Campaign highlights the fact that California cannot return to a traditional approach to preparedness that fails to take these high-need communities into account – and actually make them front and center. Helping vulnerable and diverse communities to become more disaster ready and resilient promises to help all of California as we face future disasters together. 🌀

Our Foundation: Community-Based Organizations

The people-centered approach of the Listos California campaign was shaped by a key report that drew on real experiences and voices within communities.

Called “Building Disaster Resiliency: A Roadmap for Investment and Innovation in California,” the report was funded by the James Irvine Foundation. It marked a collaboration between statewide community leaders and California Volunteers, the state office tasked with engaging Californians in service to respond to challenges including disasters. The purpose was to explore and prioritize solutions to enable greater

community-based disaster coordination.

The author, Monitor Institute by Deloitte, drew on research and analysis, interviews and workshops held in Northern and Southern California. The report noted that the public sector and first responders had demonstrated success in saving lives and property during disasters. However, in an important conclusion, the document emphasized that more focus should go toward leveraging nonprofits, community-based organizations, and faith-based and private-sector resources that can be deployed before, during and after such events.

This study played a critical role in informing



Governor Gavin Newsom announcing the Listos California campaign

and shaping the campaign's design, which relied on community-based organizations to deliver emergency preparedness training and information to their diverse local communities.

California Volunteers Chief Service Officer Karen Baker saw the need for the study following her 14 years working to help communities respond to disasters. Timing-wise, the report's July 2019 release coincided with another notable development: the commitment by Governor Gavin Newsom and the California State Legislature to invest \$50 million in the California For All Emergency Preparedness Campaign, which soon became Listos California.

The gap analysis within the Monitor Institute by Deloitte's report highlighted the natural next step for these two streams of related work: funneling the state's new disaster preparedness investments to community-based organizations to directly implement the campaign on their home turfs.

Baker went on to become the campaign's chief architect. And the data-driven findings of the "Building Disaster Resiliency" report formed the ethos of Listos California: trusting community partners. Meeting people where they are. And speaking to them in respectful, accessible and culturally competent ways. 🌐



Language and Culture

The Heartbeat of



Listos California

LISTOS CALIFORNIA IMPACT REPORT

Laura Cortez, Listos CHW/
Promotora,
El Sol Educational Center

PHOTO BY THALIA GOCHEZ



Jakara Movement staff and volunteers at a health and resource fair in Selma, CA.

Listen closely, you can hear them.

The languages of California.

They are Chinese and Hmong, Spanish and Vietnamese, Korean and the indigenous dialects of Oaxaca. There are more than 200 languages spoken by the people who compose the colorful quilt that is California, stretching from the rugged Mendocino coastline to the fertile Central Valley and desert-dry Inland Empire. Their

voices belong to farmworkers and students, children and older Californians, people who are gay and straight, those without a home and housed.

For too long, many have been left unprepared and vulnerable in the face of wildfires, floods, earthquakes and other emergencies.

That picture shifted with Listos California. The campaign, which marked the first statewide

effort to help vulnerable communities prepare for disasters, employed an array of strategies as creative and diverse as the people who were reached.

The effort was grounded in the principle that disaster readiness information should be accessible and culturally competent. As a result, the campaign developed its initial materials in the six languages most common among vulnerable populations in the 24 targeted counties: Spanish, Chinese, Korean, Vietnamese, English and Filipino. The campaign also ensured that website content was provided in easy-to-understand language and translated into Chinese, Filipino, Korean, Spanish, and Vietnamese, and that all printed and online materials were compliant with the Americans with Disabilities Act.

The Listos California campaign dove deep, plumbing the assets of California's cultures. In the process, art emerged as a powerful centerpiece and languages were celebrated. Even naming the campaign Listos California – "listos" is Spanish for "ready" – was intentional in a state with 15 million Latinos, many of whom are among those most vulnerable to the physical and economic ravages of wildfires, earthquakes, floods and global pandemics.

Connecting with the state's broad range of communities required imagination and the recognition that traditional strategies would need retooling. If the campaign demonstrated anything, it was that cultures are not monolithic and that reaching all people demands listening and a humble approach.

A Focus on Diverse Languages and Cultures

Listos California's leaders determined that the best way to reach vulnerable populations was through local community-based organizations. These are trusted brokers who know their neighbors, speak

Language Matters

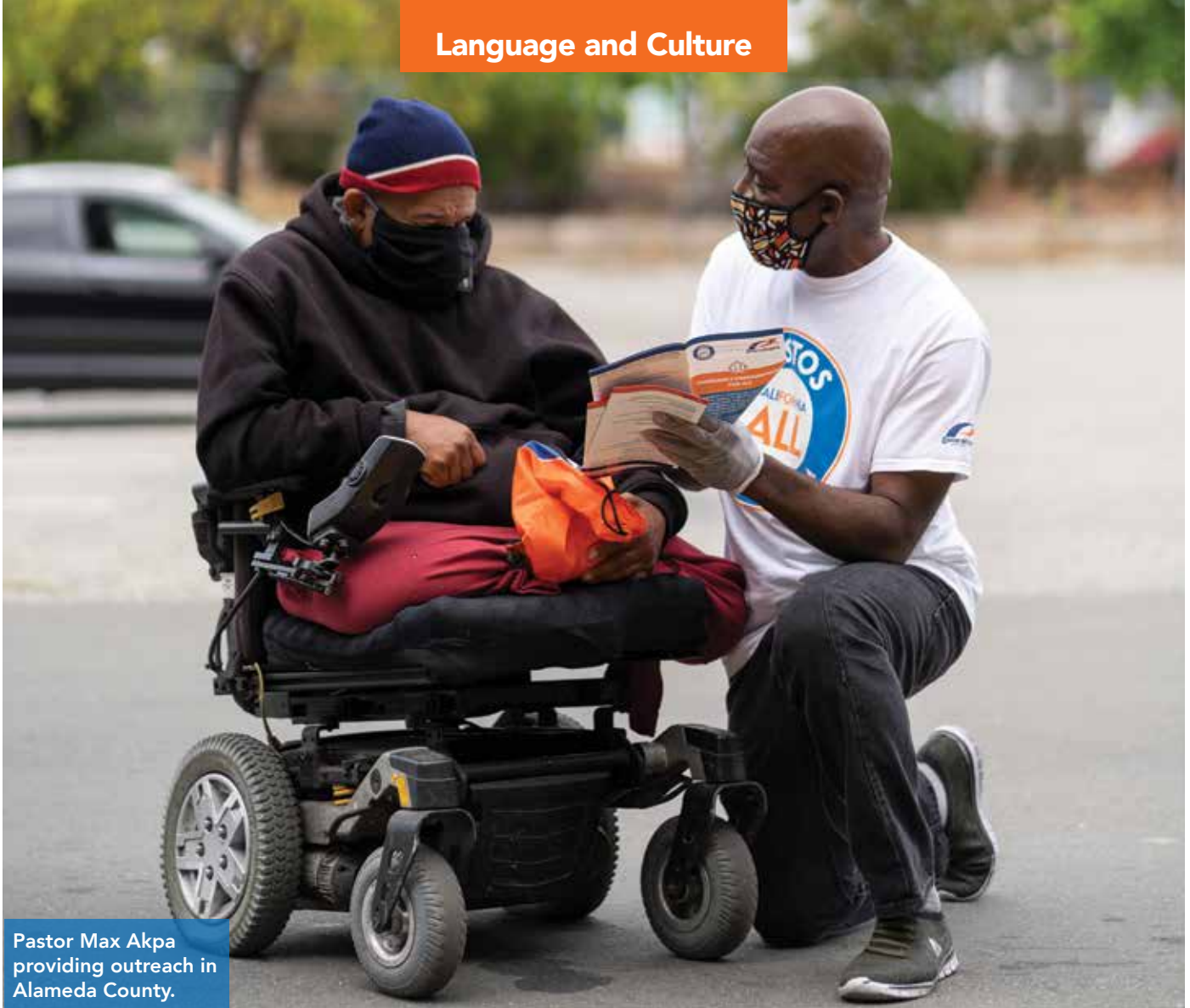
The Listos California campaign used data and research to develop preparedness materials in six languages most commonly spoken by vulnerable populations in the 24 targeted counties: Spanish, Chinese, Korean, Vietnamese, English and Filipino.

As the campaign unfolded, however, state and local leaders realized they needed to do more. At the state level, materials were translated into Hmong, and audio files were created in multiple languages rooted in oral traditions, such as Purepecha, Mixteco and Zapoteco. Local leaders were given flexibility to develop additional language-based materials tailored to the particular populations they were serving.

their languages and understand their needs in ways that local emergency responders at times may not. And, as it turned out, campaign leaders had to practice humility, realizing time and time again that there was much to learn.

For example, as the effort unfolded, community groups informed the campaign they needed materials translated into Hmong, in addition to the other languages initially selected. The campaign also learned that Spanish was not universally understood or used among all in Latino communities. In Fresno County, for example, many people, especially in the targeted farm labor





Pastor Max Akpa providing outreach in Alameda County.

communities, speak languages rooted in the oral traditions of Mexico.

"We're doing this for vulnerable farmworkers," said Rico Peralta, director of program and training at United Way of Fresno and Madera Counties. "They don't read these languages. They speak them."

Additionally, for those without computers, the campaign's thinkers and implementers developed a variety of learning tools delivered via mobile phones, including a text messaging curriculum and audio files in multiple languages.

Accessibility is Key

The team at Listos California knew that to reach everyone, the information had to be

accessible and understandable. This was especially true for people with disabilities, who are historically underserved when it comes to emergency preparedness.

"We know they are the people most likely to die in these mass emergencies or disasters," said Lewis Kraus, director of the Center on Disability at the Public Health Institute, which received Listos California grant funding for efforts in Alameda, El Dorado and Nevada counties. "The reason is that they either never got an emergency preparedness message, or the message provided was not taking into account their needs."

People who are deaf or hard of hearing, for example, use closed captioning or sign

**“We’re doing this
for vulnerable
farmworkers. They
don’t read these
languages. They
speak them.”**

**— Rico Peralta, director of program
and training at United Way of Fresno
and Madera Counties.**

language interpreting to understand video messages. Those with reading challenges are often helped when content is written in a code readable with assistive technology. And, Kraus said, people with disabilities need personalized plans.

When the pandemic hit, Listos California developed a set of preparedness materials designed to guide people with disabilities, as well as their caregivers. Among the materials: A “health profile” for both individuals and their caregivers to capture necessary lifegiving details, including emergency contacts and individual means of expression.

Understanding the Unique Needs of Those Being Served

Building out the Listos California strategy meant being not only sensitive to people of different generations, ethnicities, races, and gender and sexual identities, but also to certain realities within these groups, such as

housing or immigration status.

The community-based organizations were well positioned to understand, for example, that communication could be inhibited by fear and distrust of authority figures based on a culture’s traumatic experience with police or government officials. To reach those worried about deportation, community group leaders in some cases took steps to ensure that representatives who were sent to educate and inform such individuals did not appear to pose a threat.

Listos California also recognized that an emphasis on the importance of self-sufficiency, especially in the event of a disaster, would resonate deeply with many groups. This included Native American communities, which cherish sovereignty, and other marginalized populations who may be left behind when disaster strikes. In Mendocino County, for example, organizers reached 300 households in a rancheria of the Hopland, a Pomo Indian Tribe, by providing food, culturally relevant information on caring for elders during the pandemic, and resources for surviving disasters.

Making materials and messaging culturally relevant could be delightfully playful, as it was in San Bernardino and Monterey counties. There, community organizations created their own versions of the Mexican “lotería,” the colorfully illustrated game akin to bingo, to teach the Five Steps to preparedness. Music, lyrics and rhythm were celebrated in a bilingual campaign song and dance called “I’m Ready, Listos California,” a creation as catchy as any in the pop video world.

In many places, teams on the ground connected with their targeted communities by delivering Five Steps messaging along with other valuable resources. Among such strategic packaging:






- In Fresno and Madera counties, fresh produce from local Hmong farmers was delivered to Hmong residents by HandsOn Central California and the Asian Business Institute and Resource Center.
- In Mendocino County, vegetable plants and seed packets were distributed to immigrant communities struggling with food insecurity by the North Coast Opportunities Gardens Project.
- In San Bernardino County, assistance with utilities and rent, unemployment claims and food were provided to Black families through the Community Health Action Network (CHAN).

“Our most important strategy was to go where they are and have multiple touch points,” said Kisha Collier, CHAN program director. “We know when an emergency occurs, the responders may not be able to get to you as quickly as you need to them to, so you need to be prepared to keep your family safe.”

Listos California also understood the importance of multiple touchpoints, working with its communications partners to develop statewide campaigns targeting specific groups.

The “Talks with Mom” social media initiative, for example, put Asian/Pacific Islander mothers and children together for lovingly intimate video conversations about preparedness, drawing from personal experiences with disaster and addressing cultural barriers to preparation. The “InformaGente” initiative, developed in partnership with leading Latino organizations, featured Latino celebrities such as actor Jimmy Smits and state officials such as California Attorney General Xavier Becerra for frank conversations about vulnerability and preparedness. The videos drew millions of viewers on social media.

By tapping into the rich diversity of the state’s populations, languages and cultures, Listos California and its professional and community-based partners reinvented the notion of a government information and education campaign.

Together, they have begun the march toward making all Californians “listos.” 



Empowering Community Support in San Francisco Bay

In San Francisco's Chinatown, where hardships can run deep, the Listos California campaign tapped a network of committed community groups to deliver information and resources. The approach, employed throughout the region, enabled Chinese, Vietnamese and other culturally distinct communities to become better prepared for disasters.

The challenges in this densely populated environment are great, according to Michael Liao, director of programs for the NICOS Chinese Health Coalition. In Chinatown, for example, many residents live in overcrowded, aging buildings that could crumble in an earthquake. A majority of older adults are not educated beyond ninth grade and speak limited English. A third, Liao noted, live below the poverty level.

Thus, it was essential to deliver disaster preparedness information with accessible and culturally competent strategies.

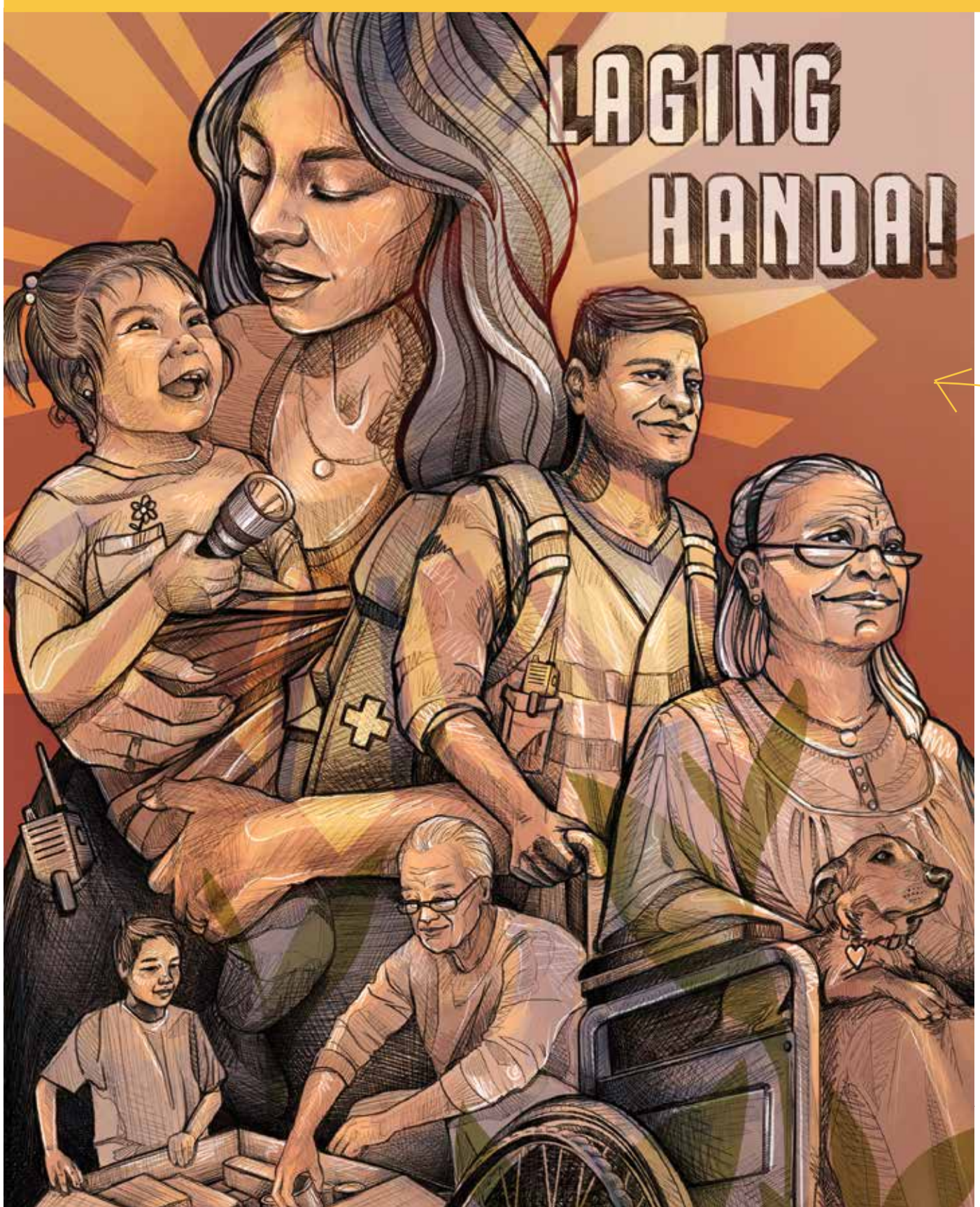
Listos California funded a nonprofit, San

Francisco Community Agencies Responding to Disaster (SF CARD), for the task. In turn, SF CARD deployed a wide-ranging collection of subgrantee organizations already active in San Francisco neighborhoods, including NICOS. The groups blanketed Chinese American and other communities with safety messaging and materials to help people survive not just earthquakes, but extreme heat, power shut-offs and the pandemic.

The groups navigated the socially distanced world of 2020 and found new ways to deliver. They set up tables at outdoor street events. They distributed information through food pantries. They made broad use of WeChat, the popular Chinese social media app. They focused on families and children with disabilities, older Californians and others vulnerable to disasters.

Through this approach, SF CARD leveraged a built-in support group for these communities, building upon longstanding connections and making new ones along the way. 📞

Artists' Gifts: Engaging. Empowering. Enduring.



Throughout millennia, art has celebrated, illustrated and even unified cultures. In all its forms, it is also a potent communications and empowerment tool, whether through the brush strokes of a painting, the animation of puppets or the lyric rhythms of a spoken word poem.

Listos California determined that disasters, which can devastate any community, may be especially frightening to think about for certain cultures. That's why campaign leaders reached out to artists of diverse backgrounds, perspectives and artistic disciplines. They asked the artists to use their voices to create resonant, relevant messages to address potential misperceptions and to inspire resilience across an array of communities.

The results reflect the stunningly beautiful breadth of California's people and cultures. Here are but a few snapshots.

- Sacramento-based artist **Franceska Gamez**, originally from the Philippines, works in various mediums, including painting, installations, and murals. With a belief that art has the power to make a statement, her recently completed mural, for example, decries racial injustice. Her mural-style project for Listos California depicts Filipinos at every stage of life preparing for a disaster. It bears the phrase "Laging Handa!" in her native Tagalog. It means "Always Ready!"



- Korean Americans will see their culture reflected in a piece by **Daniel Hyo Kim**. The Los Angeles-based artist took on flood preparedness by drawing on various Korean traditions, including quilt art called "pojagi," and a gambling game called "Go-Stop." He created an art piece using a neoprene life vest floating on a sea of blue to pursue themes of faith, scripture, and survival. He photographed the work for Listos California and plans to use it in future art installations.

- The bold, bright art of **Ernesto Yerena Montejano**, born in El Centro at the border with Mexicali, Mexico, draws on his love of his people and his indigenous heritage. He uses a stenciling technique learned as a child hanging out in his family's autobody paint shop. His work is layered with political urgency and themes of cultural solidarity. Yerena Montejano uses art to start conversations, including the piece he created for Listos California. The colorful portrait of a young, confident woman in disaster response gear has the words "¡Preparad@! ¿Y tú?" (I'm prepared! Are you?).
- For people who are deaf and hard of hearing, watching an American Sign Language (ASL) interpreter can be a lifeline. Bay Area artist **Laron Bickerstaff**, who communicates



with ASL and is part of the Creativity Explored studio collective, makes art with this essential tool in text-based pieces that demonstrate the power of words. His art marking the Black Lives Matter movement and the importance of voting in the 2020 election are now collectibles. For Listos California, Bickerstaff drew ASL handshapes with the English translation, "Be Safe, Be Aware, Be Prepared."

The campaign broadcast the visual messages through traditional, ethnic and social media channels and on the Listos California website. The approach reached its intended audiences. Data on followers of the campaign's social media accounts indicate that 90 percent are from the communities targeted by the Listos California campaign. The artwork also is being featured with in-language magnets, collateral and other products to communicate Listos California messages.

Besides its power to engage and inspire, art bears another valuable quality: it endures, ensuring that the rich creations of Listos California will live on. 🔄



Catholic Charities team in Imperial County providing support to migrant workers.



A Caravan of Compassion

On a chilly pre-dawn morning in May, they loaded their cars with information and their hearts with gratitude and headed to the border to greet the men and women whose work in California's fields and farms feeds Americans.

Isabel Andrade, a Catholic Charities Community Services supervisor in Imperial County, and her crew made their way to the ports of entry at the Mexican border in Calexico. By 3 a.m. they found their target audience — migrant workers loading buses for worksites throughout the region.

Andrade had used a key ingredient of the Listos California campaign: meeting her targeted population where they were. She found them through members of a United Farm Workers committee, who helped her with strategies for reaching some of the most vulnerable people in the region.

Andrade and the others surprised the farmworkers, who had traveled across

the border and were awaiting their work assignments in the darkness. The Catholic Charities group noisily paraded around the site in their cars, waving flags and shouting words of support and thanks through open car windows.

Her battalion then fanned out to meet the farmworkers, armed with Listos California disaster preparation materials, bags full of masks, hand sanitizer, bottled water and other supplies to provide protection during the spread of COVID-19. They offered brief explanations of the Listos California campaign's Five Steps for disaster readiness and why they are so important, especially in the midst of a pandemic.

"At two in the morning, most of us are asleep," Andrade said. "Their day is barely starting. We let them feel that there is someone who cares for them. We were reaching the unreachable."

The workers then got on their buses, hands and hearts full in the knowledge that both their hard work and their health matter. 🌐

Ambassador to Refugees: A Mask and a Message in Swahili



Womaniala Gerald preparing for outreach in San Diego County.

Fleeing persecution in Uganda and living for three years in a Kenyan refugee camp left Womaniala Gerald profoundly grateful to be alive and, fortunately for refugees living in San Diego, committed to their survival and success in the United States.

Listos California is grateful, too, that Gerald saw an opportunity to use his connections in the city's refugee communities to be a trusted source to deliver emergency preparedness information. Catholic Charities of San Diego, the primary Listos California grantee in San Diego and Imperial counties, enlisted Gerald as a subgrantee.

Gerald's roots in San Diego go back to 2007, when he first arrived in the United States. It was a lucky break, he explained, thanks to appeals to U.S. immigration officials, the Alliance for African Assistance and his

In partnership with the International Rescue Committee, Listos California in late 2020 created online videos and fact sheets in languages common to California refugee communities including Amharic, Arabic, Dari, English, Pashto, Russian and Tigrinya. The materials were distributed to service providers in San Diego, Los Angeles, Oakland, San Jose and Turlock.



reputation in the camp as a teacher.

Gerald quickly found a community of people from around the world, got a job at a 7-Eleven and also volunteered at the Alliance for African Assistance, which provides refugees with support for a short time after their arrival. But Gerald saw greater need and founded his own organization, Echoes of Faith, to provide refugees from Congo, Burundi, Somalia, Ethiopia, Eritrea and other countries help with housing, transportation and navigating government bureaucracy. He funded his work as an Uber driver and, more recently, as a licensed driving instructor.

Gerald sees his role as a mentor who can help lead refugees to independence. The Listos California messages resonated for him and for the people he serves.

"When I came here, I wanted to learn everything I needed to protect myself and to be in a position of service to others," he

said. "They are transitioning to another life. I tell them, 'You are not going to live this life forever; there will be a time when you are no longer a refugee. That means you knowing what you need to prepare for.' "

With his Listos California grant, Gerald set out to get 500 engagements. He embraced the work, scouring pockets of the city for refugees to educate.

His approach often began with a Listos California-branded mask, which he would offer to anyone who wasn't wearing one: "I'd say, 'Do you have a mask at home? I am willing to bless you with one beautiful mask from the state. I also have a flyer, a leaflet and a booklet with the Five Steps to emergency preparedness.' "

Gerald delivered his messages in English or his native language, Swahili, depending on the audience. His persistence paid off. He reached 4,000 people with Listos California messaging – eight times as many people as he promised. 🌐



Lori Luzader of Special Kids Connect, a CERV of Monterey County subgrantee.

It's Hard Enough Even Without a Disaster

The people at Special Kids Connect in Monterey County know that disaster preparedness is not top of mind for parents of kids with special needs.

"For these families, it's all they can do to get through the day," Executive Director Lori Luzader said. "They may be dealing with kids with behavior problems and they have trouble just making dinner. Getting them to think about the real possibility of a disaster that could put their family in great danger is not easy. It's not on their radar."

And yet, Luzader knows that kids with disabilities may be especially endangered in an emergency or disaster. A child with autism or other disability may be so fearful that she hides if she hears screaming sirens or sees a

masked responder loaded with equipment entering the house.

"If they can't find them, they can't save them," she said.

As one of the agencies that partnered with Listos California grantee Community Emergency Response Volunteers, Special Kids Connect was determined to make disaster preparedness messages relevant — and fun — for the whole family with a series of events in both English and Spanish. With the pandemic, these events moved online. And while they started with just a handful of participants, the events quickly grew to attract 20 to 30 families.

Special Kids Connect brought in guests with valuable experience: a firefighter who met with children weekly for a virtual lunch,



Supplies delivered by Special Kids Connect.

“Oftentimes, these children are members of the county’s most vulnerable families. It’s hard enough for these families to ensure they have enough food and water to respond in case of an emergency, but what happens if you have a child who needs a breathing machine to continue to live? Or needs prescription drugs which require refrigeration? Having a child with special needs can often make preparing for such an event infinitely more complicated.”

— March 2020, Listos California Community-Based Organization Quarterly Report, Coastal Kids Home Care, Monterey County

and a local 911 dispatcher who talked about emergency response.

“One parent said, ‘My child is so sensitive to noise. Is there anything I can do in case I need to call 911?’ ” reported Program Manager Laura Camberos. “The dispatcher said, ‘Just let us know ahead of time, and we won’t have the sirens on.’ ”

A disaster preparedness-themed Disney trivia night was a hit. Families competed to answer playful questions to teach key lessons:

Question: Snow White needs to create a Stay Box for her household and should have three gallons of water per person. How much water does she need?

Answer: 24 gallons, enough for the seven dwarves and Snow White.

While the pandemic and ensuing wildfires challenged the agency to be extra creative, Luzader said, it also helped them reach their target audience.

“It’s proof positive that the unexpected happens and the rug can be pulled out from beneath you,” she said. “That made our families really receptive to listening.”



Maria Diaz Rios preparing emergency supplies in Santa Cruz County.

“We Were Ready”

For Maria Diaz Rios, the lessons of Listos California – delivered with cultural relevance and kindness – not only moved her to action, but helped her get through the terrible 2020 wildfire season.

Diaz Rios, 74, and her 79-year-old husband, Ramon, have lived for 40 years in farmworker housing in the tiny town of Davenport in Santa Cruz County. They are part of the town’s sizeable Latino community, many of whom are the men and women who grow our nation’s strawberries, artichokes, snap peas and

brussels sprouts. Diaz Rios is Spanish-speaking and knows very little English.

Natives of Durango, Mexico, she and her husband are veterans of disaster, having survived an earthquake that shook Davenport in 1987, and later a tornado that blew out their windows and filled their home with water and mud. Still, Diaz Rios said, they had never prepared for what might come next.

That changed when she connected with Brenda Sanchez-Sanchez of the Davenport Resource Service Center, which is a part

of Community Action Board of Santa Cruz County Inc., a Listos California subgrantee. Diaz Rios visited the center frequently for blood pressure checks, help with legal documents and other support.

On Aug. 17, 2020, the two sat outside the center wearing masks, and went over, in Spanish, the Five Steps of disaster preparedness. They talked about each item she would need for her Go Bag, signed up for emergency alerts on her phone, mapped out the family's home and identified exits they would use in an emergency, and filled out a "File of Life," a document with the couple's emergency medical information.

The next day, Diaz Rios set to work. She got refills of medications and prepared her Go Bag with important documents, extra clothes, a lamp, radio, first aid kit, toiletries, flashlight, valuable jewelry, food and water.

"We were ready," she said. And that proved invaluable.

The following day, on Aug. 19, they were awakened by a police officer shouting about a wildfire raging in North Santa Cruz County.

"You are in danger and you must evacuate," he told them in Spanish. The couple fled with their Go Bag and File of Life to a daughter's home in Scott's Valley, joining thousands of others displaced during the CZU Complex fires, which burned for over a month and destroyed nearly 1,500 structures.

"I was very sad, depressed," Maria said. "But this was the first time we were prepared."

Three weeks later, the couple returned home and found, gratefully, that theirs had been spared. Since then, she said, the Resource Center provided Listos California disaster preparation materials for each of couple's six children, which Diaz Rios has shared with them. 📞



Jake Heflin, President, Tribal
Emergency Management
Association (ITEMA)

Honoring Tribal History and Values

As a Long Beach firefighter and an enrolled member of Cherokee and Osage Tribes, Jake Heflin knows firsthand that Tribal communities face higher risk when disaster strikes. He knows too that reaching these populations with disaster preparedness training is consistent with the goals of Tribal sovereignty.

But doing so has proved challenging for the national organization he leads, iTEMA, which is dedicated to Tribal emergency management.

"We didn't have the ability to really focus our efforts on Tribal communities because of the cost," Heflin explained. "Yet every time we did a training everyone said, 'We need this. We want this.' "

iTEMA received Community Emergency Response Team (CERT) grants through Listos California to provide 20-hour CERT trainings to people from up to 20 Tribes in the state, and to support these programs in Shasta and Tulare counties. The funds also supported the purchase of two mobile training trailers stocked with equipment that can be taken from place to place to deliver in-person training tailored to individual Tribe structures and characteristics.

The goal, Heflin said, is to support Tribes' sovereignty.

"It's something we have fought to preserve," Heflin said. "But when a disaster strikes, it doesn't matter who you are, your race, gender or color of your skin — everyone is experiencing it together. Disaster is the great equalizer; it impacts all of us. The difference is the ability to recover."

Heflin explained that tackling the issue in Tribal communities is complex, particularly for those with few resources and struggling with problems stemming from the historical trauma

of forced assimilation and racial inequity. Those include high rates of unemployment and mental and other health problems.

"When you tell Tribal communities to rely on external public safety agencies or government to take care of them, there is hesitancy to do that," he said. Disaster preparedness, he added, can empower Tribal communities to be more self-sufficient.

Heflin's work as both a firefighter and grant administrator for iTEMA enabled him to do double duty while serving as a public information officer on the CAL FIRE incident command management team at the August Complex fire in Mendocino County.

The massive wildfire broke out in mid-August 2020. When CAL FIRE officials learned of Heflin's Tribal connections, they gave him the flexibility to visit several Tribal communities including the Round Valley, Coyote Valley and Redwood Valley Tribes. There, he briefed members on the fire's march through the Coastal Range and CAL FIRE's tactical priorities. At the same time, he provided webinars on the Listos California Five Steps and other disaster preparedness materials.

"That's the beauty of wearing both hats," he said. "To have the flexibility to do direct outreach and promote what Listos California is all about." 🌐



Promotores preparing materials in Butte County.

Promotores: A Personal Touch by a Trusted Source

Among the innovations deployed by Listos California, one stands out as a natural: the promotor/promotora model of outreach. Spanish for “community health worker,” a promotor is by definition a trusted resource for the vulnerable among us.

The community-based organizations that depend on promotores to educate people were naturally well-positioned to take on the Listos California challenge. With experience firmly planted and deep, personal connections with families in often isolated communities, they needed only to come up with creative ways to demonstrate the importance of disaster preparedness and, as it turned out, to reach people in the midst of crisis. The model was used in various communities throughout

the state, from north to south.

In Northern California’s Butte County, for example, where the Latino community had been hit hard by the Camp Fire in 2018 and for whom the COVID-19 pandemic proved particularly deadly, promotores were brought on to do broad-based outreach and education through Northern Valley Catholic Social Service (NVCSS), a Listos California grantee.

The promotores already were providing mental health awareness in the communities, getting essential services to people who were left with nothing but despair after the Camp Fire. Anxiety intensified when the pandemic hit. Then, within months, a new round of fires exploded.

The impacts ran deep and were heartbreaking.



Promotores in San Bernardino County.

"We come across a lot of families where you see kiddos biting their nails a lot," said Norma Servin-Lacy, a supervisor with NVCSS. "Some have gained weight; some are breaking out with unexplained rashes and not able to sleep."

The promotores, who speak Spanish, provided people with masks so that they could safely go to work to support their families, as well as disaster preparedness information. They also targeted those living in farm labor housing and set up tables in front of Mexican markets, restaurants and check-cashing businesses to educate passersby.

"Knowledge is power," said Servin-Lacy. "If you know the things to do, it helps you prepare for the next time around."

When the promotores learned about one Northern California household with four undocumented laborers who contracted COVID-19 and were self-quarantining but too afraid to ask for help, they connected them with a public health nurse and delivery of

donated food until they were well enough to return to work.

In helping the Listos California campaign be successful, promotores were exactly where they needed to be.

And where they had always been. 📍

Promotore sharing information in Tulare County.





Artist Mark Beltran's design for Lotería cards

Lotería: A Colorful Game Serves as a Life-Saving Messenger

In summer 2020, as the pandemic took its toll on Imperial County, Listos California tapped an artist from the region to imagine a fresh messaging concept that would complement public health information while speaking to the community in a new way.

Here, where many live in poverty and speak little or no English, health orders aimed at reducing the spread of COVID-19 were failing to resonate. Mark Beltran, an artist from El Centro, was given the flexibility to respond and landed on the beloved card game, “Lotería,” to reach Latino communities in this hard-hit county.

The result was a design approach featuring bright Lotería cards in “Spanglish” to convey how to stay healthy and safe during the crisis.

The messages appeared on billboards

throughout the area and reminded those living in and traveling to Imperial County of the best ways to slow the spread of the virus. For example: “La Mascarilla: Cover your mouth and nose with a cloth cover” and “La Distancia: Maintain a distance of 6 feet between people.”

Beltran said his card drawings were designed to elicit “a second look” from those who saw them, especially children and young adults who could then share the messaging with parents and grandparents.

“As a San Francisco-based designer, who was born and raised in the Imperial Valley, I wanted to help the community that my family and friends are still a part of,” Beltran said.

The campaign produced the Lotería card game and ads through a partnership

with the California Department of Public Health. The billboards helped spread the messages and also directed the public to visit ListosCalifornia.org for more information.

The campaign's nonprofit partner in the area, Catholic Charities Diocese of San Diego, and subgrantees such as United Farm Workers (UFW) advanced the impact of this design with more targeted, in-person outreach and ad promotions.

Additionally, Listos California made the approach available to any county-based partner beyond the campaign who requested it. The terms of use were set so that, upon request, Listos California would cover costs to incorporate the county's name in the design if the local partner covered all hard costs to promote the creative product locally. This gave the campaign the ability to maximize exposure for effective design work while providing local groups a means of using it to reach their communities.

To date, San Mateo County, San Joaquin County and Stanislaus County have used the design with billboards, bus shelters, posters, stickers and social media graphics.

By fall 2020, Listos California grantee El Sol Neighborhood Education Center in San Bernardino and other campaign partners created their own version of Lotería to facilitate in-person education. Promotores (community health workers) played the game during home visits with families as an educational tool.

The El Sol team used another playful device, "dichos," which are

popular sayings imparting wisdom, to convey the campaign's Five Steps for preparedness. El Sol's leaders translated the Five Steps into Spanish and then added to each a dicho. For example, after the first step, "Sign up for alerts," they added: "No deje para mañana lo que puede hacer hoy" ("Don't put off until tomorrow what you can do today").

Over the course of the campaign, employing cultural treasures such as these proved both an appealing and effective means of reaching people with life-saving information. 📞







Five Steps

Five Steps to Disaster Preparedness

FIVE EASY + FREE STEPS TO GET READY.



GET ALERTS

to know what to do.



MAKE A PLAN

to protect your people.



PACK

a GO BAG with things you need.



BUILD

a STAY Box for when you can't leave.



HELP

friends and neighbors get ready.

The Listos California Five Steps to preparedness are succinct and user-friendly. Their development, however, was anything but simplistic.

The Five Steps are the bedrock of the campaign's overall communications program. They were born of careful research, data and polling, and a deep dive into human nature. In a state where climate change is bearing down and the threat of wildfires, floods and earthquakes puts millions of people at risk, it was imperative for Listos California to get the content and tone of these communications just right for the campaign to make a difference.

The design of the Five Steps – as well as the accompanying Disaster Ready Guide, training curriculum and other materials – aimed squarely at the campaign's goal: inspiring at least one million vulnerable Californians to learn concrete steps to save themselves in a disaster.

A Welcome Reception

The Five Steps were welcomed in many communities. Nathan Gilfenbaum witnessed it firsthand. The senior program manager for outreach and training for Catholic Charities of Santa Rosa, which implemented the campaign

in Napa and Sonoma counties, said the Five Steps and accompanying materials not only provided simple, step-by-step direction, but did so in an accessible, empowering way.

"If you look at some of the other material out there, it's loads of information and people look at it and say, 'I can't do this,' and in the trash it goes," Gilfenbaum said. The Listos California materials, by contrast, were "presented in a way that is acceptable by ordinary people."

Rewriting the Preparedness Script

The notion of disaster preparedness is not new. For decades, federal, state, and local governments have been encouraging people to get ready for disasters. But too many people don't prepare.

The campaign explored the reasons why. First, a thorough audit of existing disaster preparedness materials across federal, state and county-based programs determined what worked, what didn't, and message alignment. Early baseline and messaging analysis by EMC Research gauged people's awareness and thinking about disaster preparedness. In



particular, researchers gathered qualitative information from focus groups and individual interviews, then conducted quantitative baseline research based on a survey of randomly selected residents.

[For a full overview of the research and data conducted, refer to Data and Technology discussion, page 96.]

What Preparation Means to So Many: Scary. Costly. Time-Consuming.

The campaign's researchers learned that 88 percent of Californians know they need to be prepared, especially marginalized groups. But the polling work showed three key challenges standing in the way for the most vulnerable populations:

- People find preparedness work frightening (67 percent).

- They view it as too expensive (68 percent).
- And they believe it will be time consuming (53 percent).

Additionally, despite our state's well-known history of terrible natural disasters, one in five vulnerable people lives in a wildfire or earthquake zone and does not know it, and those with very low incomes have done fewer preparedness tasks than others.

The research concluded that communications should focus on tasks that are easy, urgent and inexpensive, and that demystifying the messages and empowering respondents to be the protectors and leaders within their households, and communities, would be an effective strategy.



People-Centered and Community-Driven

The Five Steps to preparedness and accompanying materials were designed to achieve these goals. The campaign studied the languages spoken in the 24 targeted counties, and translated materials beyond English into Spanish, Chinese, Korean, Vietnamese and Filipino. Later, Hmong translations were added, as well as audio files for languages rooted in oral traditions and Spanish, Punjabi and Hmong due to low literacy rates.

An advisory team drawn from the communities involved in the campaign helped inform the process. Those involved ranged from a consultant who provided workplace safety trainings to farmworkers, to individuals serving Asian/Pacific Islander communities and people experiencing homelessness, to representatives from disability communities. All of the materials developed – including the logo, curriculum in various formats, and website content – were designed to be accessible, free of jargon and visually appealing to encourage people of diverse backgrounds to use them with comfort and ease.

The materials are laced with strategies to meet those ends. For example:

- The materials emphasize planning activities that cost nothing.
- Supply lists are short; having a low income should not prevent preparation.
- Curriculum and tools are simple, written at a sixth-grade reading level or lower.
- Reduced text and graphics are a hallmark to help with easy understanding.
- Handy checklists are part of the package.

Additionally, people are encouraged to think about their own particular needs and

those in their households, such as specialty medical supplies, eyeglasses, diapers or pet considerations. The point is for people to decide for themselves what they need.

The California Roll-Out

In the spring of 2020, the materials were distributed to the community-based organizations and volunteer service teams implementing the campaign in 24 counties. Many found creative ways to further this messaging. The information also was showcased through communications channels, from social media to videos to billboards.

The reach was extensive. And effective.

In rural Siskiyou County, home to Mount Shasta, the Five Steps and accompanying literature were cited for helping people survive a wildfire that broke out in early September. Jacqueline Nushi, 211 program specialist with United Way of Northern California and county specialist for the campaign, was there to witness it.

"We had a huge fire up here, the Slater Fire," Nushi recalled. "It took out a substantial town up here, Happy Camp, a very small town, an extremely rural town. The success of that is that there were several people trained with the Five Steps. I've talked with them. And they say they are so grateful. They call it their Bible, the Disaster Ready Guide."

One couple, she noted, who had relocated from the Bay Area, prepared before the fire by following the Five Steps and Disaster Ready Guide check lists, including making sure they had a plan for their animals.

Siskiyou County is a safer place now, Nushi said, noting that local fire chiefs carry the Five Step materials aboard their trucks as a matter of course and try to spread the word to those who make this far northern California county their home. 🌀



Screenshot from El Sol Neighborhood Educational Center's "I'm Ready, Listos California" video.

"I'm Ready, Listos California"

Sometimes words ring stronger when set to a catchy tune, a good beat and cool dance moves.

That's why El Sol Neighborhood Educational Center collaborated with Latin Grammy Award winner Andres Salgado and his wife, Christina, to create "I'm Ready Listos California," a bilingual song, rap and dance video to promote Listos California's Five Steps of disaster preparedness.

The Listos California grantee organization in San Bernardino County, in partnership with the campaign, pulled together a diverse group of people of all ages to join in producing the video. In it, they sing and dance together in their backyards, on the steps of state buildings and down city sidewalks.

The performers demonstrate how to pack a Go Bag and Stay Box, sign up for emergency alerts, make an evacuation plan,

and help neighbors and friends. They sing in both Spanish and English, and all to the beat, rhyming, and rapping:

**Listos. Listos. That means ready.
Listos California. I know you get it.
Hands in the air. Lift them higher.
Could be a flood. Could be a fire.
I'm ready Listos California,
Let me hear you say.
C'mon Listos todo el mundo,
Prepárate.**

The video, released in early November 2020 and rolled out on social media, received hundreds of thousands of views on YouTube. In just two minutes and 37 seconds, audiences are invited to not only hear the central messages of the Listos California campaign, but to sing and dance along. 🎵

PSA created by youth leaders at Pajaro Valley Prevention and Student Assistance, Inc.

EXTRA CLOTHES, CLOTH FACE COVERINGS, AND CASH

A Recipe in Case of Disaster

Two Watsonville High School students turned the expression, “a recipe for disaster,” on its head in their videotaped public service announcement featuring one of the Five Steps of preparedness.

Their “Recipe for Disaster Preparedness,” featured on YouTube, takes place in a kitchen. The students – Karla Orozco and Sebastian Perez-Catano – cook up a Go Bag of key ingredients, including documents, first aid supplies, and shelf-stable foods such as canned tuna and beans. As Karla tells viewers, “This is an easy recipe that’s a real crowd pleaser for earthquakes, floods, fires and even pandemics.”

The two are youth leaders at Pajaro Valley Prevention and Student Assistance, Inc., a Listos California subgrantee of the Volunteer Center of Santa Cruz County. They not only volunteered to write and make the video, but

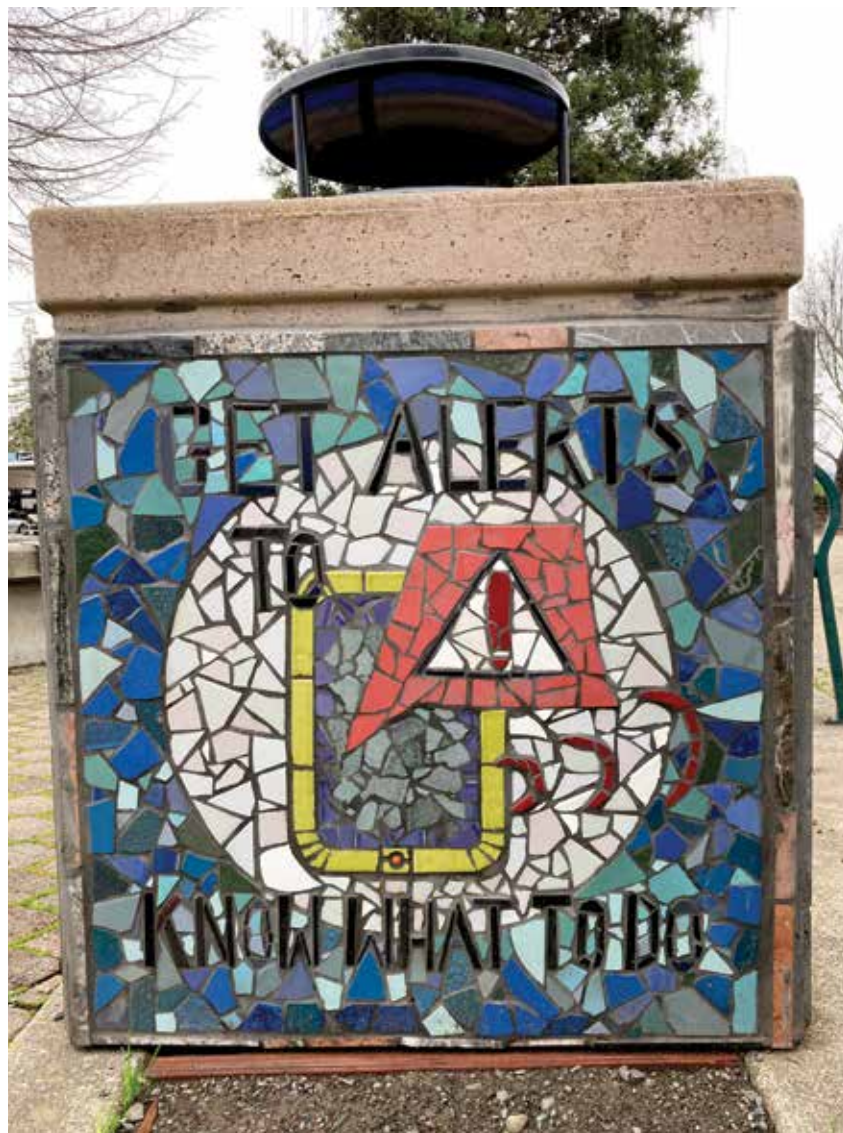
learned from the experience.

Sebastian said he understood the seriousness of the message, having narrowly escaped a flood when river waters rose near his home during a storm. Karla took it to heart as well, encouraging her family to pack a Go Bag and follow the other steps for disaster preparedness.

“We live in California where there’s wildfire and earthquakes,” she said. “I think it’s good to get prepared.” 📞



Mosaics and Safety Messages



The takeaways of the Five Steps of preparedness found an unusual home in Ukiah: the public garbage cans in Alex R. Thomas Plaza. The cans are adorned with intricate mosaics depicting the surrounding hills and vistas of Mendocino County. Each can also carries a mosaic depicting the Five Steps messaging.

"The mosaics show the beauty of the community," said artist Elizabeth Raybee, who was commissioned to create the Five Steps panels by Listos California's community partner North Coast Opportunities, Inc. "But the mosaics also let people know what to do to keep that community safe."

Good reason exists for conveying the Five Steps within the public plaza: The area has

experienced four huge wildfires in the past four years.

Raybee has witnessed firsthand the painful legacy. After the Redwood Complex Fire in 2017, residents came to her with metal and ceramic remnants from their burned-out homes. As a way to give back to the community, Raybee offered free mosaic workshops for people to learn how to turn those items into art. The project was titled "Art from the Ashes" and was meant to heal and empower.

The garbage can mosaics also are intended to empower people by helping them stay safe. Just like the beautiful lands surrounding Ukiah, Raybee hopes the safety messages become an enduring reminder for the community. 🌀

Ground Game

Reaching People



Where They Are



Co-Chair Justin Knighten leading a cheer at the California For All CERT and LISTOS Conference.



Listos California grantees at a training session in November 2019.

The Listos California campaign set out to do something never before attempted: reaching, educating and ensuring that the state's most vulnerable people are ready to survive a disaster.

It was novel. It was needed. It was a monumental lift.

In designing the effort, those tapped to achieve results knew traditional approaches would come up short. So they flipped the customary scripts.

Instead of relying on government to do the work, they funneled millions to nonprofit organizations and volunteer and service teams embedded in local communities. Instead of telling these groups how to get the job done, the campaign trusted them to form local partnerships and decide what was best for their communities, listening and providing

support along the way.

Instead of using one-size-fits-all literature, the campaign created resources in multiple languages, as well as culturally competent and accessible formats that aligned with the literacy skills of recipients. And instead of expecting people to prepare for disasters on their own within their individual corners of the world, the campaign brought the world of emergency preparedness to them – with respect, generosity and gusto.

"Transformative work," was how Karen Delaney, director of the Volunteer Center of Santa Cruz County, described it. The center was the primary implementer for Listos California in this coastal county, where striking natural beauty coexists with earthquake faults and wildfires. Delaney and her team worked with six local partner organizations to reach

Simultaneous and Symbiotic: Listos California's Ground Game and Air Game

Listos California functioned on two simultaneous planes. The “Ground Game” was conducted by hundreds of community groups and volunteer and service teams working within their local communities to help people take steps to become better prepared for disasters. The “Air Game” echoed and reinforced those narratives through overarching communications strategies and materials delivered across the state. Each of these modes of action informed and strengthened the other.

 See page 104 for more on the Air Game.

vulnerable residents. They served isolated older residents, low-income Spanish-speakers, adults in the mental health system of care and other vulnerable groups.

“When you want to reach disenfranchised people,” Delaney explained, “it’s better to reach them in partnership.”

California's Leaders Set the Stage

The Legislature and Governor Gavin Newsom established the \$50 million emergency preparedness campaign in 2019. The action followed a horrific wildfire season that included destruction of the town of Paradise during the Camp Fire in Butte County. Many who lost their lives and homes were among the most vulnerable in California.

The state’s goal was to build more resilient communities. Leaders sought to use new ways to reach those who often are bypassed by traditional efforts – older adults, people with disabilities, those living in poverty and people with language barriers.

Newsom announced the campaign’s formal launch in August 2019. “Emergency

preparedness is not government’s responsibility alone,” he said in a statement. “Solutions can’t be top-down – they have to come from the bottom up.”

Reimagining Disaster Preparedness

The campaign embraced the principle that local communities know best how to reach those within their midst. Through a grant program overseen by the Governor’s Office of Emergency Services, awards went out to community-based organizations in 24 counties. These groups, in turn, provided subgrants to nearly 200 local groups.

In all, \$20 million went out to these grassroots partners.

They are service-oriented groups focused on meeting human needs. They feed the hungry. They protect civil rights. They provide child care and parenting support. They work in the nooks and crannies of communities, serving those too often left out, pushed out or forgotten by society: Refugees. Farmworkers. Tribal members. Older residents. People with disabilities. Those who speak little or no



English. Those who live without housing or enough to eat.

Now these groups had a new mission: empowering people to become their own first responders in an emergency.

At the same time, \$15 million flowed to another wing of well-suited implementers. Known as “volunteer and service teams,” they included Community Emergency Response Teams (CERTs); AmeriCorps service teams; California Fire Safe Council; and LISTOS, a Santa Barbara-based preparedness program administered by the Fire Services Training Institute. These were established volunteer or service teams with energy and proven experience in preparedness work.

Like the community-based organizations, the volunteer and service teams were encouraged to use their experience and creativity to deliver the campaign’s materials and messages to vulnerable people.

A Statewide Network of Support

The on-the-ground partners received ongoing support and resources from the state, including materials, training and communications assistance. The materials constituted a lasting educational contribution. They were developed with careful design, language and cultural sensibilities, color graphics and quality materials, and were provided en masse to support the work of the community-based partners.

The operation was a balancing act for the campaign’s leaders, who sought to provide flexibility while ensuring accountability for effective outreach and responsible use of public dollars.

It wasn’t always smooth sailing. Following the Camp Fire and loss of Paradise, the urgency to better prepare communities was immense. The Office of Emergency Services,

“Emergency preparedness is not government’s responsibility alone. Solutions can’t be top-down – they have to come from the bottom up.”

— Gov. Gavin Newsom, August 2019

which moved the funding out to the field as quickly as possible, found itself onboarding a mix of local organizations – some more equipped and organized than others – while still building support pipelines.

The campaign’s Disaster Ready Guide and Five Steps materials took several months to develop due to research and preparation needs. Additionally, the campaign was more challenging in some places, such as in places where people were uncomfortable with a campaign titled in Spanish, and in

communities where nonprofits had fewer resources or were more isolated.

It was like that adage about “flying the plane while still building it.” Only here, it was a turbo-charged jumbo jet trying to educate 1 million diverse people in one of the most complex states in the nation.

The Campaign Gets Under Way

After receiving grants in the summer of 2019, the community groups and volunteer and service teams set to work.

The campaign was designed around “engagements” – person-to-person encounters that left people better educated about preparing for disasters. In grant applications, the community-based organizations made engagement commitments. Once funded, they set out to achieve them. In subsequent weeks and months, their efforts were shaped by Multi-Hazard Vulnerability Index Maps that the campaign provided for each county, and the completion of local “Community Investment Plans,” which further refined investment strategies for targeted populations.

A stunning array of partnerships emerged up and down the state.

In San Diego County, for example, Catholic Charities of San Diego served as the primary grantee, and enlisted small organizations “out in every corner of San Diego County” to join the effort, said Lisa DuMolt, director of community services. Among those they served: Latino populations, children in Head Start, pregnant women, refugees, food-insecure families and religious communities.

“Some are shoestring volunteers, others are more sophisticated, but that is what we need – people already speaking the language and engaged with the populations,” DuMolt said.

The local groups and their leaders found value in the collaboration and trust that defined the campaign’s partnerships.

“The only way it would work was for us to put community-based organizations in the driver’s seat,” said Lewis Kraus, co-director of the Center on Disability at the Public Health Institute. The Institute was the primary grantee in three counties – Alameda, Nevada and El Dorado – and worked with at least two dozen subgrantees to deliver promised engagements.

The partners, he noted, used familiar channels from their day-to-day work, ranging from newsletters to phone calls to reaching →

Enabling Legislation

\$20,000,000 to Office of Emergency Management for local assistance:

“Funds appropriated in this item are for grants to community-based organizations and other local entities to conduct outreach on emergency preparedness and provide resources for California’s most vulnerable populations.”

– AB 72, Budget Act of 2018

\$30,000,000 to California Volunteers:

“Funds appropriated in this item are for an emergency preparedness campaign primarily focused on California’s most vulnerable populations, including the elderly, disabled, and those in disadvantaged communities.”

– AB 72, Budget Act of 2018

people at flea markets. For example, one early adopter in moving Listos California messaging across relevant channels was Tucker Sproull, who led the El Dorado Food Bank and saw potential for reaching high-needs populations with preparedness information through daily and weekly food bank operations.

“The normal communication they had with their community, that is how the communication happened,” Kraus said.

Rallying Boots on the Ground

On Feb. 27, 2020, 200 Listos California partners gathered in Oakland at a two-day summit for networking and capacity building, where new materials and curriculum were unveiled. Participants received the empowering message that they were among the first people in the country to learn about this new approach to engaging historically underrepresented and disenfranchised communities.

The summit marked an energizing moment for grantees, who began disseminating the new Disaster Ready Guide, which showcased the Five Steps to preparedness.

The timing of the summit also marked a major crossroads for the campaign. Within days, California would start shutting down due to the COVID-19 pandemic. It required a momentous shift in strategy for the network of Listos California partners, who suddenly faced moving a campaign imagined as a person-to-person experience to online, phone-based or socially distanced settings.

As it turned out, Listos California’s players on the ground not only adapted, but a number of them would see communications and engagements soar as they partnered with the state to help people survive the pandemic while also becoming more ready for disasters that might still lie ahead. 📞

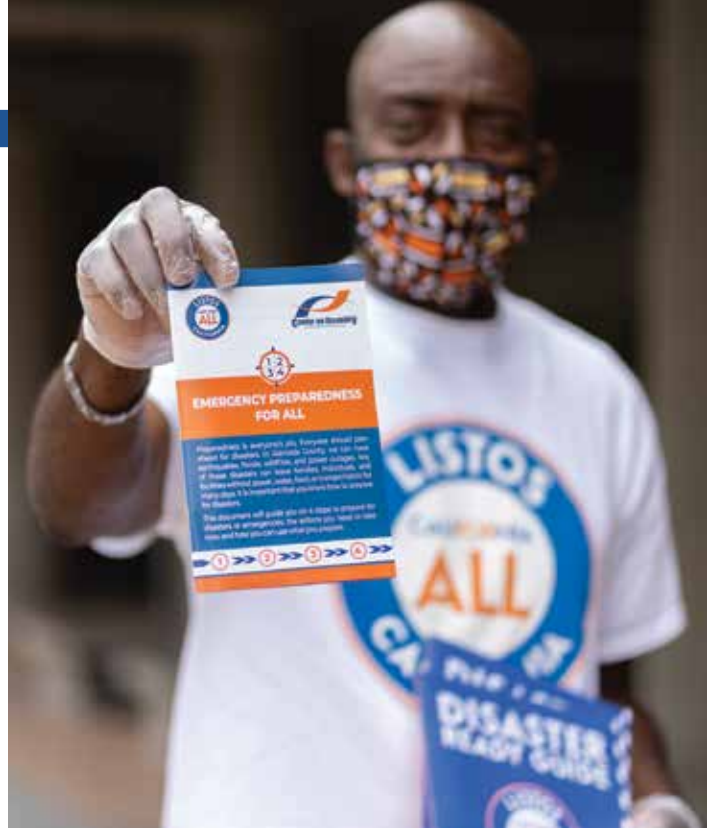
At a Safeway store in Anderson, a small town in Shasta County where Northern Valley Catholic Social Services led the campaign, educators engaged with a mother entering the market. It turned into a mini-lesson on becoming her family’s own first responder.

“Educators also talked about water, food, unique toys for comfort, and other items she may need in an emergency... She had never considered the things she would need in case of an emergency or the fact that she may not be able to use her phone!” (February 2020 report)

In Napa County, Catholic Charities of Santa Rosa employed AmeriCorps National Community Civilian Corps members in outreach and education efforts. During one assignment, team members taught an emergency preparedness class at a complex where older residents lived and one man, in particular, benefited.

“There was one resident in particular who was initially hesitant due to social anxiety. However with the recent threat of the Kincade Fire in the neighboring county, he knew it was imperative that he educate himself and be prepared... The individual felt his needs were met and was at ease talking about his personal preparedness and taking the necessary steps to help himself.” (February 2020 report)

In Escondido in San Diego County, where Catholic Charities Diocese of San Diego led the campaign, volunteers helped older residents in an apartment community, many of them frail and dealing with illness. They translated materials into Spanish, listened to



In Their Voices

Begun in late summer of 2019, Listos California hit the ground running thanks to the efforts of grantees and subgrantees. Throughout the campaign, the community-based organizations and volunteer and service teams were asked to submit regular reports in a storytelling style. Here is a glimpse of some of those early narratives.

residents' memories of past emergencies, and shared ways they could prepare for the future.

"As they got up to leave, there was a feeling of security in the room; security that could only be provided by empowerment. Empowerment that would lead to change not only for themselves but for all the people they touched that day."

(March 2020 report)

Pastor Max Akpa of the African French American New Church Covenant, a subgrantee in Alameda County, brought the

campaign's message to diverse populations. In one visit to the Ashby Flea Market in Berkeley, he provided a man using a wheelchair with disaster readiness literature. The man subsequently invited the pastor to his church to speak to fellow members.

"This is the first time someone comes to me and explains to me step-by-step what to do in case of an emergency," the man told the pastor at the market, adding, "It looks simple to do; I will share this news with my family as well." *(January 2020 report)*



Self-Help Enterprises educates a neighborhood in Tulare County.



El Sol Neighborhood Educational Center conducting outreach at a Mexican Consulate office.

What is an Engagement?

The Listos California campaign supported partners in achieving a minimum total of 1 million “engagements” with vulnerable people – including older adults, people with disabilities, those living in poverty and people with language barriers – to help them become better prepared for disasters.

An **Emergency Preparedness Engagement** was officially defined as “any interaction that you have that includes sharing the key steps of emergency preparedness and you are able to verify that someone actively processed the information.”

Engagements were achieved through a variety of means, including in-person delivery, online live training, online recorded

training, website or online self-guided training, newsletters providing click-throughs to particular links, phone-based activities, texting, and social media posts that generated responses such as comments, shares, retweets or replies. Broadcast media activities such as television or newspaper interviews or advertisements did not count as engagements.

In contrast, permissible **COVID-19 Communication Activity Impressions** included those where people encountered approved information about COVID-19 such as billboard impressions, social media views of postings, and audience size for emailed information. These activities did not require active verification or proof that subsequent action was taken. 🔒

Listos California Guiding Principles to Approach

- Efforts are people-centered and community-centered, with a bottom-up approach to preparedness.
- Materials and events are accessible in all senses of the word. People with diverse abilities, languages, cultures and understandings should be able to access materials.
- Initiatives are focused on building whole-community resiliency.

Local Wisdom Anchors Campaign

Tapping into the leadership and strengths of local partners was a hallmark of the Listos California campaign, which challenged traditional notions of top-down models of emergency preparedness. By design, the campaign provided grant funding to those who were closest to vulnerable populations: local community-based organizations and volunteer service organizations.

The campaign was intentionally designed to create an atmosphere of flexibility and creativity for Listos California grantees and subgrantees. These groups were encouraged to collaborate and challenge the status quo in finding ways to reach those targeted by the campaign, including older adults, people with disabilities, those living in poverty and people with language barriers. This was balanced with strict state accountability to maximize the use of taxpayer dollars that were injected back into communities to ensure high-quality educational engagements with Californians.

The result: Local groups responded with effective strategies and programs tailored to their unique communities, especially those with significant access and trust barriers. Throughout the effort, individuals from every corner of the state stepped up to innovate and to lead. 🌐

The Seasoned

Lewis Kraus, Co-Director, Center on Disability at Public Health Institute.



Veteran

Lewis Kraus knows his audience. A renowned national leader in the disabilities arena, he was invited by advocates in three counties to take the lead in bringing the life-saving messages of Listos California to people with disabilities.

Kraus was in. The Center on Disability at the Public Health Institute, which he co-directs, stepped up and became the primary grantee for the Listos California effort in Alameda, Nevada and El Dorado counties.

It has proven a meaningful match for his life's work: improving the lives of people with disabilities through effective policy and law, protection of civil rights, access to healthcare, employment opportunities and independent living.

Broadening the lens to include emergency preparedness made good sense. Like other vulnerable populations, people with disabilities often believe "that someone is going to come and save them," Kraus said, noting frankly that is not always the case.

Kraus understood that the campaign's messages had to be accessible and the preparedness steps doable for all. He knew that those targeted by the campaign would need a preparation plan to ensure they could maintain their hard-fought independence even if displaced.

Kraus managed the campaign through 30 subgrantees spread across the three diverse counties. When it came to communicating

with vulnerable populations, he put these local community groups "in the driver's seat" and encouraged them to integrate emergency preparedness messaging and resources into their ongoing work, whether it was helping people get to the store for food or providing faith-based services.

At the same time, Kraus became a trusted advisor to the leaders of Listos California. He informed them, for example, that the Listos California logo did not comply with Americans with Disabilities Act requirements because the colors did not contrast enough to easily discern the letters, and that people with hearing impairments would not be able to understand speakers at press conferences without the help of a sign language interpreter.

Kraus took it upon himself to talk to advocates for disabled people around the country to glean best practices that he shared with Listos California leaders even before the campaign had finalized its Five Steps for emergency preparedness messages.

Kraus' knowledge and advance work was welcomed and made a difference. His leadership and guidance provided an important piece of wisdom that informed the campaign: Having humility and understanding there is much to learn are critical steps in being able to empower diverse and vulnerable populations to forge a path to greater safety. 🗣️



Providing emergency preparedness education while delivering food in Monterey County.

Reaching the Most Vulnerable People

In targeting diverse and vulnerable populations, the Listos California campaign focused on older Californians, people with disabilities, those living in poverty and people with language barriers. The campaign gave broad discretion to its local community-based organization partners to decide how best to reach these diverse groups.

In Monterey County, one grantee embraced all – and then peeled back the layers to go even deeper.

Community Emergency Volunteers of the Monterey Peninsula (CERV), which implemented the Listos California campaign in sprawling Monterey County, made it a point to reach people who were “exceptionally vulnerable,” including:

- Individuals and families experiencing homelessness and living in their cars.
- Teenagers with language barriers involved in the juvenile justice system or struggling with substance abuse.
- Oaxacan farmworkers who speak Mixtec and Triqui and monolingual women farmworkers living in poverty in remote rural areas.
- Older Spanish-speaking individuals who are blind.
- Women of diverse backgrounds who are victims of abuse.

- Families with children who are medically fragile or have disabilities.
- Socially isolated people, including those with disabilities, living in the county's most remote and wildfire-prone regions.

"We tried very hard in reaching not just vulnerable populations in our county, but focusing on the most vulnerable," said Harvey Pressman, CERV's project director. "We had a big emphasis on what we call cultural humility, assuming they know a lot more about what they need than we do."

In these deliberately far-reaching efforts, CERV zeroed in on those for whom everyday survival was a persistent struggle, made all the more difficult by the COVID-19 crisis. By the close of the campaign, CERV had exceeded its outreach goal tenfold with more than 30,000 engagements, many achieved during the pandemic.

To deliver Listos California's life-saving messages, CERV partnered with a network of 15 community-based organizations with deep ties within the community.

Subgrantee Rancho Cielo is a program in a remote area of Salinas that serves adjudicated, mostly Latino/a youth with social services and education. When the pandemic hit, eight youth remained living in transitional housing on the campus. Rancho Cielo helped them keep up with their studies and cope with isolation, and also taught their families how to use Zoom and engaged them in online disaster trainings and pandemic safety.

CERV also tapped One Starfish Safe Parking, a

nonprofit that serves men, women and families experiencing homelessness by providing counseling and help with food, parking, financial, medical and other needs.

Staff with One Starfish supplemented those services by delivering Listos California disaster preparedness training and materials, as well as personal health and safety information related to COVID-19. The pandemic's social distancing requirements prompted creative approaches to reaching people, including developing customized video recordings and leaving supplies and information in plastic bags on windshields to reduce direct human contact. The work helped ensure that several dozen people living in their cars had clean water and other necessities as the pandemic crippled the economy and overwhelmed health systems.

In some instances, the partnerships crisscrossed traditional lines of organizations. In just one example, the Independent Transportation Network of Monterey County, a nonprofit that provides dignified transportation services to older Californians and visually impaired adults, developed a partnership that involved Meals on Wheels of the Salinas Valley, local restaurants and Monterey Salinas Transit agency. Together they provided "zero contact" meals each day to isolated seniors, accompanied by Listos California materials and readiness guides.

Outreach like this unfolded in ways large and small throughout Monterey County. The extensive efforts highlighted what is possible when a state joins in partnership with community-based organizations to provide a lifeline to vulnerable people. 📞





A community meeting in Mendocino County.

One Way In, One Way Out

On a rural stretch of road in the heart of Mendocino County, the lessons of Listos California came full circle for those who live there and had to flee wildfires in late summer of 2020.

Sherwood Road, just north of the small town of Willits, serves more than 5,000 people who live in the Brooktrails community of planned developments, individual ranches and Sherwood Rancheria.

In the world of disaster preparedness planning, the area bears a perilous distinction: it is known as a “one way in, one way out” community. In a disaster, residents could only get out by heading one way along the two-lane, single access road. And they would have

to share it with emergency vehicles roaring in.

This worrisome reality has long vexed officials and residents of Mendocino County, which has been hit hard by fires in recent years.

It has sparked action, too. Residents along the road, where traffic jams are common, formed the Sherwood Firewise Communities (SFC), earning a federal Firewise USA designation given to communities that educate their residents about fire safety and prevention.

Additionally, work through Listos California has pushed the people who live along Sherwood Road – many of whom are older Californians and low-income – to an even deeper level of disaster preparedness.

According to residents, building this culture of preparedness around a shared community threat has strengthened their bonds.

“It’s a frontier kind of culture here. It is very individualistic,” said Brian Weller, a resident and member of the SFC. “But fire doesn’t respect property lines, political lines. We are in this together.”

The SFC partnered as a subgrantee with Mendocino County’s North Coast Opportunities, Inc., a community-based organization that received grant funding through Listos California. Part of that funding reached SFC in April 2020, just as COVID-19 hit, requiring meetings and trainings to move online. Instead of holding planned community gatherings to disseminate Listos California’s Disaster Ready Guide, each home along Sherwood Road received one by mail and more information went out through ramped up social media channels and Facebook Live events.

The SFC’s online presence made it easier to plan COVID-safe events, including a live evacuation drill in which dozens of residents piled into their cars on short notice and headed out onto Sherwood Road. Among the strategies they practiced: where to pull over to let emergency vehicles pass.

“Sherwood Road goes north into a big open valley where there are no trees,” explained Keith Rutledge, a founding member of SFC. “People could drive out and just pull over and get out of the fire and get away from the staging area.”

The preparation paid off during the Oak Fire, which ignited on Labor Day, when the community had to evacuate for real. Later, CalFire and others would identify it as “one of the best evacuations they had seen,” said Megan Watson, project coordinator in Mendocino County for North Coast



“...but fire doesn’t respect property lines, political lines. We are in this together.”

— Brian Weller, a resident and member of the SFC

Opportunities, Inc. “They had much more compliance with the evacuation order than there normally would be.”

The Oak Fire challenged responders working in steep and rugged terrain, burned more than two dozen structures and displaced residents for days. But no one was injured or perished. The successful evacuation, aided by Listos California, had helped to protect a community bound not only by a shared road, but a shared sense of preparedness. 🌀



El Sol Neighborhood Educational Center staff with Karen Baker, Co-Chair, Listos California

From Dedicated Neighborhood Center to Disaster Preparedness Superstar

El Sol Neighborhood Education Center, a community-based organization in San Bernardino, has been a force in the Inland Empire region for 30 years. Through its innovative deployment of “promotores” – community health workers who serve their own communities – El Sol has helped and empowered countless low-income, mostly mono-lingual Latino/Latina residents.

Although emergency preparedness was not a subject that the center’s young leaders knew well, they immediately saw an opportunity with Listos California.

As it turned out, El Sol’s grassroots approach to community outreach and education and its capacity to build relationships with other local groups were

foundational to groundbreaking success. El Sol’s ability to thrive during the pandemic and to adapt its approaches to reach different communities made the center’s efforts all the more impressive.

“We have more experience working with Latinos, so we contracted with others with more experience with African Americans and Asian Americans,” explained Amelia Gasca, program manager at El Sol, which was tasked with getting 210,000 engagements. “At first it was scary, like how are we going to do this?”

Partnering for Success

Soon, by encouraging the creativity of subgrantees and relying on the campaign’s strong support system, El Sol emerged as a Listos California superstar. The



accomplishments were as richly varied as El Sol's partners, as these snapshots show:

- In efforts to reach Black and other target communities, Community Health Action Network (CHAN), which provides services to high desert families in need, shifted to online outreach during the pandemic, hosting training events on Facebook that reached more than 3,000 people.
- In an innovative partnership, Young Visionaries Youth Leadership Academy based in San Bernardino teamed with the county probation department to supply young people with backpacks filled with school supplies, along with a disaster preparedness toolkit.
- In a cross-sector social media blitz, Building Resilient Communities, a nonprofit serving Southern California communities, posted daily tips and announcements and hosted webinars featuring prominent Black emergency response experts to educate business owners, nonprofits, and faith-based groups.

Over the course of the campaign, El Sol freely shared the wisdom of community health workers, training trusted community members to act as cultural brokers.

When in-person engagement was impossible, they wrote scripts and dispatched promotores to do phone banking, asking entire families to gather around the phone to participate. Outside churches, they set up tables and asked pastors to urge parishioners to stop on their way home to learn more. They did the same at laundromats, apartment complexes, grocery stores and online Zumba classes. They enlisted promotores to shoot photos and videos to share on social media and used them to create a superhero puppet show to target children under age five, another for those who can't read, and a specially designed lotería game to promote the Five Steps of preparedness.

Perhaps the team's most effective tool was compassion.

"Many in the community come from cities and countries where there aren't that many resources," Program Coordinator Alexa Valero said. "They are going through so many struggles. A promotor is like a door opening. It helps them. It helps their children. They didn't have the resources, but we connected them." 🌐



CERT members
receiving training in
San Mateo County.

At Last, a Seat at the Table

Coastside Community Emergency Response Team

For 20 years, a handful of people trained in disaster preparedness sought unsuccessfully to find a local agency in the Bay Area to sponsor them as a Community Emergency Response Team (CERT). Local agency sponsorship, which is required to function as a CERT, would enable them to apply for grants to build capacity and make their communities more disaster-ready.

The dedicated volunteers finally achieved that status after Listos California provided funding that paved the way to be established as an officially recognized local CERT program. Since then, Coastside CERT has flourished, said Cynthia Sherrill, Coastside CERT coordinator.

“When you’re not sponsored, you don’t have a seat at the table,” Sherrill said. “You aren’t included.”

Listos California sparked new opportunity for Coastside CERT – and the entire 50-square-mile, fire-prone region running south of San Francisco to the Santa Cruz County line. In a region with popular coastal destinations and vast, forested mountains, Coastside CERT understood the need for trained volunteers but had only been able to certify a handful of people.

A Force Multiplier in a Disaster-Prone Region

The Listos California message was clear, Sherrill said: Newly elected Governor Gavin Newsom would put money into the state’s CERT programs because he had seen evidence that such teams’ trained volunteers are more valuable in emergency situations than a good Samaritan.

“CERT teams understand the incident command system,” said Sherrill. “Because we are trained in that, if we arrive on site in a multi-agency situation, we all speak the same language. The Governor said, ‘Let’s fund these organizations, and then they are force multipliers – boots on the ground – because we don’t have enough emergency responders.’ ”

That stamp of approval was enough to convince the Coastside Fire Protection District to sponsor Coastside CERT. The Coastside CERT branches were awarded Listos California funding to train 200 people in disaster preparedness and engage at least 2,000 Californians with information and education.

In a region hit with lightning storms, fires, and the pandemic, everyone benefited. In the process, Coastside CERT, led by Coastside Fire Protection District Chief David Cosgrove, enjoyed a well-deserved boost.

“The grant changed our lives,” Sherrill said. “We spent the money for outreach and training, supplies, and a larger communications platform. We have proved ourselves time and time again, and now we are a prize.”

Meeting Disasters Head-On

Coastside CERT graduated 144 new members, including 45 who completed the online portion of the hybrid (in-person and online) CERT training, which was championed nationally by Listos California Volunteer Programs Coordinator Suu-Va Tai. In 2020, when COVID-19 hit and the CZU Lightning Complex wildfires struck, the volunteers became an integral part of the mutual aid system. Team members, many working 12-hour shifts, put in 10,000 hours in four months, largely to support pandemic response efforts, valued at more than \$250,000.

During the fires, they teamed with ham radio operators to aid evacuation communications, as well as operations to

transport animals to Cow Palace in Daly City. When the need arose for a bilingual CERT/ham operator with large animal handling experience plus a capable truck, Coastside CERT delivered. It was a striking effort, marked by teamwork, ingenuity and a path for the future.

“Now they are seeing the value of the volunteer groups as an incredibly active force who work with each other, know what to do, and can set up an operations center on their own that works in cooperation with everyone,” Sherrill said.

Sherrill is confident that the CERT’s value has taken root. When regional agencies began rewriting their emergency response plan, she said, for the first time Coastside CERT was at the table. 📞



Cherish Padro, Outreach Manager for United Way of Northern California.



The Humble Builder on the Ground

Cherish Padro said she learned the power of humility through her work with Listos California.

As Outreach Manager for United Way of Northern California, Padro led the campaign in Tehama County. During the effort, she said, she worked with Listos California leaders who have continued to encourage their community partners to reach out to them whenever they need. No question is considered too small or inappropriate. Check your ego at the door and good things happen.

"The leadership team at Listos California is a completely different culture, a different vibe," said Padro. "They told us, 'We are building this together. We are not promising it will look perfect, because it's not.' They displayed complete vulnerability, transparency, complete humility. They modeled it."

Such openness to brave questioning can open doors for others to do the same, creating a safe culture for strengthening organizations, she said. The flexibility empowered Padro to build a strong program that fit the realities and challenges in Tehama County, where residents have endured record-breaking fires in recent years and are sometimes reluctant to wear masks to protect against COVID-19.

Often, Padro said, grant requirements can be top-down and rigid. "The beauty of Listos California," she said, "is we got the information, we knew what the main goals are. But they shared with us, 'You know your community better than we do ... so we are going to allow you to be innovative and creative on how you serve your community.'"

In communities around Tehama County, people can be wary of big government, Padro

noted, making the Listos California model of local messaging all the more fitting.

“People tend to be a little bit more reserved about information that comes from the Governor’s Office or the government,” she said.

This on-the-ground flexibility was pivotal to the success of the campaign in Tehama County. It enabled Padro to work with a number of subgrantees to find innovative ways to reach vulnerable populations, including rural and isolated older adults, wildfire survivors, LGBTQ+ community members and people with disabilities. The Tehama County partners leveraged food bank mobilizations, held lively online disaster training events and connected personally with people without homes.

During one event by the Far Northern Regional Center, participants entered “interactive experience rooms” where they learned about packing Go Bags and Stay Boxes, preparing evacuation plans and helping neighbors and friends to get prepared. Subgrantees Tehama Together and the Corning Community Foundation tapped into their ties with senior populations to provide training and to help people sign up for cell phone disaster alerts. Another subgrantee called PATH (Poor and The Homeless) formed a working group to explore ways to ensure campaign messaging would be useful for people without homes, then made pocket-sized disaster guides available to unsheltered people.

A recurring theme, Padro said, was hearing from people who survived wildfires in the past and realized they should do more to prepare for future disasters.

Listos California empowered Padro and her partners to trust their instincts and their own deep knowledge of their community. They were respected by state leaders to get the job done. And they did. 🌀

Providing Tools and Resources for Local Success

The Listos California campaign supported its partners in communities not only with funding, but in many other ways to ensure local success, including:

- Providing high-quality and culturally accessible training and materials.
- Helping navigate sub-granting and reporting processes.
- Assisting with the use of hazard and social vulnerability maps, and other research and technology.
- Tracking engagements.
- Providing check-ins and opportunities for asking questions, sharing experiences, and finding solutions to challenges.
- Developing and sharing new guidance resources and messaging content designed to be accessible to diverse populations.



Mina Diaz, Mildred Gains and members of their team tabling in Solano County.

Solano County Social Entrepreneurs: Three Nonprofits Deliver

Sometimes small is huge. And exactly what's needed.

That was the case in Solano County where the rollout of Listos California met with difficulties when the initial nonprofit subgrantees backed out due to lack of capacity and other challenges.

Enter the can-do trio who delivered: Mina Diaz, Mildred Gains, and K. Patrice Williams. The three women run small community nonprofits that serve people without homes, and Latino, Black, Filipino and other communities.

As trusted local forces for good, they were perfect for the job.

"We needed to find the sweet spot to find community organizers that had the time available and were nimble enough to change

their strategy swiftly," said Elaine Tokolahi, Director of Volunteer Services for the Center for Volunteer and Non-Profit Leadership, the community-based organization that led the Solano County Listos California effort.

"We found really good organizations to work with," Tokolahi added. "Only one is an established agency – Meals on Wheels. The other three are social entrepreneurs, grassroots women who know their communities well and can mobilize others quickly."

Poverty runs deep in Solano County, an area Tokolahi said is often overlooked by nonprofit funders due in part to its low-profile location between the Bay Area and Sacramento. Many vulnerable people call Solano County home, including migrant farmworkers, teens living in encampments, Filipino grandmothers in



K. Patrice Williams,
CEO of BrandGOV

poverty, and young Latina mothers shopping at tiny local grocery stores.

The three social entrepreneurs knew just where and how to reach them.

Mina Diaz is founder of Diaz & Loera Centro Latino, a Vallejo nonprofit that offers bilingual services for the Latino community. Prior to the COVID-19 crisis, much of Diaz's outreach flowed from St. Vincent Ferrer Catholic Church, a hub for the Latino community.

"When mass finished at St. Vincent's, they allowed me to give a little commercial," Diaz said, noting she provided information about disaster preparedness, then invited parishioners to go outside for further interaction. Later, when the pandemic hit, Diaz conducted disaster preparedness backyard events with five or six people at a time or at outdoor tables in front of grocery stores.

Mildred Gains, founder of Project Blessing Bags, maintains a strong bond with unsheltered communities in Solano County. For years, she and her band of volunteers have passed out "blessing bags" with personal toiletry items to people living in homeless communities.

The unsheltered people in the camps don't run when they see Gains driving in. They know her car. After she signed on with Listos California, disaster preparedness materials became another critical blessing in her "blessing bags."

For **K. Patrice Williams**, founder and CEO of BrandGOV, a small communications consulting firm, the Listos California work fell squarely within her wheelhouse. Williams specializes in outreach to vulnerable populations such as unsheltered people and low-income families.

Initially, a big portion of her Listos California outreach took place at the long lines at food banks following layoffs due to the pandemic. Williams described her work as "rocking with the food banks – where they go, we go." She also leveraged sites offering COVID-19 testing and giveaways of masks and hand sanitizers, as well as local protests surrounding racial and social injustice.

The thousands upon thousands of person-to-person contacts initiated by the three Solano social entrepreneurs packed a powerful punch in the county – an outsized triumph from just the right local champions. 🌀

A Familiar Face and Supportive Message

When the Black Lives Matter protests over the police killing of George Floyd roiled Solano County and the nation during the summer of 2020, K. Patrice Williams, who is Black and the CEO of the nonprofit BrandGOV, decided to "bend right into it" and "ride that wave." Williams and her team passed out Listos California materials to protestors, the bulk of whom, said Williams, were Black. With a familiar face in the community as the disseminator, people accepted the materials without viewing them as patronizing.

The Solano County outreach tapped into the very reason Listos California exists: to meet people where they are with support to keep them safe.



The Translator

Jordan Liu, Public Safety Assistant, City of Irvine Police Department

Jordan Liu and a team of volunteers donated thousands of hours to pass along the gift of emergency preparedness to other Mandarin speakers throughout California and the nation.

Liu is a public safety assistant for the City of Irvine Police Department, whose experience prior to the Listos California campaign included translating Community Emergency Response Team (CERT) materials into Mandarin. Based on this expertise, Listos California tapped Liu to lead a related project: translating 12 full hours of the Hybrid CERT online training materials into Mandarin so more people in Chinese communities could access the training during the social distancing era of the pandemic.

It was a massive task, involving more than

100 volunteers. The work, overseen and reviewed by Liu, ensured that the materials were linguistically precise as well as culturally relevant and accessible to those with lower literacy levels – vital values to Listos California.

“Mandarin is the most spoken language in the whole world,” Liu explained. “And this emergency response technique and concept needs to be communicated and is going to benefit the entire Chinese-speaking population.”

Liu emigrated from Taiwan to Irvine more than two decades ago to study for her master’s degree. Irvine, she said, feels like her “USA hometown” and she sustained that feeling during a number of years spent in Northern California with her husband and child.

Later, when the family returned to Irvine, Liu worked for a venture capital firm while seeking

a way to give back to her Chinese community. In 2015, she volunteered with the police department, which is the sponsor agency for the Irvine CERT program, to serve as a liaison with the Chinese community. A year later, she was hired on staff to continue her work.

“Our Chinese population is growing. They come for a better life, a better education, but some have no way to connect to existing culture and systems,” she said. “The department wanted to find a liaison to be a bridge for the department and the community.”

People of Chinese descent are the largest minority group in Irvine, Liu noted. For that reason, in 2018, she and her team of volunteers, at the request of their police chief, spent thousands of pro bono hours translating the classroom-based CERT manual into Mandarin to provide access to more of the Chinese population.

“In the Chinese culture, people often don’t

have the idea that they need to prepare and respond in a systematic way to a disaster,” Liu explained of the importance of the effort.

During the Listos California campaign, Liu and her team of volunteers translated the hybrid version of the CERT training manual providing online access. Roughly 100 Chinese CERT-trained volunteers from Liu’s program and others throughout the state translated the online training, which is now available through Cal OES.

Liu understands the power of community and the value of many hands joining to accomplish a task. She thanked in particular the core members of her sizeable translation team: Lucy Liou, 劉慧芝, Temple City Advanced CERT Member; Mike Chuang, 莊明憲, Central County Fire Department Hillsborough CERT Volunteer Coordinator; and Irene Xiaohua Jin, 金曉華, Irvine CERT Volunteer. 📞



ART BY JOCELYN TSAI

5 KEY STEPS FOR EMERGENCY PREPAREDNESS

- ✓ 1. Get alerts to know what to do at CalAlerts.org.
- ✓ 2. Make a plan to protect your people.
- ✓ 3. Pack a Go Bag with things you need.
- ✓ 4. Build a Stay Box for when you can’t leave.
- ✓ 5. Help friends and neighbors get ready.

LISTOSCALIFORNIA.ORG





Rico Peralta, Director of Program and Training for United Way Fresno and Madera Counties.

“We Were All Systems Go”

Rico Peralta was new to emergency preparedness in 2019 when he was tapped to run the Listos California campaign for the United Way in the heart of the Central Valley.

Peralta set to work developing the relationships and a well-networked infrastructure that would prove invaluable when the pandemic struck and the campaign had to change course to reach targeted populations. At that point, he became known as “an implementation machine.”

The job was massive and complex. As the Director of Program and Training at United

Way Fresno and Madera Counties, Peralta was bringing the campaign into very different environments: agricultural areas on the valley floor; rural, more isolated populations in the mountain areas; and an urban core in the city of Fresno.

Peralta was a natural at tapping into local resources at every level, responding to diverse community needs, and leveraging every chance to reach targeted populations. The pandemic, which threw some Listos California grantees and volunteer teams off track, only enhanced his resolve to act and get effective engagements.

A drive-through pet vaccination clinic. Tax

preparation opportunities for low-income older adults. COVID-19 testing sites. Food distributions. Mexican consulate waiting rooms. Peralta saw all as ripe opportunities to reach people with materials and training that could help save their lives one day.

"We were in the mode to respond," he recalled. "So when we found ourselves in crisis, we were all systems go."

His Listos California machine engaged organizations as diverse as the Valley Center for the Blind, HandsOn Central California, and Mi Familia Vota, whose U.S. Census outreach merged with Listos California efforts to pass out masks and other protective gear to farmworkers suffering the effects of both the pandemic and wildfire smoke.

Beyond Peralta's management on the ground, he proved to be a master at building relationships with other leaders. His connections with first responder organizations and elected

officials, for example, proved invaluable during both the pandemic and the Creek Fire in September 2020, which consumed nearly 380,000 acres in Eastern Madera and Fresno counties, making it the largest single incident wildfire in California history.

Peralta and the United Way Fresno and Madera Counties team embraced COVID-19 vaccinations as a way to reach additional audiences. With public health and other partners, the team coordinated resources fairs -- anchored as mass-vaccination sites -- to draw thousands of agricultural workers and others for vaccines, and supplied them with preparedness education and other supports at the same time.

In the end, the emergency preparedness and response systems in Fresno and Madera counties had an unwitting new leader in Peralta, who, like any budding social entrepreneur, saw endless opportunities to make an impact. 📞

Drive-through Health and Resource Fair produced by community partners for farmworkers in Madera County.





Children receiving pillowcase go bags in Tulare County.

Empowering the Children

Empower a child in even the smallest way and a strengthened sense of pride and mastery can ripple out through a lifetime. That's one of Nicole Wynd's guiding principles in her profession, and one that shaped her efforts within the Listos California campaign.

Wynd engages with people of all ages in her role as project manager for disaster resiliency for Self-Help Enterprises in Tulare County, which implemented the campaign there. But according to this former first grade teacher, youth sports coach and single mother of three, her work with young people especially "fuels her fire."

"If you give them the opportunity to grow, it is one of those things that will always internally boost them," said Wynd. "When they see they can do it, it is super powerful for the rest of their lives."

In rolling out the Listos California campaign, Wynd sought unique opportunities to empower young people in this rural county where many families struggle. Tulare County is one of the most productive agricultural areas in the state and nation, yet as the Listos California Vulnerability Profile for the county shows, poverty and unemployment run high. Many families work the fields picking crops. The area faces sizeable risks from disasters,

“If you give them the opportunity to grow, it is one of those things that will always internally boost them,”



Nicole Wynd of Self-Help Enterprises.

including flooding and runaway wildfires.

“Emergency preparedness is overwhelming for our families,” Wynd explained. “They are living in extreme poverty. They aren’t thinking about the future. They are thinking about how are bills going to get paid? How will we get food on the table?”

To reach children, Wynd launched a pillowcase project before Christmas in 2020 when most toy drives were shut down due to the pandemic. It served as both a small toy giveaway and an opportunity to educate people about Go Bags. The pillowcases came with instructions on what should be carried out inside of them in the event of disaster. They also contained a teddy bear, water, flashlight, crayons, children’s book and non-perishable food. Nametags were included that the children could fill out, which would inform first responders who they were if separated from their parents.

All told, about 900 pillowcases were distributed. Wynd also organized a scavenger hunt as a fun family activity in Visalia over Thanksgiving weekend. Stay Boxes also were provided.

While farmworker families and children were a key focus, the campaign also targeted other diverse groups, including older residents and people with disabilities. In the course of these efforts, Wynd made a point of identifying and tapping local emergency officials, the American Red Cross, United Way and other community service groups, which helped to strengthen community bonds and commitment to disaster preparedness in Tulare County. [📍](#)



Teddy bears provided to Tulare County families as part of Self-Help Enterprises pillowcase project.



AmeriCorps members assisting with wildfire home hardening projects

AmeriCorps People Power for Listos California Campaign

Listos California engaged nearly 130 AmeriCorps members during the course of the campaign. Under the leadership of community-based organizations, AmeriCorps teams were trained in disaster preparedness, then shared that knowledge with people. They canvased door-to-door with materials, staffed tables at churches and trained older adults in their own community settings.

After the pandemic struck, they found new ways of engaging communities through web-based trainings and extensive phone calling. They worked at food banks and distributed meals to students and families, supported COVID-19 testing sites and cleared debris to protect rural areas at risk of wildfires.

As of late 2020, the AmeriCorps members

serving within the Listos California campaign together had reached more than 100,000 Californians with accessible and culturally competent preparedness information. They also provided a wide range of local support in response to COVID-19.

Listos California partnered with two programs from the AmeriCorps State program portfolio (American Red Cross and Bay Area Community Resources) and one from the AmeriCorps National Civilian Community Corps campus to help implement the campaign.

The partnership proved a powerful way to provide enriching experiences for AmeriCorps members while equipping community organizations with enthusiastic, capable contributors. Here is a brief look at the efforts:





AmeriCorps member providing Social Bridging call to reach high-need Californians.

American Red Cross – Los Angeles County AmeriCorps

- Starting in fall 2019, members reached out to vulnerable people, including through a home fire safety campaign in which they helped with smoke alarm installations and batteries.
- They helped educate 25,000 Californians about disaster preparedness through door-to-door outreach.
- In the wake of the pandemic, they partnered with Los Angeles Unified School District, LA Food Bank, YMCA and the KHALSA Care Foundation to help distribute food and meals to those in need while incorporating disaster preparedness materials.

Bay Area Community Resources AmeriCorps

- Members worked in six California counties identified as high priority for disaster risks – Lake, Shasta, Fresno, Tulare, Riverside and San Bernardino – to provide outreach through door-to-door canvassing, local presentations and events.
- Work after the pandemic began included supporting local food banks, distributing meals and creative outreach through social media.

AmeriCorps National Civilian Community Corps

- Working in teams, these members conducted door-to-door canvassing, presentations and trainings, as well as home-hardening projects in partnership with local Fire Safe Councils.
- Members provided emergency preparedness outreach at local food banks, grocery stores, etc.
- The work benefited 10 counties: Imperial, Madera, Mendocino, Napa, San Diego, Solano, Sonoma, Santa Cruz, Solano and Tulare in partnership with eight community-based organizations that implemented Listos California in these areas.

Together, these dedicated AmeriCorps members, in conjunction with local partners, used their talents, skills and time to provide vulnerable residents with needed supplies, critical information and comforting calls during a challenging moment in history. 📞



AmeriCorps NCCC Members Dig In

They arrived in Sonoma County on a Thursday in January of 2020. By Saturday, the nine-member Blue Team 3 was trained and ready to get to work. The team, which had come from a service stint in Mendocino County, was among several AmeriCorps National Civilian Community Corps teams enlisted by Listos California and dispatched up and down the state.

Assigned to Catholic Charities of the Diocese of Santa Rosa, Blue Team 3 aimed to reach older adults and Latinos with potentially life-saving information in a region devastated by wildfires. The group's trainer was veteran 911 operator Alma Bowen, who had been on duty the night the 2017 Tubbs Fire broke out and now runs Nuestra Comunidad, an organization serving vulnerable Latinos.

The AmeriCorps members canvassed low-income apartment complexes and conducted trainings, sometimes in Spanish, with groups of residents. After four weeks, they did another round of canvassing in Napa County through Napa Valley Community Housing. Their contributions also included debris removal for fire prevention purposes.

"They were unbelievable ambassadors—self-confident, engaging, encouraging, incredible,"

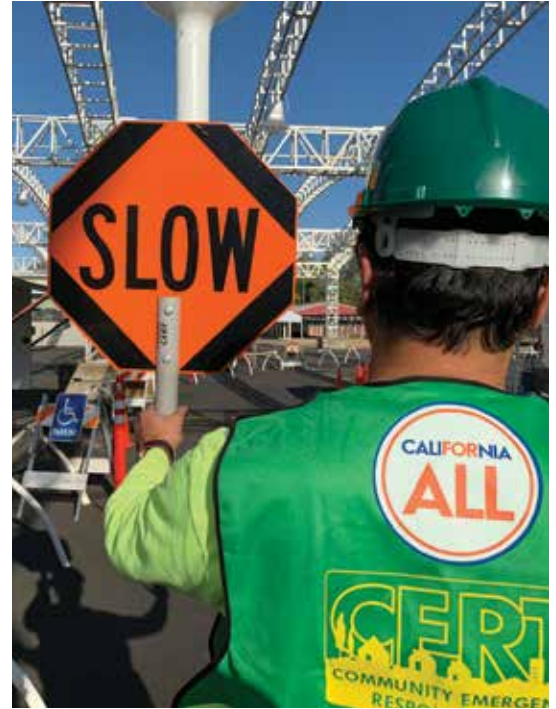
said Nathan Gilfenbaum, senior program manager for outreach and training at Catholic Charities of the Diocese of Santa Rosa.

One of the team members was Ruby Zenteno, who hadn't known anything about disaster preparedness before joining AmeriCorps.

"I was a bit nervous about the prospect of campaigning, collaborating and outreach with so many wonderful community organizations as I had never done that before," she said. "But I genuinely believed in the mission of Listos California and that passion carried me far."

Once the members wrapped up their work in Sonoma and Napa counties, they moved on to San Diego County. By the end of their service in partnership with the campaign, the team had disseminated more than 17,000 pieces of disaster preparedness information to more than 8,000 households, conducted nearly 20,000 wellness checks with older adults, and helped protect woodlands and structures by removing nearly 10,000 pounds of debris in fire-prone areas.

Like other Listos California innovations, the contributions of AmeriCorps Blue Team 3 demonstrated the power of partnership to support local agencies and make communities safer for all. 🌐



Clockwise from top left: Fire brigade welcoming CERT trainees; CERT members during training exercises in Sacramento and San Bernardino Counties.



PHOTO BY (CLOCKWISE FROM TOP LEFT) LA HONDA FIRE BRIGADE; FOLSOM CERT; SAN BERNARDINO OES CERT

CERT Teams: At Home with Disaster Readiness

California's Community Emergency Response Team (CERT) program is the most robust in the nation, with more than 400 teams operating locally to help their communities when disaster strikes. These dedicated teams of volunteers became critical partners in implementing the Listos California campaign.

CERT is a national program that provides standardized training in basic disaster response to community members. Following 20 hours of training, volunteers are able

to lead disaster preparation training in their communities and can be deployed by professional responders during disasters to help with various needs, from helping in shelters and feeding programs to call center support to assisting with search and rescues.

Listos California provided capacity building grants that supported 94 different CERT programs throughout the state. These funds not only supported CERT programs, but also provided funds to support LISTOS training within CERT programs, as well as existing →



Suu-Va Tai of Cal OES, welcoming attendees at CERT and LISTOS kick off conference.

Tribal CERT programs and the creation of new ones.

Listos California also translated and supported deliveries of the CERT and LISTOS training programs into additional languages, including Spanish, Mandarin, Korean, Vietnamese, and Filipino.

In May 2019, the Listos California campaign kicked off the CERT and LISTOS program grants during a three-day training conference in San Diego. More than 700 program managers, instructors and volunteers attended, including more than 100 people who were involved in either the management or instruction of these programs in Spanish. Sixteen workshops offered simultaneous Spanish translation. The conference and the strategic granting to CERT and LISTOS programs expanded the footprint of these programs to 39 California counties.

The work of CERT teams to implement the

campaign ranged widely and reflected varied landscapes, demographics, communities and needs.

- In Monrovia, a city in the foothills of the San Gabriel Mountains of Los Angeles County, a local businessman and eight-year CERT member brought the lessons of the campaign's Spanish language Disaster Ready Guide to his employees. As a child, Carlos Parrague had relocated from South America to the United States, where he learned English in the New York public school system and went on to become an architect. Parrague said he hopes to conduct further preparedness trainings in the future for his staff members.
- Using Listos California funds, the Fresno CERT program added audio/

video systems to an available apparatus maintenance bay at the Fresno Fire Department. This created a unique indoor/outdoor facility for CERT and LISTOS program training, increasing capacity by 50 seats and adding flexibility to instructional options for community members.

- In August 2020, wildfires were on the march and CAL FIRE could not spare firefighters to staff a call center when a fire broke out in Alameda County. Tracy Hein, emergency preparedness manager and CERT program manager at the Livermore-Pleasanton Fire Department, worked with Alameda County Emergency Management and CAL FIRE to coordinate 165 CERT volunteers from 13 programs to support the call center for 13 days. The volunteers – many from CERT programs receiving Listos California funding – contributed 2,500 hours of service.
- Following the devastating CZU Lightning Fire, the La Honda Fire Brigade, an all-volunteer fire department, needed help raising money and replenishing equipment used during the fire. In September 2020, local CERT volunteers held an outdoor fundraising event where they distributed the campaign's Disaster Ready Guide, signed people up to take the new hybrid CERT class, raised roughly \$24,000, and launched a CERT class with 90 student sign-ups.

These are but a small sampling of the CERT accomplishments achieved through the Listos California campaign. 🌀

They Are Not Alone

CERT San Diego teamed with Feeding San Diego to deliver food to senior independent living facilities during the COVID-19 pandemic. John Lally of CERT San Diego wrote movingly about the effort in a September 2020 report to the campaign:

"During this period of unmatched despair and doubt, communities came together and strengthened their resolve to make a difference. And CERT San Diego joined operations to help thousands of households receive assistance...

"Many seniors would open the door slightly and retrieve the food left for them. For others without strength to move the box on their own, they would open the door and take several steps back, while the CERT member would slide the food parcel well clear of the door for them. The looks of relief, happiness, and gratitude on the faces of our customers was deeply felt by all volunteers.

"The thousands of families who received this food and information received another more valuable gift, the knowledge that they are not alone. Throughout the history of our state, and our great country, we have a tradition of stepping up to aid those who are in need, regardless of age, skin color, social background, language, or orientation, of Neighbors helping Neighbors because it is the right thing to do."



One of the 13 trailers provided to local Fire Safe Councils to support home hardening projects.

California Fire Safe Council: A Natural Partner

The emergency preparedness messaging of Listos California was well aligned with the longstanding work of a key partner in the campaign: California Fire Safe Council.

A statewide nonprofit organization, California Fire Safe Council serves as a grant clearinghouse for federal funding that goes to local communities for wildfire prevention activities. Recipients, including local Fire Safe Councils, homeowner associations and local government agencies use the funding to increase and enhance defensible space and help with community fire planning and education.

California Fire Safe Council, as a grantee partner with Listos California, was poised in early 2021 to begin several new efforts to help vulnerable communities in wildfire-prone areas become better prepared for disasters. As part of the effort, 44 local Fire Safe Councils received outreach toolkits, which include pop-up tents, table covers, media kits, branded t-shirts and educational materials in multiple languages, for

use at events within local communities.

California Fire Safe Council also used Listos California grant funding to purchase 13 trailers to help rural and low income communities become more disaster ready. The 12-foot enclosed trailers will carry tools, safety equipment and supplies for volunteer use. The trailers will be provided to a dozen Fire Safe Councils in rural and underserved communities, with one remaining with the statewide organization. The trailers will expand the councils' capacity for helping residents create safer conditions around their homes through established Chipper and Defensible Space programs and other home-hardening measures.

California Fire Safe Council partnered with the California Conservation Corps to provide home-hardening events throughout the state. The Corps is helping to design inside cabinetry and tool storage within the new trailers.

The overall goal for this partnership with Listos California is to engage 100,000 Californians around becoming more disaster ready. [🔗](#)

Grassroots Preparedness Group: A Trailblazer for Spanish-Speaking Communities

One of Listos California's grantees – the grassroots LISTOS program based in Santa Barbara – understood well the importance of community-based partnering and providing emergency preparedness information in culturally and linguistically appropriate formats.

The LISTOS program, which celebrated its 10th anniversary in 2020, involves an eight-hour training program that was designed by Spanish speakers for Spanish speakers. The program partners with community institutions, local jurisdictions, nonprofits, schools and faith organizations to reach, educate and prepare people for emergencies and disasters. The curriculum and teaching style is approachable, conversational and non-threatening and can be adapted to reach vulnerable groups ranging from older Californians to children to people with disabilities.

Liliana Encinas has been with the LISTOS program since its earliest days and is now the national program director. She recalled that when the LISTOS program began, Spanish language materials for the Community Emergency Response Team (CERT) program were not available. Nor were materials culturally relevant or linguistically appropriate. The accessible curriculum of the LISTOS program began to fill this void.

"There was no education curriculum created for the targeted community," said Encinas, who also serves as the Santa Barbara City

Fire Department's public education specialist. "That's how LISTOS began to be requested outside of our county."

Encinas said Listos California campaign funding enabled the LISTOS program to expand from 30 programs to 59. She also said the LISTOS materials have been translated into more than 10 languages. The result is that many more communities are being served.

"We don't only give people the tools for disaster preparedness, we connect them with agencies in their community so they can become more resilient families because they know their resources," she said.

The LISTOS program is administered by the Fire Services Training Institute (FSTI), a collaborative emergency preparedness training program. Through grant funding from the

Listos California campaign, FSTI was able to expand its statewide administrative capacity. Funding also helped to update the LISTOS curriculum, train instructors and support development of a centralized website for the program.

Encinas said it is rewarding to see the state incorporate inclusiveness into preparedness efforts.

"It is very encouraging," she said, "to see them taking into consideration the cultural barriers or language barriers the community has that prevents them from becoming that resilient community that we want them to be." 🗣️



Liliana Encinas, National Program Director

Pet preparedness training with Rescue Ranch, Inc. in Siskiyou County.



Protecting Creatures Great and Small

Pets and work animals need to be cared for in disasters too, and sometimes their human companions won't evacuate without them. Listos California launched a disaster preparedness campaign targeting pet and work animal caretakers to help save the lives of the animals and the people who care for them.

"Many people won't leave without their pets," said Jacqueline Nushi, who has served as the 211 manager for United Way of Northern California, a Listos California partner. "When it comes to evacuations, you hear stories of people going back to get their pets or not leaving."

Listos California's animal preparedness campaign sought to protect animals of all sorts and sizes.

In June 2020, the campaign sent out an e-newsletter detailing the steps needed to prepare pets and work animals for evacuation. The newsletter reminded folks that just as humans need a Go Bag, so do pets. Theirs should contain such things as a collapsible

water bowl, collars, leashes, medicine, immunization records, toys and a photo.

Work animals – including horses, cattle, sheep, chicken and others – often greatly outnumber their human caretakers and need more assistance with extraction. That requires planning and placing signs and stickers on property to cue emergency responders that animals are on site, and describing what kind of creature they are to enable evacuation with the proper equipment.

Community partners throughout the state helped spread the message of preparing our animal friends for emergency evacuation. In Siskiyou County, Nushi teamed with Rescue Ranch Inc. in Yreka to offer webinar trainings on animal evacuations. The efforts were covered by local news stations and newspapers, further helping to spread the word.

In Madera and Fresno counties, HandsOn Central California, a Listos California partner, worked with the Madera Animal Shelter to deliver animal – and human – disaster preparation materials to people attending →

Listos California's Tips for Animal Preparedness

Steps to Prepare for Animal Evacuation

- Get your pet an ID tag. Ask for a free or discount microchip.
- Pack food, water, medicine, and proof of immunization.
- Dial 211 to ask which public shelters accept animals.
- Share keys with trusted friends to rescue your pets.
- Include family photos with your pet(s) in your go-bag. These can help you reunite if separated.

Go-Bags for Your Pets

Pack a separate go-bag for your pets, too.

Some items to include are:

- Special foods, treats, and collapsible water bowl.
- Toys that you know your pet would go back to your house for.
- Extra collars and leashes and anything that would comfort your pet.
- List of medications, immunization records, veterinarian's phone number, chip number.
- Photos of your pet(s) that could help reunite you if ever separate.



low-cost animal vaccination clinics.

In Nevada County, Sierra Foothills Village, a nonprofit neighbor-to-neighbor community that helps older Californians live independently, held weekly webinars to help individuals prepare for emergencies. Over the summer, the easy-to-use information inspired a Nevada City woman who attended to not only prepare a Go Bag for herself, but also one for her cat. Two-weeks later, the woman was forced to evacuate her home when the Jones Fire hit Nevada County, and both she and her pet benefitted from the preparation.

"While I was a bit scared, I had peace of mind of not wondering what I needed to take," she told those who helped her.

Listos California's focus on animals and disaster safety paid off in August 2020 during the CZU Lightning Complex Fire in San Mateo County. The Coastside Community Emergency Response Team received funding from Listos California and in turn bolstered its partnerships with disaster groups. When the CZU Lightning Complex Fire hit, Coastside's bonds with a large animal evacuation organization helped the group to secure needed equipment and to operate as a central point for animals being evacuated. [🔗](#)



A Meaningful Rescue

The Martinez Area Community Emergency Response Team provided the following account by a volunteer in a September 2020 report. A member of the Contra Costa Animal Response Team, the volunteer was deployed to the Solano County Fairgrounds to assist with large animals rescued from wildfires in three counties. She described one particular day, August 20, 2020:

"The day started off quiet. The barns were full of goats, sheep, chickens, cattle, ducks and geese. Farther out on the grass grounds, there were more cattle, horses, and two emus. Volunteers were busy checking food and water, making sure there was no ruckus, or planned escapes.

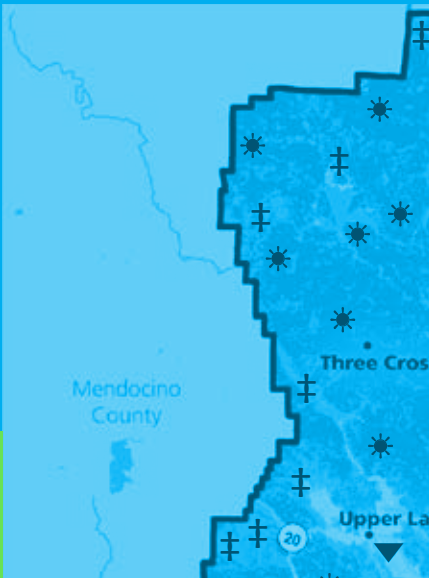
"... Our last intake of the evening was a tough one. Around 7:00, a stock trailer came in with 20 alpaca. There was a large pen in the center of the barn perfect for them, but the trailer could not back far enough

into the barn. There were a number of large metal fence panels stacked to the side, so the volunteers grabbed them and made a funnel from the trailer to the pen. The alpacas jumped down, and proceeded to mill around in circles, refusing to move towards the pen. The owner arrived, and like a benevolent grandfather, got behind them and gently shepherded them into the pen. The alpaca were cute, with their huge eyes and their bowl cut hairdos. For such a traumatic event, they were pretty docile, and settled down well. I was standing with the owner, watching them adjust, and he told me his wife had seen the alpacas years ago, and fell in love with them. I said, 'So now you have 20.' He replied, 'This morning I had 75. These are the survivors.'

"That brought it all home, why we do this, why we help not only the surviving animals, but the surviving humans. For a few minutes, he could enjoy his alpacas, until the memory of those he lost hit. I cried that night when I got home." 🌀

EARTHQUAKE HAZARD

WILDFIRE H



Data and Technology

Key Campaign Drivers



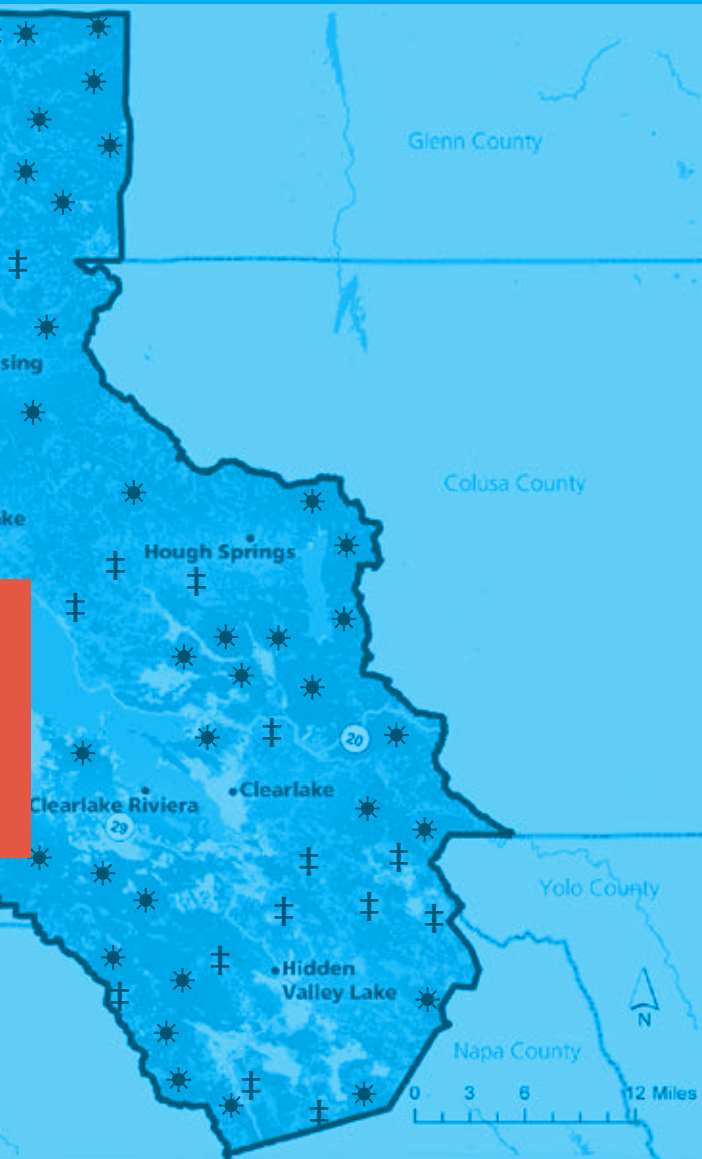
Earthquake Hazard Risk Scale



Wildfire Hazard R



HAZARD



Risk Scale



High

FLOOD HAZARD

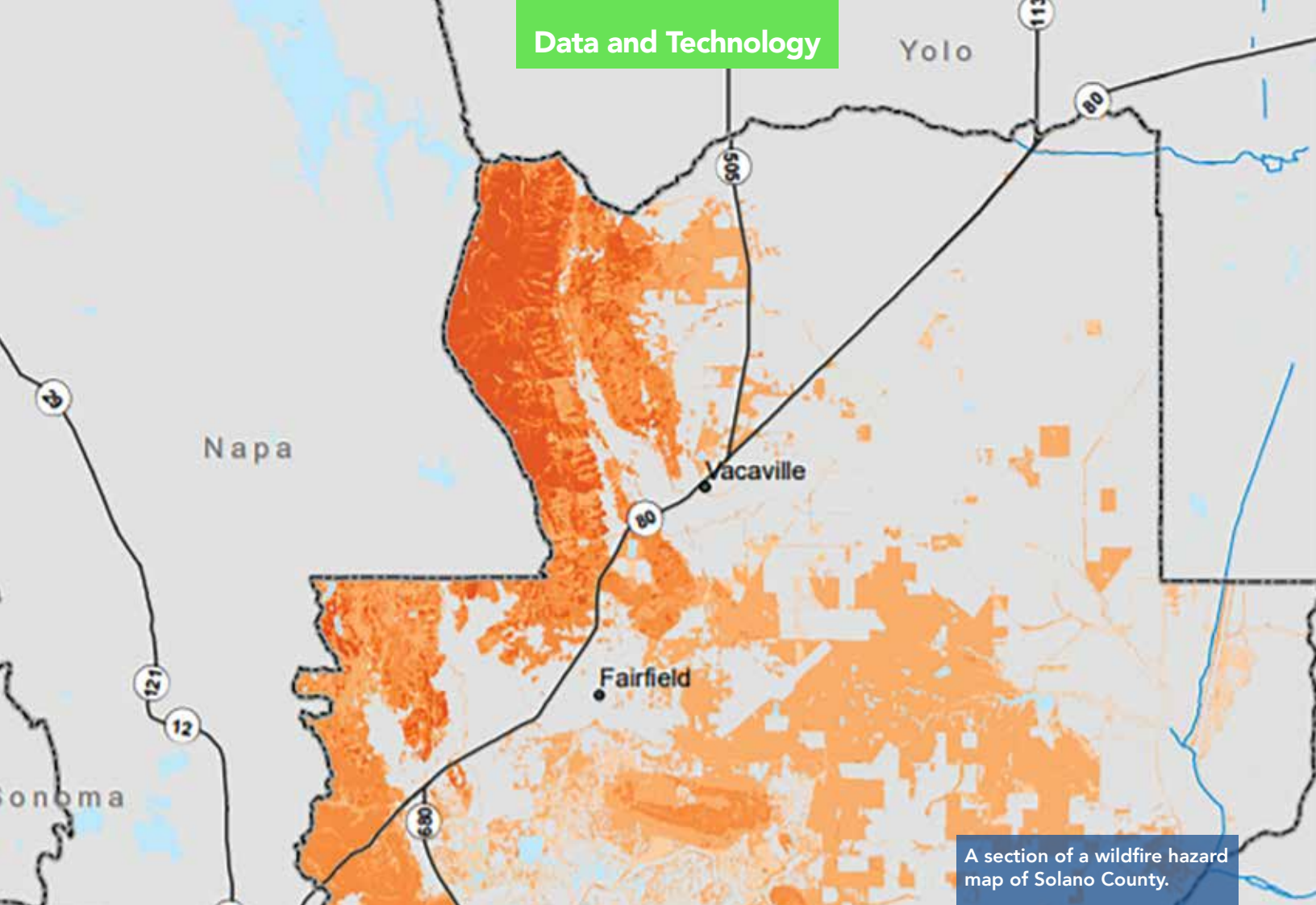


Flood Hazard Risk Scale



Low

Samples of disaster hazard maps created by Listos California.



A section of a wildfire hazard map of Solano County.

Imagine a county map smoldering with huge swaths of red signifying extreme wildfire risk. Now picture a map with colors marking large numbers of people in poverty, older Californians, limited-English speakers and households without cars.

Bring the maps together and you've painted an unnerving picture—down to the zip code—of where disaster risk and human vulnerability collide.

Listos California produced such maps to help communities know where to direct outreach efforts both before and during disasters. Known as “Multi-Hazard Vulnerability Index Maps,” they highlight the data-centric approach of the campaign, where research, statistical analysis, surveys and technology informed and drove the efforts to

reach communities in need.

These data-driven efforts and methods were extensive:

- At the outset of the campaign, surveys and focus groups captured the precise reasons people hesitate to prepare for disasters. That data framed how the Listos California Disaster Ready Guide and its Five Steps for preparedness were designed.
- When the COVID-19 crisis hit, voter registration records and hazard maps were tapped to identify older Californians reached through the Social Bridging Project.

- When in-person training became impossible during the pandemic, the campaign developed technological tools to train people remotely, including a text messaging course created by Arist and a 20-minute online training course.
- Data acquired through federally funded health and nutrition programs (commonly known as SNAP and WIC) helped identify corner stores and ethnic markets serving vulnerable populations in the 24 target counties where grantees delivered safety and preparedness materials and posters.
- Listos California's numerous ad campaigns on social media tracked clicks, likes, shares and other engagement measures to evaluate and adapt the campaign's effectiveness in building trust and engagement with targeted populations.

Mapping Vulnerability to the Zip Code

The Multi-Hazard Vulnerability Index maps, along with localized "vulnerability profiles," were prepared for each of the campaign's 24 counties. They pinpointed where vulnerable people lived and potential wildfire, earthquake and flood risks.

"We wanted to know, 'Where are the locations where we would expect to see the greatest vulnerability?' " said Matthew Schmidlein, a geography professor at California State University, Sacramento and lead on the mapping project. "Then we asked, 'What are the hazards in those areas?' And finally we wanted to help people understand, 'Who are the people there and what are their characteristics?'"

The vulnerability reports included key

"The data underscored the need for the state to rethink its approach to outreach, to implement strategies that engage communities that are most at risk of being surprised by wildfires, earthquakes and other disasters."

— Tracy Arnold, Chief Deputy Cabinet Secretary,
Office of Governor Newsom

factors including populations over 65, areas with food deserts, high numbers of residents without cars, high levels of poverty, and residents with disabilities. The maps guided planners down to the zip code, showing where to provide specific disaster guidance for specific populations.

In Solano County, for example, the maps showed high levels of social vulnerabilities in the southern part of the county, where areas of flooding and earthquake risks also exist.

The vulnerability maps "made it okay that we wanted to focus on certain cities," said Elaine Tokolahi, director of volunteer services for the Center for Volunteer and Non-Profit Leadership, which led the Listos California campaign in Solano County. Given limited resources, she said, the center needed to be strategic in deployment and wanted to focus on the southern areas of the county.

The maps, she said, provided validation for that approach. And they offered an additional benefit: providing visual reinforcement →

and motivation to people receiving campaign materials that they need to prepare for disaster because their homes sit in a disaster zone.

Surveys, Focus Groups, Research Guide Build-Out

The vast majority of people in vulnerable communities—88 percent—know they should prepare for disaster, but don't. Why? They think it's time-consuming, expensive and scary.

This was the data point, developed through surveys and interviews led by EMC Research in Oakland, that became the touchpoint for creating materials, curriculum, outreach and messaging. Sustained behavior change requires more than just information and opportunity; new learners must be open to the change and believe themselves capable of learning it. This was key to understanding how to motivate and enable one million people to change their behavior and take a significant series of preparedness actions.

Based on this evidence, the mantras of the campaign developed:

- If preparedness seems time-consuming, we will develop five simple steps to get it done.
- If it seems expensive, we will whittle down the number of items we suggest for a Go Bag and Stay Box.
- If it is scary, we will demystify and humanize it with an empowering, community-first frame instead of images of death, darkness and destruction.

The EMC study was preceded by a report developed by Monitor Institute by Deloitte, "Building Disaster Resiliency: A Roadmap for Investment and Innovation in California." This report outlined gaps in disaster preparedness



Child at a health and resource fair in Madera County.

in California and called for adoption of FEMA's whole community approach. The report drew upon extensive reviews, interviews and workshops in Southern and Northern California. Input was gathered from federal, state, local and Tribal governments; nonprofits, community-based organizations and faith communities; and private-sector organizations.

One of the most striking data points was experts' belief that community-based and faith-based organizations are greatly under-utilized in disaster preparedness and response. This informed the development of the community-based organization model of

outreach for Listos California.

The report also highlighted the importance of predictive analytics in disaster planning, as well as the rise of social entrepreneurs in community-building—again, elements that were embraced by the Listos California campaign.

Fostering Twin Goals: Flexibility and Accountability

Listos California required its grant-funded community groups and volunteer service teams to provide detailed reports on their efforts, including training sessions, tabling events, social media events or other outreach. They were required to track not only the number of engagements but also the number of people reached within specific target populations.

Additionally, the campaign partnered with Merit, a digital verification firm, to establish a customized online portal where engagement data could be entered and used for evaluative purposes.

Together, these various inputs and technologies were used to drive how the campaign would be tweaked, nipped and tucked to sharpen targeted outreach. Some of the technological tools were well received, while others did not generate outcomes as envisioned. The text messaging curriculum, for example, resulted in strong and effective learning experiences, while digital badging faced challenges that led campaign leaders to reevaluate its utility and need.

Importantly, the data that fueled Listos California did not exist for its own sake, nor function in a vacuum. Its greatest value came in the interplay between a data point and what is human.

Take, for instance, that fiery swath of red on a county map. It is home to real people with real names and real lives. No data point could obscure that. 📍

What Does Vulnerable Mean?

The hazard and vulnerability maps used by Listos California to help target vulnerable populations went beyond basic U.S. Census data. A broad collection of social science literature was studied to develop a weighted vulnerability index specifically designed for the campaign.

The variables in the index together painted a picture of real life conditions in the 24 targeted counties served by the campaign, against a backdrop of the real dangers of wildfires, earthquakes and floods.

Here is a sampling of some of the variables—and the thinking behind them—that went into the weighted index:

- **Households without cars because in a disaster, residents without their own vehicles may be less able to evacuate quickly.**
- **Renter-occupied housing because renters may have fewer ties to an area and may not know its resources as deeply as long-term homeowners.**
- **Areas with large numbers of long-term care facility beds because they require more detailed planning in evacuations.**
- **“Food deserts” (areas with few or no markets with healthy food options) because in disasters, such areas might require more food resources for locked-down residents.**

Other variables included people in poverty, unemployment rates, limited English proficiency, people with disabilities, non-white or Hispanic populations, median housing cost as a percentage of income, population over age 25 without a high school diploma, and people under age five and over age 65.

The weighted index allowed those implementing the campaign to develop specific intervention methods for their local vulnerable populations.



Air Game

Creating a



Movement



LEARN THE FIVE SIMPLE STEPS TO PREPARE FOR NATURAL DISASTERS



Social media ad promoting Listos California Text Message Course.

Through Listos California, local community groups and volunteer teams were given the charge and the resources to deliver preparedness information and materials directly to the people within their midst.

The campaign's communications strategy helped turn these place-based efforts into a cohesive and powerful statewide movement by elevating and driving the messaging across the state as a whole.

Modeled after voter engagement campaigns, Listos California built out a communications strategy that changed the channel on the typical narratives surrounding

disaster preparedness.

New materials that were culturally relevant and accessible were created to help local organizations ramp up their connecting power with diverse populations. Artists interpreted and imagined the tone and messaging. Carefully packaged information rolled out steadily through news outlets, social media platforms, public events, billboards, partnerships, and collaborations.

Over the course of the campaign, Listos California sent out more than 100 e-blasts describing new materials and initiatives, policy updates, and campaign progress. Social media notices and announcements rolled

Simultaneous and Symbiotic: Listos California's Ground Game and Air Game

Listos California functioned on two simultaneous planes. The “Ground Game” was conducted by hundreds of community groups and volunteer and service teams working within their local communities to help people take steps to become better prepared for disasters. The “Air Game” echoed and reinforced those narratives through overarching communications strategies and materials delivered across the state. Each of these modes of action informed and strengthened the other.



See page 52 for more on the Ground Game.

continuously. These informational notices kept the movement connected to Listos partners, government officials, local elected leaders, the media, emergency preparedness practitioners and others.

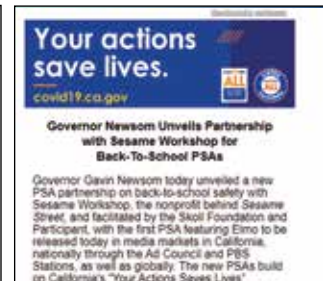
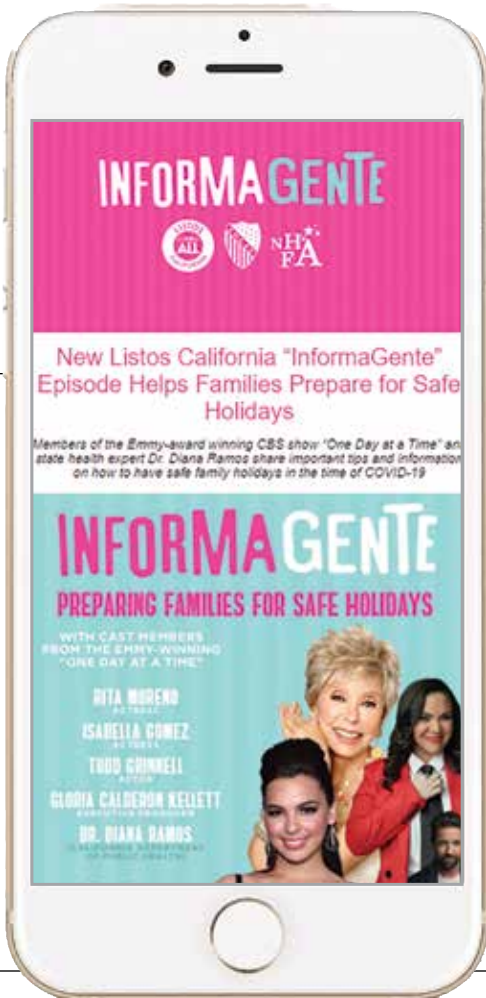
Taken together, it made for a comprehensive communications machine —purposeful and empowering—that both leaned upon and lifted up the many “boots on the ground” working to help make people safer.

Throughout the campaign, new approaches were rolled out aimed at achieving authentic and effective engagement around disaster preparedness. As innovations took the spotlight, people began to see how a collaborative movement led by both government and community-based organizations could put diverse and vulnerable people at the center of preparedness.

The work continued during a year marked by a global pandemic and recession, wildfires and their aftermath, and a nation reckoning with racial injustice. Those backdrops and connections helped to shape and inform the campaign and keep it relevant to people's lives. 🌐

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Pushing "Send" With a Purpose



In the News



Reimagining What's Possible

Throughout the campaign, new approaches were rolled out aimed at achieving authentic and effective engagement around disaster preparedness. As innovations took the spotlight, people began to see how a collaborative movement led by both government and community-based organizations could put diverse and vulnerable people at the center of preparedness.

The work continued during a year marked by a global pandemic and recession, wildfires and their aftermath, and a nation reckoning with racial injustice. Those backdrops and connections helped to shape and inform the campaign and keep it relevant to people's lives. 🌐



Salvin Chahal,
Spoken Word
Artist, at Listos
California launch

YOU & ME

Salvin Chahal

This poem by Salvin Chahal was featured during the launch of Listos California to help grantees and others communicate about this new campaign.

The world is changing in ways we never expected.
Communities that are the most affected happen to be the most neglected.

But I encourage you to put your differences aside and ask yourself: How do we protect it?

How do we protect the California for All which includes neighborhoods that are composed of languages from all around the globe?

Intergenerational homes with cultures too rich to let go.

And different-abled friends who happen to be the strongest people that we know.

To protect, we must prepare neighbor-to-neighbor resources that are meant to be shared.

Asking ourselves: How do we show up and take care of historically vulnerable communities who have slipped through the cracks when the earth starts to shake?

Parents who carry children on their back when floods turn living rooms into lakes.

And fires that ride the wind leaving our loved ones displaced.

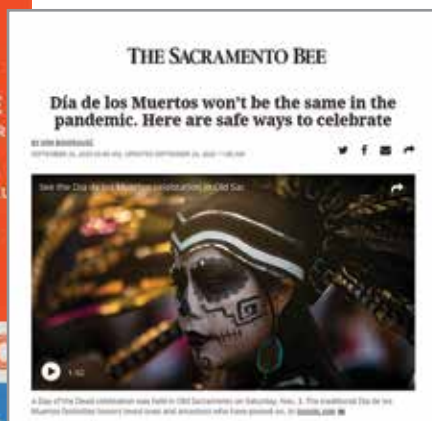
No more never forgotten and always remembered.

No more asking ourselves what we could have done better.

No more standing by and just letting things be.

Because Listos California begins with you and me.

Honoring Loved Ones



Reimagining What's Possible

Bigfoot is Ready in Siskiyou County.

Kicking Off CERT and LISTOS Program Grants

In May 2019, the Listos California campaign kicked off a series of CERT and LISTOS program grants with a three-day training conference in San Diego. More than 700 people attended. Training was offered in Spanish as well as English for the volunteer participants.



Young girl with dog and Pet Prep Disaster guide



Ringin' in Cheer

Graphics from holiday season Dec. 2020



Summit



Above:
Listos
California
challenge
coins.

Images from
Listos California All
Partners Summit in
February 2020.





The Listos California Brand

Listos California marked the first time a Spanish name was given to a statewide public engagement campaign in California. The name and logo were featured in many languages to reach California's diverse communities.

The message was clear: This was a truly culturally competent movement designed to ensure that all who are vulnerable – regardless of their race, age, or circumstances – could become wildfire resilient and disaster ready. 🌐



Bandanas, masks, magnets, Go Bags, and other materials with Listos California logo.



Leveraging Valuable Visible Real Estate

Listos California tapped into an old-school communications vehicle – billboards – throughout the campaign, especially after the pandemic precluded in-person events and training. Buses also

were used as moving messaging machines. By leveraging such highly visual platforms, the campaign was able to deliver life-saving information to diverse communities in a succinct and efficient manner. 📍





The Faces of



Listos California leveraged the diverse faces of California as part of its efforts to promote disaster preparedness, the use of masks, and personal and public health safety during the pandemic. The communications appeared across social media, within various initiatives and paid media campaigns, and at several safe, physically distanced events at the Governor's Office and other locations statewide. 🌐

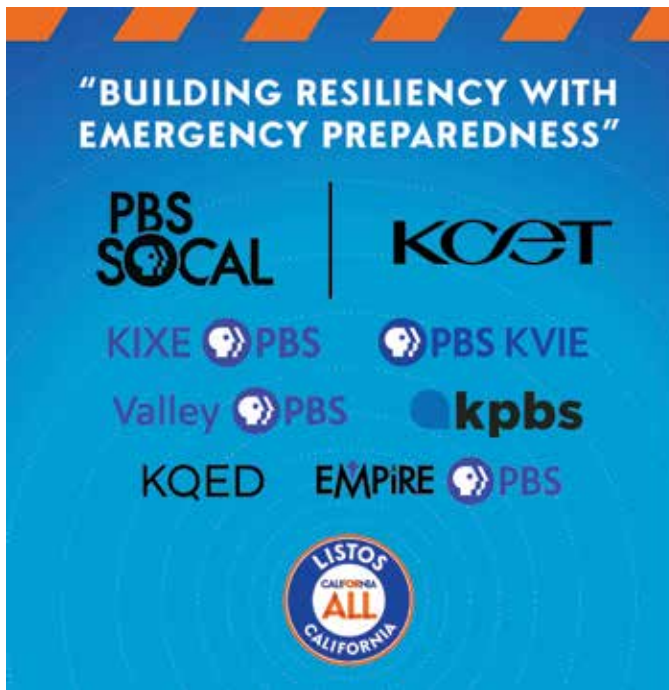
California



Partnering with the Media

Specialized and influential media outlets were active partners in the Listos California campaign. They offered important gateways for engaging with diverse communities. These paid media partnerships brought critical messages to audiences in targeted populations through newspaper articles, television specials, news segments, and social media posts.

Media partners included:



PBS (Public Broadcasting Service)

The PBS partnership with Listos California marked the first in the nation specifically designed to build resilient communities. Over the Thanksgiving 2020 weekend, PBS broadcast a gameshow called "What a Disaster." In it, the host, actor Jay Jackson

of "Parks and Recreation" fame, challenged three families to test their emergency readiness plans in the event of a disaster.



Univision

Univision, a Hispanic media company, partnered with Listos California to issue public service advertisements, which aired throughout the company's broadcast and digital platforms. The ads urged Spanish-speaking communities to follow the state's pandemic advice during the pandemic to "Stay Home. Save Lives." Univision also featured the work of the campaign in other programming, including both local news coverage and on the *Al Punto California* regular television talk show aired throughout the state.



Ethnic Media Services

Ethnic Media Services, which helps ethnic media outlets inform and engage diverse audiences on broad public issues, hosted a briefing with reporters to introduce the Listos California text message-based preparedness course. The information also was shared in news stories distributed by the media company.

California Black Media

This network of media outlets operates



newspapers, radio stations, and magazines to deliver news to the Black community and to facilitate communication between the Black community, media, grassroots organizations, and policy makers. California Black Media prepared articles about the campaign and the disproportionate impact of disasters on Black communities, which appeared in news outlets throughout the state. Sacramento artist Aliyah Sidqe, who depicts Black life in America and whose art was featured in the campaign, was among those highlighted in this body of work.



El Clasificado

This multimedia company offers free classified ads and articles on topics targeted to Latino communities. El Clasificado's April 2020 article, "Listos California lanza mensajes en español para la comunidad hispana," was promoted widely, including on the company's Facebook page.

DISASTER READY GUIDE



EN
ENGLISH

ALSO AVAILABLE IN:

Español
中文
Filipino
Tiếng Việt
한국어
Lus Hmoob



LISTOS CALIFORNIA:
ListosCalifornia.org



**GOVERNOR'S OFFICE
OF EMERGENCY
SERVICES:**
CalOES.ca.gov



**OFFICE OF THE
GOVERNOR OF
CALIFORNIA:**
Gov.ca.gov

September 2020

National Preparedness

During National Preparedness Month in September 2020, Listos California intensified the campaign with events, partnerships, initiatives, artwork and creative messaging.

At the same time, the state grappled with wildfires, the global pandemic and recession, underscoring the health and safety disparities of our most vulnerable populations.

TUESDAY 1



Kick-off: Actor Danny Trejo, Facebook video.

State's new color-coded tier system for counties to cope with COVID-19.

August Complex Fires in NorCal grows. North Complex Fire explodes. Mass evacuations. 16 fatalities.
([Wildfire Today](#), Sept. 1, 2020; [U.S. Forest Service interagency InciWeb](#))

SUNDAY 6



Listos CA Co-Chairs Justin Knighten and Karen Baker in CNN live segment explaining campaign urgency.

"224 people rescued as wildfire rages in California"

CA sets new wildfire record with 2.1 million acres burned in 2020. ([KQED](#), Sept. 7, 2020)

Bobcat Fire, largest in LA County history, ignites. Burns for 3 months.
([U.S. Forest Service interagency InciWeb](#))

MONDAY 7



Artists' preparedness interpretations featured on social media.

Slater/Devil Fire ignites. Burns for 2 months in Siskiyou and Del Norte counties.
([U.S. Forest Service interagency InciWeb](#))

"Farmworkers face double threat: Wildfire smoke and COVID-19."
([NPR.org](#), Sept. 7, 2020)

TUESDAY 8



Spotlight: "What Happens to Us?" video featuring API community.

Spotlight: Partnership with Sesame Workshop back-to-school PSAs on disaster preparedness.

"LA County bans trick-or-treating due to coronavirus"
([CNN.com](#), Sept. 8, 2020)

Month

WEDNESDAY 2



Partnership: 2,000 grocery stores.

"Pandemic's Emotional Hammer Hits Hard." Job losses, depression take toll. ([NPR.org](#), Sept. 2, 2020)

2

THURSDAY 3



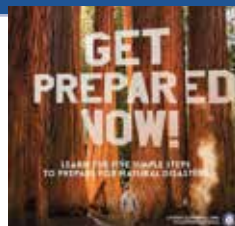
Equality California embraces Fives Steps. Virtual "Power Hour" roundtable on disaster readiness.

5,802 new COVID-19 cases, 160 new deaths. ([East Bay Times](#), Sept. 3, 2020)

CA unemployment claims reach 8 million. ([The Mercury News](#), Sept. 3, 2020)

3

FRIDAY 4



"Get Prepared" messaging on social media.

Creek Fire ignites. Burns for 143 days in Fresno and Madera counties. ([U.S. Forest Service interagency InciWeb](#), [CAL FIRE](#))

"Labor Day amplifies concern for COVID-19 spread." ([Los Angeles Times](#), Sept. 4, 2020)

4

SATURDAY 5



FB Live event with poets, drag queens, and artists.

El Dorado Fire ignites. Burns in Riverside and San Bernardino counties for 2 months. ([Los Angeles Times](#), [U.S. Forest Service interagency InciWeb](#))

"California COVID-19 cases top 727,000" ([ABC7news.com](#), Sept. 5, 2020)

5

WEDNESDAY 9



Spotlight: API community partnerships, microgrants and "Talks with Mom" video series.

"Apocalypse on their mind: Bay Area transfixed by foreboding, orange, smoke-choked skies." ([San Francisco Chronicle](#), Sept. 10, 2020)

9

THURSDAY 10



Spotlight: Five Steps through American Sign Language.



Spotlight: "What Happens to Us?" video featuring people with disabilities.

"Massive August fire now largest in state's history, at 471,000 acres and counting." ([Los Angeles Times](#), Sept. 10, 2020)

10

FRIDAY 11



Text program to learn Five Steps featured on social media.

"California death toll tops 14,000, but new coronavirus cases continue to decline" ([Los Angeles Times](#), Sept. 11, 2020)

11

SATURDAY 12



Californians urged to prepare.

"Death toll for North Complex Fire rises to 14, homes destroyed total 253." ([ABC10.com KXTV](#), Sept. 12, 2020)

12

September 2020

SUNDAY 13



Spotlight: New InformaGente video.

WHO: highest single-day increase in COVID-19 infections since pandemic began.
(CNN, Sept. 13, 2020)

MONDAY 14



Spotlight: Alertar Y Preparar LISTOS, partner in disaster preparation.

"15 dead in California West Zone/North Complex wildfires."
(Sacramento Bee, Sept. 14, 2020)

"West coast cities face the world's worst air quality as wildfires rage."
(The Guardian, Sept. 14, 2020)

TUESDAY 15



Video messaging on social media:

- InformaGente episode.
- "Voices of Latinx Californians: What Happens to Us?"

"California fires are the worst ever. Again."
(Los Angeles Times, Sept. 15, 2020)

SUNDAY 20



Help for tenants struggling to pay rent.

Coronavirus deaths in CA exceed 15,000, most of any U.S. state. CA has more than 785,000 confirmed cases
(APnews.com)

MONDAY 21



Inaugural CERT week and new online training announced.

Firefighters battling 27 major wildfires in California. Thus far this year, 7,900 wildfires have burned 3.6 million acres.

TUESDAY 22



Campaign partners with "Your Actions Save Lives" on pandemic survey and "Housing is Key" addressing financial distresses.

Five Steps with California Black Media messaging.

Death toll from pandemic in U.S. passes 200,000.
(NBCnews.com)

SUNDAY 27

Glass Fire ignites, threatening 8,400 structures in Sonoma-Napa area.
(NBCBayArea.com Sept. 27, 2020)

MONDAY 28



Local groups filling preparedness gaps for Black and Latino communities with shout-out to Listos CA. (The Guardian, Sept. 26, 2020)

WEDNESDAY 16



Importance of helping family members prepare highlighted on social media.

"Coronavirus: Bay Area's deadliest week of pandemic fueled by Alameda County."
([The Mercury News, Sept. 16, 2020](#))

Bay Area hits 30 consecutive days of Spare the Air warnings, shattering 2018 record from Camp Fire.
([KRON4.com](#))

THURSDAY 17

New website landing pages featured. (Spanish, Chinese, Korean, Filipino and Vietnamese)

Visión y Compromiso and network of promotores highlighted.

Día de Los Muertos Digital Ofrenda project by Sol Collective announced.

Spotlight: Sesame Street's Grover messaging on pandemic safety.

"Global coronavirus cases surpass 30 million"
([CNN.com, Sept. 17, 2020](#))

FRIDAY 18



Instagram Spotlight: Rabbi Yoshi Zweiback, urges pandemic safety during High Holy Days.

"Amid wildfires, farmworkers labor with few protections."
([PRI.org, Sept. 18, 2020](#))

SATURDAY 19



Wildfire safety and "Get Alerts" messaging.

Number of COVID-19 cases in Bay Area tops 100,000.
([ABC7News.com Coronavirus Timeline Sept. 19, 2020 entry, updated continuously](#))

WEDNESDAY 23



Local government groups advance Five Steps.

"As Pandemic Deaths Add Up, Racial Disparities Persist and In Some Cases Worsen."
([NPR.org, Sept. 23, 2020](#))

THURSDAY 24



Coalition representing 1.5 million ethnic and small businesses promote Five Steps.

"Economic Fallout from COVID-19 Continues to Hit Lower Income Americans the Hardest."
([Pew Research Center, Sept. 24, 2020](#))

FRIDAY 25



Partnership with Tribal Emergency Management Association (ITEMA) announced to build tribal resilience. Recognition of 53rd Annual California Native American Day

"California just became the first U.S. state to surpass 800,000 confirmed coronavirus infections."
([CNN.com, Sept. 25, 2020](#))

SATURDAY 26

Local groups filling preparedness gaps for Black and Latino communities with shout-out to Listos CA. (The Guardian, Sept. 26, 2020)

TUESDAY 29

Farmworker Initiative: New materials in Spanish and text-accessible audio files in Punjabi, Hmong, Spanish and Indigenous languages.

Mexican Consulates and Consulate General of Guatemala issue a joint letter adopting Five Steps.

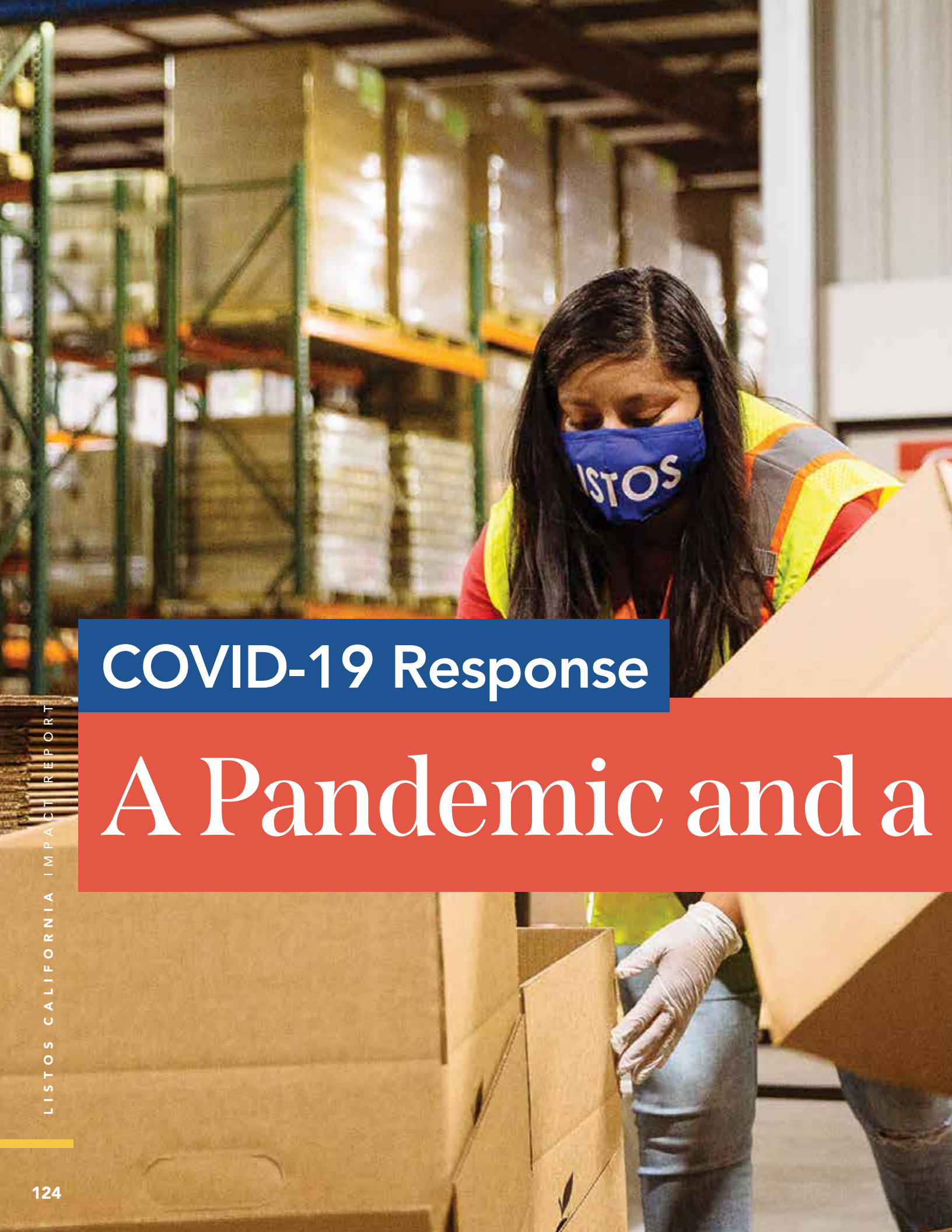
Oscar the Grouch PSA urges masks as part of Sesame Workshop and "Your Actions Save Lives" messaging
"Three more people killed as blazes rage in wine country."
([NPR.org, Sept. 29, 2020](#))

WEDNESDAY 30

Children are the centerpiece at month's end:

- Release of "Imagine. Ready" video.
- Disaster Ready poster for 500 centers in Family Resource Centers Network.
- Comic strip partnership announced with artist Anthony Conover.

"Fourth death in Zogg Fire, Tehama and Shasta counties; 7% contained. ([ABC10.com, Sept. 30, 2020](#))



COVID-19 Response

A Pandemic and a



Wake-Up Call

LISTOS CALIFORNIA IMPACT REPORT

AmeriCorps members helping at Central California Food Bank.



Registering participants at a Farmworker Health and Resource Fair in Fresno County.

In March 2020, life shifted profoundly in California – and across the globe – as the worst pandemic in over 100 years shut down businesses, schools, restaurants, churches and other gathering places.

Millions of people lost their jobs due to the COVID-19 crisis. Families turned to food banks to put meals on their tables. Already isolated older people became even more alone. Gatherings of loved ones came to a halt.

This was a public health disaster on a scale not seen in the lifetime of anyone under 100.

For Listos California, it marked a crucial crossroads, one of great difficulty, but also opportunity.

One moment, those engaged in delivering the Listos California message were knocking

on doors, speaking at events and holding in-person training sessions. The next, they were facing a new reality where many work, school and social activities shut down and social distancing was the rule.

Rather than scaling back, the Listos California campaign moved swiftly into action on twin fronts: continuing to prepare vulnerable people for future emergencies while at the same time leveraging the campaign's resources to help Californians survive an actual, unexpected and life-threatening disaster that had descended upon everyone.

The Governor's Call

On March 4, 2020, Governor Gavin Newsom declared a state of emergency due to the

pandemic. Soon after, he enlisted Listos California to incorporate COVID-19 safety messaging into the campaign and to deploy its community-based network to distribute pandemic information and masks. Listos California worked actively to spread the public service messages from the Governor's Office, including "Your Actions Save Lives," "Wear a Mask" and "Stay Home. Save Lives. Check In."

The efforts intensified throughout 2020, a year that brought, in addition to the pandemic, a record-setting wildfire season with horrific smoke impacts and debilitating power shut-offs.

"Wildfires and earthquakes are part of our reality," the Governor noted in a June 30, 2020 news release, "but the added threat of COVID-19 makes preparedness even more important. We will continue reaching out to communities large and small, inland and coastal, urban and rural – to make sure we're all ready when emergencies hit."

“Wildfires and earthquakes are part of our reality, but the added threat of COVID-19 makes preparedness even more important.”

— Gov. Gavin Newsom, June 30, 2020

Because of this ramped up outreach and work, as of April 30, 2021, Listos California had secured 3.8 million engagements with socially vulnerable Californians with accessible, in-language and culturally



Central California Food Bank staff and Ameri-Corps member preparing food for distribution.



competent disaster readiness information – far eclipsing the campaign’s original goal of reaching 1 million. Additionally, the campaign reached over 16 million Californians with communication activities to slow the spread of COVID-19 and help people navigate the pandemic’s impacts.

Paradoxically, the COVID-19 pandemic convinced more Californians to embrace disaster preparedness by underscoring the fact that disasters can come out of nowhere and it is best to be prepared. COVID-19 drove the message home that disaster preparedness saves lives.

“Little did we know that a pandemic was watching us, looking us in the eyes,” said Anthonia Agoh, outreach educator for community services with Catholic Charities Diocese of San Diego, a Listos California partner, in a May 2020 report to the campaign. “The pandemic has opened our eyes to the effect of being prepared, because no one knows when disaster will strike.”

Adapting and Leveraging the Pandemic

The public health emergency necessitated a shift in Listos California’s approach, with many outreach methods moving to the virtual world. Internet, radio, cell phones, social media and television saved the day – and probably lives.

Within days of the state’s emergency declaration, the Listos California team held a brainstorming session by phone with more than 60 campaign partners to gather ideas and generate an effective campaign amid COVID-19. Community partners were given permission to spend up to 20 percent of their campaign budgets on pandemic-related activities during the spring of 2020 (March 17 through May 31), later that year (July 1 through September 30), and again during the first four months of 2021.

Multiple innovations materialized during this challenging period, including:

- Webinars, phone banking, social media posts, Facebook Live sessions, and online town halls with elected officials to push out Listos California curriculum and messages.
- Development of web-based training tools to train and educate people remotely and to verify engagements.
- Physical distribution of pandemic educational materials, as well as emergency preparedness resources, through partnerships with food banks, social services and 211 information programs, school lunch programs, COVID-19 testing centers, and still-open enterprises such as grocery stores and farmer’s markets.

“Things changed quite a bit with the pandemic. The challenge with that is we had to change every single one of our plans,” said Megan Watson, Mendocino County project coordinator for North Coast Opportunities, Inc., Listos California’s partner in the county.

Innovations Emerge

The campaign urged its community-based partners to get creative in both responding to the pandemic and continuing to provide emergency preparedness materials and training. The local partners stepped up.

In Tehama County, for example, Far Northern Regional Center, a subgrantee of United Way of Northern California, developed an online disaster preparedness event that featured two virtual “rooms,” one tidy and one in disarray. In each room, participants

were asked to shout out which items to place in a Go Bag. The lesson came through loud and clear: Screaming was more intense in the room in disarray, providing a visual and auditory reminder that packing a Go Bag ahead of time is important because things get chaotic in a rush out the door.

Riverside Big Brothers Big Sisters addressed pandemic-induced fear and anxiety among young people by providing a curriculum on navigating negative emotions and helping to educate students about the effects and prevention of COVID-19.

In community after community, COVID-19 testing sites became natural locations for reaching people with disaster preparedness information. As food insecurity and poverty increased, food banks, school lunch programs and social services providers also were widely leveraged.

In just one of many examples, the Fair Housing Council of Riverside County partnered with Riverside Unified School District's free summer lunch program to distribute 400 Go Bags packed with disaster guides in English and Spanish, emergency assistance flyers, masks and document holders.

"They went fast and asked if we could provide more," the Fair Housing Council noted in its July 2020 report to the campaign.

Statewide Health and Preparedness Efforts Expanded

During the COVID-19 crisis, Listos California launched several statewide initiatives and partnerships to advance pandemic safety information and preparation for other disasters. They included: "InformaGente" targeting Latino communities, "Talks With Mom" to reach Asian/Pacific Islander communities, the phone-based Social Bridging Project that reached older

Californians and other vulnerable people, and numerous other collaborative efforts.

State agencies also partnered with Listos California to distribute new resources for immigrants, people with disabilities and people experiencing homelessness to help them navigate the health crisis and prepare for emergencies generally.

Disaster Upon Disaster

In 2020, California's fire season hit early and record-shatteringly hard, forcing evacuations up and down the state, and causing further harmful impacts including power shut-offs and unhealthy air due to drifting smoke. Emergency sheltering for evacuees was made even more difficult by the need to ensure they were not exposed to COVID-19.

In location after location, Listos California's partners, including AmeriCorps members, Community Emergency Response Teams (CERTs) and Fire Safe Councils, mobilized to help California's many shaken and vulnerable communities get through these multiple crises, while also doubling down on teaching them how to prepare for disasters that may lie ahead.

Anthonia Agoh, the outreach educator working with Catholic Charities Diocese of San Diego, took time to note both the challenges and opportunities of the pandemic in her May 2020 report:

"Things have changed, so have people; will we go back to normal lives?" she wrote. "I wonder. My take to all of this is, there is a new normal, a wake-up call, we are now living in an unprecedented time which always calls for alertness to be ready."

That wake-up call proved a powerful force in expanding the reach and relevance of Listos California's critical messages for millions of diverse and vulnerable people during an extraordinary time. 🌀

Nimble in the Face of the Pandemic



"Every Wednesday"

Contra Costa County

During the pandemic, Martinez CERT volunteers staffed a weekly book, video and puzzle exchange at the Martinez Senior Center. It was a way to help residents who were older, disabled, or both.

The events took place in the parking lot "every Wednesday since May 6," according to a late July 2020 report to the Listos California campaign.

At the gatherings, CERT members took care to ensure proper distancing and mask protocols during their engagements. Their discussions touched on information from the Listos California Disaster Ready Guide and Five Steps to preparedness. During these mid-week events, dozens of residents received help and encouragement in becoming disaster ready.



Enabling Thousands to Prepare

Sonoma County

During May, Catholic Charities, Diocese of Santa Rosa, a Listos California grantee, worked directly on the front lines to continue serving the community during the pandemic.

The group coordinated directly with food banks and distribution centers, enabling thousands of people to receive both emergency preparedness materials and COVID-19 health and safety information. The materials were offered in both English and Spanish.

Populations reached included low-income individuals and families, Latinos and older Californians.



Finding New Ways to Serve

Lake County

The AmeriCorps team assigned to the Listos California effort in Lake County was in the process of setting up classes for schools and community groups when COVID-19 hit. Members quickly regrouped to provide remote education.

They didn't stop there. They also found ways to provide direct services to vulnerable communities. The AmeriCorps members staffed food banks, delivered food to the elderly and helped ensure that children who no longer had breakfast and lunch at school would have healthy meals at home.

While accomplishing all of this, the members also met and exceeded their emergency preparedness goals for the program.



Food Baskets and Face Masks

Riverside County

Over the spring and summer of 2020, Pueblo Unido CDC, which serves low-income, rural communities in the Eastern Coachella Valley, responded to urgent relief needs due to the pandemic.

Pueblo Unido joined other partners in providing food, drinking water, face masks and information on everything from public health to cash assistance for people in need, including those living within mobile home parks.

The efforts led to delivery of more than 3,000 food baskets to 350 homes, Listos California disaster ready bags, "Prepare for Public Health Emergencies" guides in Spanish, document protectors and more than 10,000 face masks.



Flash Drives, Flyers and a Street Fair

Glenn County

In Glenn County in Northern California, Listos California partner Northern Valley Catholic Social Service (NVCSS) and other partners found innovative ways to reach vulnerable populations in the face of sheltering in place and social distancing.

NVCSS tapped young people's affinity for technology to share disaster preparedness information through flash drives and QR codes. The Glenn County Emergency Management Team and others created a flier for Glenn County residents with both COVID-19 safety information and disaster readiness reminders.

And at an outdoor street fair in Willows, NVCSS set up its own booth, alongside vendors selling food and wares, to educate people about the upcoming fire season.



Meeting at the Farmer's Market

Shasta County

During the pandemic, farmers markets remained open because they provided fresh and essential food.

In July of 2020, educator Jana Blewett, who was part of the Shasta County Emergency Preparedness Team, was passing out preparedness information at a local market and saw a grandmother and her grandson buying fruit.

Blewett reached out and engaged the pair in discussing the importance of preparing not only for the pandemic, but also for floods and wildfires. The grandson went home with a prefilled Listos California bag and mask and shared the materials with friends and family.



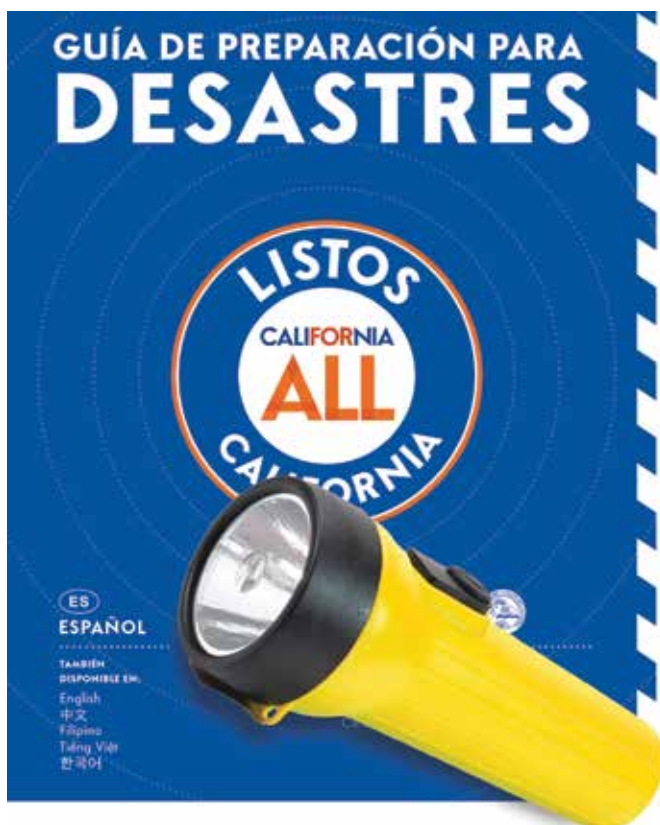
Food Bank of El Dorado County mobile trailer.

Tables of Information and Goodwill on the Road

El Dorado County

The Food Bank of El Dorado County took the Listos California campaign on the road with educational information and food assistance. Elsewhere in the county, Placer Independent Resource Services (PIRS), which advocates for and empowers and serves people with disabilities, partnered with the Center on Disability at the Public Health Institute to inform socially vulnerable people about emergency preparedness in El Dorado County.

During the pandemic, PIRS provided outreach tables within the community where people could learn more about disaster readiness, emergency supply kits and helping family, friends and neighbors become safer. Topics ranged from medical and health needs to the importance of lining up emergency contacts.



Flashlights and Guides in Spanish

Monterey County

Historically, thousands of residents and older Californians attend the annual Senior Day Resource Fair at the Monterey County Fair. In 2020, COVID-19 shut it down.

Through the Listos California campaign, the Independent Transportation Network of Monterey County brought the event's assets to people's doorsteps. The Network, partnering with other agencies, filled more than 2,000 bags that were delivered to apartment complexes accompanying food deliveries.

Flashlights and Listos California guides in English and Spanish were among the resources delivered to help older Californians sheltering in place during the pandemic.



Never Underestimate the Power of a Line

As the **Listos California** campaign regrouped and redoubled during the pandemic, a key piece of wisdom emerged: A line of people, queued up and waiting, makes for a perfect audience.

Up and down the state, the virus was spreading and taking its toll. More and more individuals and families found themselves standing in lines – or sitting in idling cars in vehicles lines – at food banks and COVID-19 testing sites. Listos California partners leveraged the power of these lines, using them to distribute information and resources to vulnerable communities about surviving COVID-19 and preparing for other disasters.

Jacqueline Nushi, who served as the 211 manager for United Way of Northern California and a county specialist for Listos California, said tapping into lines of people was part of a broader strategy to conduct outreach amid

lockdowns and social distancing.

“I tried to figure out places where I knew people would come out,” Nushi said, noting that she “utilized lines of people,” as well as essential service locations such as grocery stores.

The same happened in community after community. In the spring of 2020, for example, the San Ysidro School District organized a drive-through food distribution event for students, families and community members. Listos California partner Catholic Charities Diocese of San Diego used the opportunity to provide information about disaster preparedness to those waiting in the long line of vehicles.

“Their faces would light up as they heard that it would only take five easy steps to be prepared for emergencies,” wrote Keren Dominguez, who described the event in a June 2020 Catholic Charities Diocese of San Diego report to the campaign. “Learning to read

smiles under a mask was a challenge, but after 200-plus interactions, it has become an art.”

The art of tapping lines to get out the Listos California message played out under many circumstances. Among them:

- Drive-through pet vaccination clinics in Fresno and Madera counties.
- A vehicle control check point during a road closure in the San Gabriel Mountains and Angeles National Forest foothills.
- An essential grocery giveaway to 1,000 residents of Redding.
- A drive-up for local residents in Jurupa Valley to pick up congratulatory lawn signs for high school graduates.
- Walk-up COVID-19 testing sites in Santa Clara County.
- Tailgate events in Butte County where fresh foods and local produce were distributed.

The approach led to thousands upon thousands of Listos California engagements throughout California. It was efficient and made sense, according to Tammy Alakszay, program coordinator with North Coast Opportunities, Inc. a nonprofit that led the campaign in Lake County.

“All of Lake County’s distributions have gone to a drive-through distribution process, and people are sitting in their cars waiting,” she wrote in an April 2020 narrative report to the campaign.

“So,” she said, “let’s give them something to ponder.” 🌀



A Safe Space to Honor Loved Ones

Dia de los Muertos is celebrated in Mexico and elsewhere to honor the spirits of loved ones who have died. During this popular holiday, it is customary to prepare home altars, or “ofrendas,” filled with flowers, candles, whimsically decorated sugar skulls and other remembrances from the honored person’s past.

In 2020, Sol Collective, a Sacramento organization that uses art to build communities and empower people, partnered with Listos California and other groups to create a user-generated online ofrenda to provide a safe space during the pandemic for people to come together and honor their deceased loved ones. As Sol Collective noted on Facebook:

“Working alongside Listos California to honor the past and the present! Aside from our digital ofrenda, we are sharing their disaster guides! Head over to the link in our bio to submit a photo of a loved one for our digital ofrenda. As #DiaDeLosMuertos approaches, let us honor these lives by also preparing ourselves, families and communities for wildfire and other disasters that threaten and impact our well-being.”

For more information: <https://www.diadelosmuertosca.com> 🌀



Listos California Co-Chairs Justin Knighten and Karen Baker at a Grocer's Partnership Kick Off in Sacramento

Grocers Provide Campaign On-Ramps During Challenge of Pandemic

During the COVID-19 crisis, while many businesses were required to shut down, grocery stores stayed open by necessity. Many grocery stores became active partners in helping Listos California reach vulnerable people with information that could help save their lives.

It was a fitting contribution. In emergencies, grocers have long played a critical role in enabling people to stock up on provisions before a crisis, and by providing stocked shelves for customers and charitable support in the aftermath.

With that in mind, the Listos California team reached out to grocery leaders about joining forces. In September 2020, the Governor's Office of Emergency Services announced a statewide partnership with grocery stores and

nutrition programs to help prepare Californians to respond to COVID-19 and to prepare for wildfire and other natural disasters.

Partners included Raley's, Ralphs, Safeway, Albertsons, Vons, Pavilions and Northgate Markets. The stores used numerous strategies, including displaying Disaster Ready posters in several languages, running in-store announcements, educating employees, providing Disaster Ready Guides to customers, leveraging social media and allowing masked community partners to set up information tables outside the stores.

To help build the effort, the campaign tapped data from two federally funded health and nutrition programs – the Supplemental Nutrition Program for Women, Infants, and Children (WIC) and the Supplemental Nutrition Assistance Program (SNAP) – to identify



A shopper with a Disaster Ready Guide received in the store.



CERT members tabling outside a grocery store.

grocers approved for those programs in the counties covered by the campaign.

This information, along with Listos California posters, were provided to the community-based organizations implementing the campaign, who, in turn, physically went from store to store to distribute the posters and other preparedness materials. Importantly, the materials were provided

in relevant languages; for example, a small market serving Asian/Pacific Islander populations would have received materials in Korean or Chinese while a market serving Latino populations would have received materials in Spanish.

The California Department of Public Health and the Department of Social Services Cal Fresh were key partners in the grocer partnership. The California WIC Association also helped move information out through its agency directors.

The goal of the partnership was to get the message out to as many places as possible where vulnerable people could be reached. In all, nearly 2,000 grocery stores – ranging from small corner stores to medium-sized ethnic grocers to large supermarkets – helped in this effort to provide information and build individual and community resilience. 🔄



Listos California Assists in COVID-19 Vaccination Mobilization

LISTOS CALIFORNIA | IMPACT REPORT

As this final report went to print, California was leading efforts to accelerate COVID-19 vaccinations across the state.

Listos California partnered in this work through informational communications and assisting with mass vaccination clinics.

As part of the mobilization, Listos California created a COVID-19 Vaccine Information and Safety Tips guide, in partnership with the California Department of Public Health, to help diverse populations understand the critical role vaccination would play in ending the pandemic. The guide was prepared in eight languages and directed readers to the state's "[VaccinateALL58.com](https://www.vaccinateall58.com)" website. It

featured a complementary insert that could be customized with local information about eligibility and access.

The guide emphasized that the vaccine would be available at no charge to all who live in California, even if they lack insurance or are undocumented. It also described vaccine effectiveness and possible side effects, as well as recommended health and safety practices after vaccination.

Listos California partners also assisted in coordinating a series of drive-through Health and Resource Fairs, helping several thousand food and agricultural workers in California's Central Valley.

On March 27, 2021, for example, the



COVID-19 vaccinations and other information being delivered at health and resource fairs.



campaign partnered with United Way of Fresno and Madera Counties and other agencies to host a Health and Resource Fair for more than 1,000 Punjabi food and agriculture workers at the Sikh Center of the Pacific Coast in Selma. COVID-19 vaccinations were provided onsite, along with culturally competent information about disaster preparedness, the pandemic, and other kinds of services. This fair was held in partnership with the Fresno County Department of Public Health and the Jakara Movement,

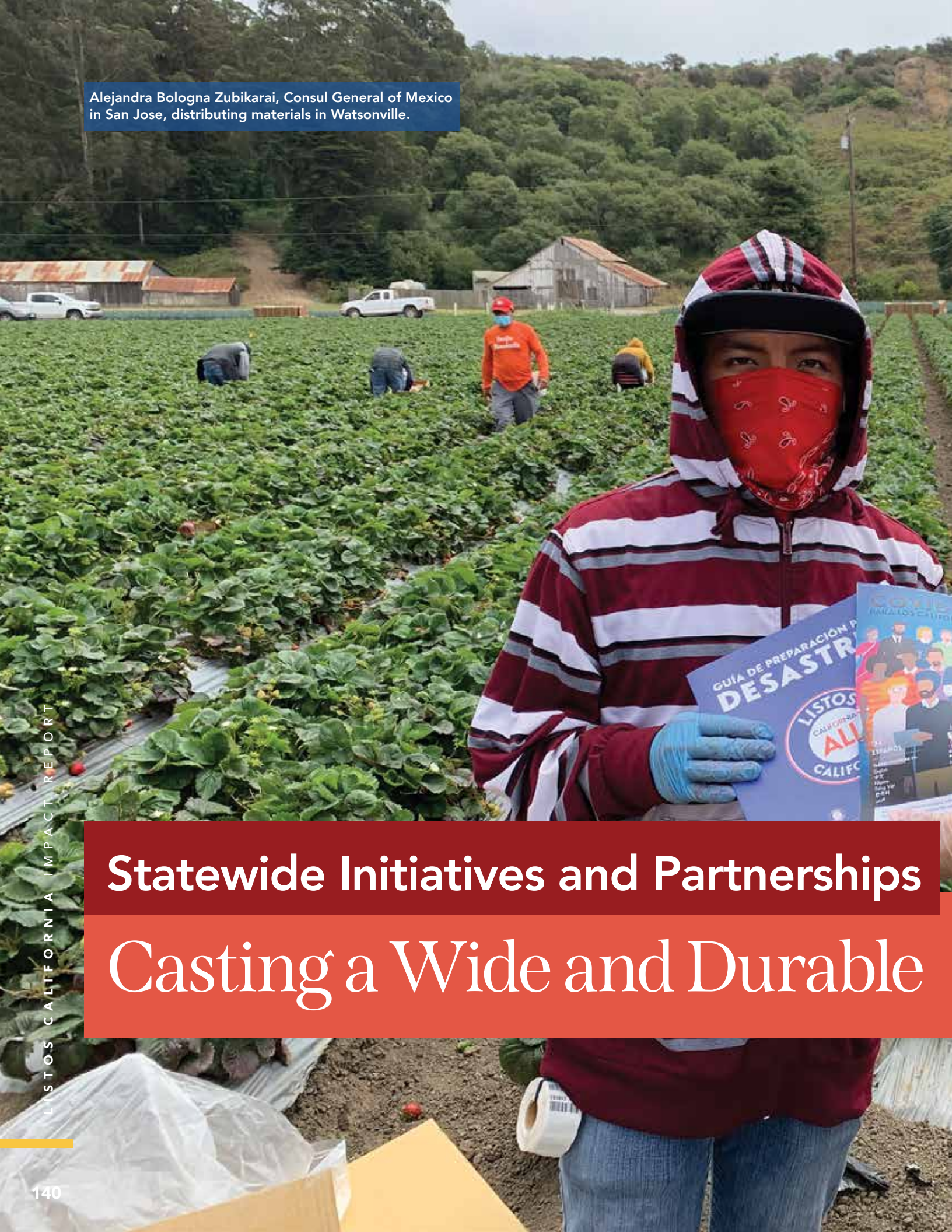
with funding from California Community Foundation, a key partner of the campaign.

Similar events, targeting other food and agricultural workers, were held in Madera and Porterville.

Additionally, the campaign's Social Bridging Project provided tens of thousands of one-on-one conversations about COVID-19 with socioeconomically vulnerable residents in a dozen counties. The calls were conducted in English, Spanish and Tagalog, with callers offering information and answering questions about vaccine safety and scheduling. When residents lacked internet access, callers helped with appointment scheduling.

The Social Bridging Project shared with government stakeholders its early data on common vaccine concerns and misinformation that residents shared in these conversations. In partnership with the Inland Empire Community Foundation, the Social Bridging Project also hosted a telephone town hall on COVID-19, specifically for Asian/Pacific Islander communities, including updates on vaccine safety and scheduling. [🔗](#)

Alejandra Bologna Zubikarai, Consul General of Mexico in San Jose, distributing materials in Watsonville.



Statewide Initiatives and Partnerships Casting a Wide and Durable



PHOTO BY RODRIGO NAVARRO GARCIA

LISTOS CALIFORNIA IMPACT REPORT

Net in a Time of Crisis



An outreach event held in partnership with GLIDE Memorial Church, targeting people experiencing homelessness in San Francisco.

Over the course of the Listos California campaign, the world turned upside down, the needs of vulnerable communities deepened, and the Listos California team stepped into this challenging space with a broader lens.

One by one, during the summer and fall of 2020, distinctive statewide initiatives were launched to serve specific vulnerable populations. The initiatives were developed in partnership with multiple state agencies, which contributed rich content and knowledge and validated the messaging of Listos California.

The COVID-19 pandemic was the impetus. But there was another motive: the desire by state agencies to help reach the hearts and minds of vulnerable groups of people. These new initiatives ushered in fresh mediums, messages, artistry and collaborations to complement and overlay the place-specific

work of local groups in their communities.

Statewide Narratives Complement Local Efforts

In the wake of the pandemic, as local community organizations retooled their plans, the Listos California campaign sprang into action. Unlike the targeted efforts on the ground, these overarching initiatives were designed to stretch beyond community and county lines and to blanket the state with ongoing messaging campaigns, physically-distanced events and specially designed disaster preparedness materials.

The idea was that vulnerable communities are not bound within particular jurisdictions. They are found in every part of the state. They have common challenges and a collective need for resilience in the face of potential disaster.

These new initiatives sought to reach, in

particular, Latinos and Latinas, Asian/Pacific Islanders, farmworkers, people experiencing homelessness and isolated older Californians. The campaign also addressed the unfolding national crisis surrounding racial and social injustice by bringing together county emergency managers and local community groups to build greater awareness and empathy for diverse populations.

Messaging and Outreach Tailored to Unique Audiences and Language Needs

Each effort was unique. One served up celebrities. Another celebrated family relationships. Still another took to heart what it means to be older and alone in a crisis. Meeting specific language needs was central to much of the work.

The creators sought to be culturally relevant, entertaining or simply practical. For each population, they identified optimal means of connecting beyond efforts at the local level – not as a preemptive move but rather to contribute statewide narratives that could strengthen local efforts. They ensured, too, that materials and videos developed were accessible and easy to understand, both in tone and in languages used. The messages were conversational and spoke directly to the communities they intended to reach.

Many of the initiatives were infused with art and developed with film, video and innovative materials to create compelling messaging.

State Leaders Join as Partners

Each of the initiatives invited the participation of other state agencies and elected officials. Leaders in agriculture, aging, public health and water resources were among those who stepped out of

their traditional zones to enter the world of disaster readiness, joining Listos California to offer expert advice, appear in online videos, and speak and network with community-based organizations at events.

These partnerships modeled what is possible in driving change in the systems designed to protect Californians. Here is a brief look at the statewide initiatives, with deeper discussions to follow.


- InformaGente leveraged the pro bono talent of popular Latino and Latina entertainers from film, television and music and the subject matter expertise of state leaders to provide critical information. Short web episodes produced via Zoom enabled celebrity hosts to get answers to questions on the minds of the Latino community (which suffered disproportionately from the COVID-19 virus) and highlighted the importance of being prepared for disasters.
- The Farmworker Initiative brought together community organizations and state agencies to offer critical services and disaster preparedness information to farmworkers, who were hit disproportionately not only by the pandemic but by dangerous air quality conditions due to wildfires.
- Talks with Mom featured Asian/Pacific Islander mothers and their children having intimate Zoom conversations recorded on video about their vulnerabilities to disaster, the importance of being prepared for emergencies and how they planned to follow the steps of preparedness. →



Participants waiting to enter a health and safety fair at GLIDE Memorial in San Francisco.

- To help people experiencing homelessness, the campaign initiated a series of events throughout the state to provide practical information about staying safe, finding shelter and surviving floods, earthquakes and wildfires.
- In the face of civil unrest stemming from systemic racial and social injustice, the campaign brought together emergency planners in 23 counties with local groups serving vulnerable people to foster awareness and empathy about the need to develop more inclusive and responsive disaster response plans.
- The Social Bridging Project involved one-on-one phone conversations

with isolated older adults to provide wellness checks and referrals to local resources. The calls also enabled disaster preparedness outreach to other diverse populations, including helping Californians sign up for alerts and take other preparedness steps in advance of wildfires and power shut-offs.

Unlike the individual engagements made by Listos California grantees and their partners in communities across the state, the reach and impact of the statewide initiatives are harder to quantify. They nevertheless played a powerful role in demonstrating how state government can participate in helping vulnerable communities become safer and more self-sufficient in an emergency. 



Celebrities and Leaders Share Tips for Safety and Health

How do you reach California's 16 million Latinos when a pandemic is limiting contact and harming the health and well-being of so many?

InformaGente, an innovative initiative born of the crisis, used the power of celebrity to reach Latinos and Latinas with critical messages delivered on video during this challenging time.

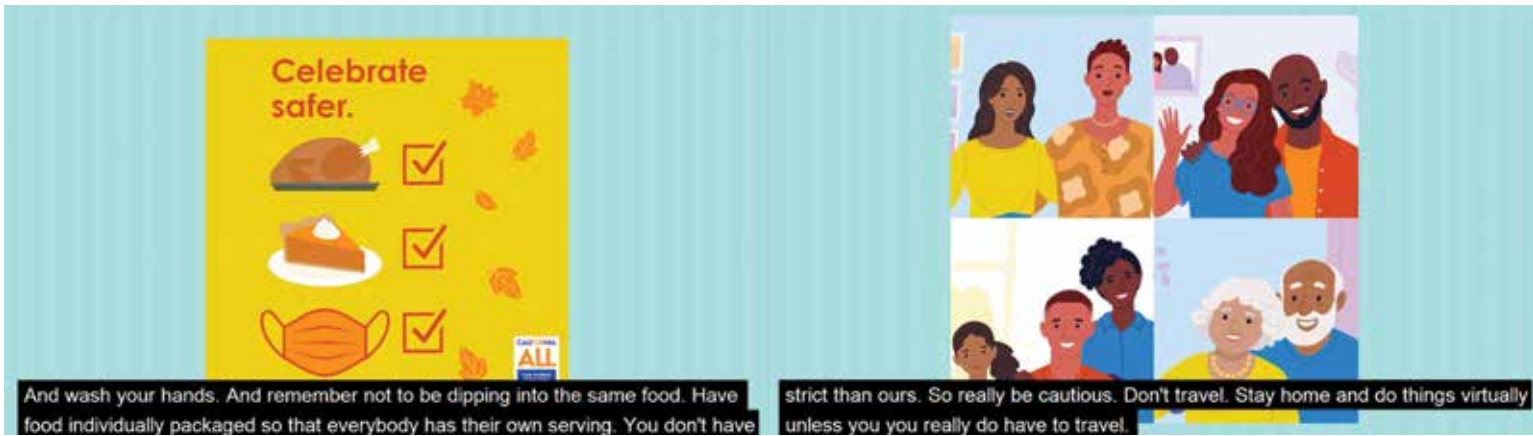
Distributed on the Listos California YouTube and other social media channels, the videos tackle complex issues facing Latinos and Latinas during the COVID-19 crisis, such as fears about getting tested, questions about workers' rights and employer responsibilities, the stigma of mental health challenges, and pandemic-related stress. Other conversations also provide practical tips for families to stay safe and be prepared for any emergency such

as a flood, fire or earthquake.

InformaGente was created in partnership with two leading national Latino organizations, the League of United Latin American Citizens (LULAC) and the National Hispanic Foundation for the Arts (NHFA). The series has drawn millions of views, mostly from Latino/a audiences.

"The coronavirus is disproportionately hitting Latinos through loss of lives and loss of jobs," said LULAC Chief Executive Officer Sindy Benavides, noting that InformaGente aligns well with LULAC's work to address inequities facing the Latino community.

Said Felix Sanchez, chairman and co-founder of NHFA: "We are proud to be part of a program directing timely and critical information to the Latino community, which has been amongst the hardest hit both →



physically and financially by COVID-19.”

The videos bring together famous entertainers, such as actors Jimmy Smits and Rita Moreno and singer Jorge Hernandez, with state officials and other experts such as Labor and Workforce Development Agency Secretary Julie Su and Dr. Diana Ramos of the California Department of Public Health. In most cases, episodes were filmed in both English and Spanish.

Actor Adam Rodriguez, for example, engages in a frank and spirited talk with California Surgeon General Dr. Nadine Burke Harris about the virus’ impact on Blacks and Latinos in terms of stress and its effects on health. Dr. Burke Harris describes how nurturing relationships, good nutrition, mindfulness and regular exercise can counter those effects.

They also chat about why dealing with stress may be harder for some because of stigma.

“In the black and brown communities, we have a tendency to put on masks of toughness,” Rodriguez says.

Appearing with the cast of the Emmy award-winning program, “One Day at a Time,” actress Rita Moreno leads another episode in the InformaGente series. Moreno, who plays a grandmother (abuelita) on the TV show, talks about how the state’s holiday guidelines are designed to keep “all of the abuelitas and all of you” safe. Moreno asks Dr.

Ramos about the best way to celebrate the holidays in 2020, who then shares the health department’s guidelines for safe holiday gatherings.

In their 30-minute InformaGente video, actors Jimmy Smits, Melissa Barrera and Noemi Gonzalez talk about emergency and disaster preparedness with a slate of California leaders. They include Secretary of State Alex Padilla, Attorney General Xavier Becerra, Insurance Commissioner Ricardo Lara, Surgeon General Dr. Burke Harris and the Department of Health’s Dr. Ramos, as well as Liliana Encinas, national director of the LISTOS program.

The video also includes a heartfelt chat with two young Latino actors from a Los Angeles high school production of “In the Heights,” which shut down because of the pandemic. The actors, both professional and amateur, commiserate about cancellations of projects that bring them joy, but also talk about how the pandemic has illuminated the importance of the arts and their power to heal in a time of crisis.

Engaging Hollywood celebrities for InformaGente transcended a glitzy marketing campaign. It put beloved performers on the vast stage that is California and invited an eager audience to join them in creating an inclusively safer state for all. 🌐

INFORMAGENTE EPISODES

Tips for Staying Healthy and Safe

Actor **Nicholas Gonzalez** and Dr. **Gil Chavez**, Deputy Director, Center for Infectious Diseases, California Department of Public Health *(also in Spanish)*.

COVID-19 Guidance for Immigrants

Actress **Eréndira Ibarra** and **Gina da Silva**, Senior Policy Advisor for Immigration, Office of Governor Gavin Newsom *(also in Spanish)*.

Tips to get Prepared for Natural Disaster

Actress and singer **Melissa Barrera** and **Monica Vargas**, Public Information Officer, California Office of Emergency Services *(also in Spanish)*.

Information on Housing

Actor **Arap Bethke** and **Lourdes Castro Ramírez**, Secretary, California Business, Consumer Services, and Housing Agency *(also in Spanish)*.

Health & Mental Health Resources

Actor **Adam Rodriguez** and Dr. **Nadine Burke Harris**, California Surgeon General *(also in Spanish with subtitles)*.

Worker Safety During COVID-19

Actor **Raúl Castillo** and **Julie Su**, California Labor and Workforce Development Agency Secretary, and **Lilia Garcia-Brower**, California Labor Commissioner *(also in Spanish)*.

Holiday Safety Tips in a Pandemic

Actors **Rita Moreno**, **Isabella Gomez** and **Todd Grinnell** of "One Day at a Time" and showrunner **Gloria Calderón Kellett** and Dr. **Diana Ramos**, California Department of Public Health.

COVID-19 Health – Getting Tested and More

Los Tigres del Norte singer **Jorge Hernandez** and **Rosaicela Estrada**, Promotora, El Sol Neighborhood Center *(in Spanish)*.

The Five Steps to Preparedness and Coping with COVID-19 InformaGente Extra!

Actors **Jimmy Smits**, **Adam Rodriguez**, **Eréndira Ibarra**, **Melissa Barrera** and **Noemi Gonzalez** and students from Carson High School in Los Angeles with Attorney General **Xavier Becerra**, Secretary of State **Alex Padilla**, California Surgeon General **Dr. Nadine Burke Harris**, Insurance Commissioner **Ricardo Lara**, Governor's Office Immigration Advisor **Gina Da Silva**, LISTOS National Director **Liliana Encinas**, National Hispanic Foundation for the Arts Chair and Founder **Felix Sanchez**, and League of United Latin American Citizens CEO **Sindy Benavides** *(also with subtitles in Spanish)*.

Public Service Announcements

Talent from the episodes (for example, **Rita Moreno**) also recorded short plugs for learning more about how to be safe through the Listos California website.



Volunteers distributing materials at a drive-through health and resource fair.

A Helping Hand for California's Farmworkers

Day in and day out, farmworkers plant, pick and labor in California's fields and processing plants to deliver food that sustains the state – and the world. In 2020, this essential workforce was slammed first with brutal impacts from COVID-19, then wildfires and smoke-filled air they could not escape.

Community organizations mobilized to address the emergencies. But Listos California leaders knew they had to do more. In early fall, they tapped United Way Fresno and Madera Counties to coordinate an eight-county initiative to address the crisis.

The initiative leveraged the practical knowledge of people already working with farmworkers on the ground, engaging more than 45 community-based organizations and other agencies across the Central Valley,

as well as census canvassers, labor unions, county agricultural commissioners and crew supervisors.

The designers of this urgent initiative worked on many fronts.

They convened experts from multiple state agencies, including California's Agricultural Labor Relations Board, Office of Emergency Services, Department of Food and Agriculture and Department of Public Health, to advise on messaging strategies. They persuaded growers to allow the messengers on their property to engage farmworkers directly.

When they learned that white surgical masks were impractical, they created colorful Listos-branded bandanas that could be washed and re-worn. They stocked up on hand sanitizer for farmworkers to put in their cars and communal housing.

The campaign enlisted people who could translate the Five Steps of preparedness into 12 indigenous languages, as well as Punjabi and Hmong, and had them create audio messages accessible on smart phones for those without access to computers. Bilingual disaster readiness guides were developed with tips about staying safe in communal housing, along with resources for childcare, rent assistance, immigration services and temporary housing if needed. The team also produced a wallet-size disaster ready card with handy phone numbers for state resources and emergency contacts.

The Listos California team approached the farmworkers with the soft hands of advocates – not with the big foot of government.

“It was educating them about why they should care to protect themselves, what their rights were as agricultural workers and their employers’ responsibilities,” said Rico Peralta of the United Way of Fresno and Madera Counties.

The initiative held farmworker drive-through and worksite events up and down the Central Valley. Local Spanish radio stations promoted them and provided entertainment and breakfast burritos to all comers.

In one drive-through event on Oct. 9, 2020, at a produce company site in Mendota, more than 2,400 farmworkers picked up paychecks, food and disaster preparedness and other information from state and local agencies. The men and women were offered COVID-19 testing and learned where they could get flu shots, while being entertained with music and awarded prizes for their participation.

By April 2021, the effort had reached more than 20,000 farmworkers and more than 200,000 through Facebook Live events, social media posts, billboards and Spanish-language radio. 📞

Working on Many Fronts

In implementing the Farmworker Initiative, United Way Fresno and Madera counties partnered with a wide network of community-based organizations. Here are but a few:

Binacional Centro California hosts health and resource fairs for migrant farmworkers and their families. The group facilitated 75 food giveaway and COVID-19 informational events with music, announcements and Listos California disaster preparedness information and resources between July and December 2020.

Mi Familia Vota facilitates Latino civic engagement through immigration, citizenship, voter education and turnout programs. Mi Familia Vota engaged 25,000 households with Listos California information through phone banking to farmworker households, personal protective equipment (PPE) distribution and COVID-19 testing events and social media promotion.

Centro Binacional para el Desarrollo Indígena Oaxaqueño trains indigenous interpreters. The group provided interpreters and translators to produce accessible audio and video products for Listos California.

Education Leadership Foundation empowers undocumented immigrants and DACA (Deferred Action for Childhood Arrivals U.S. immigration policy) recipients and provides education, civic engagement and immigration services. The Foundation integrated Listos California emergency preparedness information and resources at events in the Valley.

Mixteco Indigenous Community Organizing Project unites indigenous leaders and allies to strengthen Mixteco and other indigenous communities in Ventura County. The Project helped obtain translators of Mixteco variants and Purepecha to record audio on the Listos California website.



Hi, welcome to this edition of Listos California's Talks With Mom. I'm Kelly Fong Rivas and this is my mother, Laurie Fong. Hi, mom.



Talks with Mom: Another Way to Say I Love You

LISTOS CALIFORNIA IMPACT REPORT

The video opens with a family looking like any other on Zoom in the pandemic era: A mother and her adult daughter checking in on one another in the midst of COVID-19, wildfires and power shut-offs. Only this virtual conversation has been orchestrated by Listos California to deliver an urgent message to Asian/Pacific Islander populations.

The intimate talk captures a mother's concern about her daughter's safety and a daughter's appreciation for her mother's experience with evacuations and being prepared for emergencies.

The conversation between Kelly Fong Rivas, chief of staff to Sacramento Mayor Darrell Steinberg, and her mother, Laurie Fong, is one of several created for the Talks with Mom initiative, which celebrates the importance of

open dialogue between parents and children, especially around health and safety.

The video series was launched to expand the reach of the Five Steps of preparedness messages to Asian/Pacific Islander communities. It stemmed from an understanding that conversations with real Asian/Pacific Islander families about how to prepare for natural disasters and other emergencies would resonate with these populations.

The episodes, which are subtitled, include mothers and their children of various ages and ethnic backgrounds, including those of Chinese, Indian, Filipino, Vietnamese, Hmong, and Korean families. In one, a Chicago mother, afraid for her California daughter's safety during the wildfires, urges her to come back home.

"Oh Mom, I can't come home," responds



ठीक है। और मैं यह भी कर सकती हूँ।

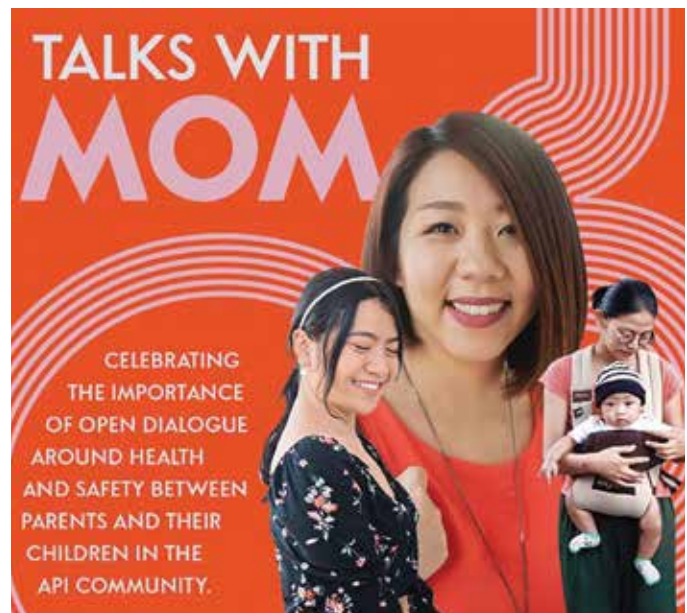
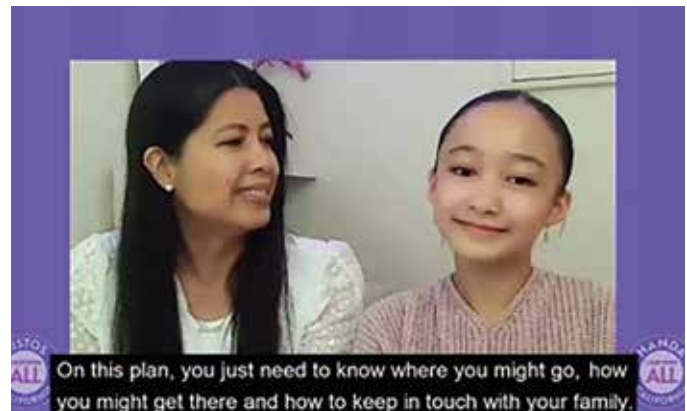
Sonali Nijhawan, director of the Stockton Service Corps in Stockton. “You know how much I love living in California, and I love my job and all the great work that I am doing in Stockton. And I need to be here.”

The two talk about signing up for disaster alerts so that each knows of potential emergencies in places their loved ones live or work. The mother reminds her daughter to sign up for alerts in the county of an uncle who does not speak a lot of English.

The Talks with Mom series also addresses isolation and fear, common in vulnerable communities, that may hinder people from getting prepared.

The video conversation between Fong Rivas and her mother tackles those topics head-on, with the two landing on a practical solution that others could adopt: Host a family Zoom to make sure everyone is up on the Five Steps of preparedness.

Their agreement marks a tender conclusion to a brief but powerful demonstration of a mother and child’s mutual love and their natural instinct to protect one another. 🕒





A Welcome Roadmap for People Experiencing Homelessness

“

LISTOS CALIFORNIA IMPACT REPORT

Every day is like a disaster when you're experiencing homelessness.”

That wisdom, from a woman named Patrice living on the streets of San Francisco, describes the grim reality for the more than 150,000 Californians experiencing homelessness in California today.

Beyond the daily struggles to find food, a bathroom, protection from the elements and other threats, the unhoused population also is the most vulnerable in the event of flooding, wildfires, earthquakes or other emergencies.

Poverty in California can push many individuals and families out of homes and onto the streets, a problem that has grown more dire since the COVID-19 pandemic shuttered businesses and gutted incomes.

Listos California leaders knew that during the pandemic, when people are instructed

to shelter in place to protect themselves and others, those experiencing homelessness have had nowhere to go. During emergencies, such as the summer's wildfires, most lack ready transportation or access to information when evacuations are necessary. They don't have stores of supplies at the ready or even basic information to help keep them safe.

To reach Californians experiencing homelessness, Listos California teamed up with the California Business, Consumer Services and Housing Agency (BCSH) and the California Department of Social Services (CDSS) to bring accurate emergency preparedness information and online training directly to these populations. The team worked collectively with community-based organizations and nonprofits across the state, including the San Francisco-based justice center, GLIDE.

The effort began with listening. The

campaign engaged a small ad hoc advisory group that included Listos California Advisory Council member Michael McConnell, who is an advocate for people experiencing homelessness in Southern California, and other community-based organizations serving this population. These advisors provided valuable insights, urged the campaign to reach out directly in conversation with people experiencing homelessness and helped design and distribute a survey to learn more about their specific needs and preferences.

Through the survey, the team learned first-hand what information would be most helpful and how to best reach the population. The survey, in turn, led to the development of a specially designed disaster guide, which was distributed with Go Bags at an array of events across the state during Hunger and Homelessness Awareness Week in November 2020.

The materials fill a critical need, said Lillian Mark, director of programs at GLIDE Foundation in San Francisco, the site of one of the events.

"With folks living on the streets and unhoused, there is no place where information can get to them consistently, and there is no consistent tool for them to access that information," she said.

The guide, along with a pocket-size Disaster Ready Card for personal health information and important phone numbers, can be downloaded, printed and distributed by organizations and advocates supporting those experiencing homelessness.

"California continues to take unprecedented steps to support individuals experiencing homelessness to a path to meet their housing goals," said CDSS Director Kim Johnson. "It's our hope that this guide containing tips and resources can help serve as a roadmap for our unsheltered neighbors, connecting them to

critical resources during these uncertain times."

For Patrice and others who have spent too many cold nights on California streets, Listos California's efforts represent a welcome starting point for self-sufficiency in a uniquely challenging time. [🔗](#)

Disaster Guide for People Experiencing Homelessness

Listos California tailored a handy, at-a-glance resource for people living without housing. The guide envisions the very real situations that this highly vulnerable population could face, and provides practical tips for getting through them.

Among them:

- To stay safe in wildfire-prone areas, people are advised to clear away dry leaves and debris surrounding sleeping areas.
- In addressing evacuation shelters, the guide explains that no one running a shelter can demand an ID, and that, if ordered by an official to leave a shelter, it is important to "ask them where you should go to be safe."
- The guide urges people experiencing homelessness who have cell phones and internet access to sign up for emergency alerts, follow @CAL_FIRE on Twitter and listen for information on a portable radio if available.

A scene from the Listos California commissioned, "What Happens to Us?" video.

cierto que debería tener, ya sabes, ciertas cantidades de suministros de alimentos y agua.

Addressing Racial and Social Injustices

The Listos California campaign faced a challenge in the fall of 2020: bridging the world of emergency preparation planners with the world they seek to save.

In the wake of the police killing of George Floyd in Minneapolis, civil unrest had been unfolding across the country for several months over systemic racial and social injustices, which take a disproportionate toll on vulnerable communities. With that troubling reality in mind, Listos California stepped into this space and worked to increase awareness and understanding around the needs of people who are struggling, marginalized and vulnerable in disasters.

The campaign launched a deliberate effort to strengthen disaster preparedness plans to ensure protection of diverse communities. The campaign knew that county emergency

managers, the keepers of local disaster response plans, would need to be involved and brought them together with the people who serve those communities in hopes of achieving deeper understanding of — and more empathy for — one another's roles.

Meetings were set up and a professional facilitator was brought on board to manage the conversations, which had potential for becoming robust, and to encourage nonprofit leaders to speak freely within a safe space. The facilitator was Anisha Desai of the Anti-Oppression Resource and Training Alliance (AORTA), which is a worker-owned cooperative devoted to strengthening movements for social justice and a solidarity economy. Desai set the tone and moderated the conversations with the goal of achieving deeper understanding and greater empathy for the roles of all who came to the table.

“The challenge here is that emergency planning is a very technical realm that is seen as specialized and in the purview of the sheriff’s or other law enforcement agency, or other administrator,” Desai said. “The contacts with the community are limited and only happening in crisis.”

The carefully orchestrated meetings were held in 23 of the 24 counties targeted by Listos California. They kicked off with a campaign video called “What Happens to Us?” created by Michael J. Payton, a California documentary filmmaker. The short film tells the stories of a diverse group of Californians and emphasizes that not all communities are equally prepared for disaster.

These virtual gatherings covered the gamut, from existing emergency plans to safe evacuations, and existing gaps such as disaster alerts for people who are blind, deaf or hard of hearing. The meetings took on a deeper poignancy amid the pandemic and demands for racial and social justice. They brought into clearer focus systemic inequities that take such a toll on vulnerable communities.

During the meeting in Alameda County, for example, the Office of Emergency Services reported the extraordinary challenges of recent months: the cruise ship ported in Oakland at the outset of the pandemic. Civil unrest. Red flag and excessive heat warnings. Wildfires. Horrific air quality. Rolling backouts. High winds. Power shut-offs. Cyber security threats.

The Alameda County conversation then turned to the needs of people experiencing homelessness and the caretakers of those with disabilities, as well as neighborhood preparedness trainings and practical information for all groups.

It was a lot to take in. And a step forward.

Desai said that while the meetings did not fill all the gaps between the managers and

“For cultural change to happen, it has to be a sustained effort.”

— Anisha Desai of the Anti-Oppression Resource and Training Alliance (AORTA)

community organizations, they represented a start toward change in the way the relationships work.

“There are deep cultural stories we have embedded about the way government works, how we are supposed to engage with them and how they engage with vulnerable populations,” she said. “That requires a lot of excavation. A year-long program of supporting preparedness statewide is very important, and for cultural change to happen it has to be a sustained effort.”

The Listos California-led conversations between emergency managers and community groups played another important role for the state: serving to inform a legislative mandate that was unfolding at the same time.

In October 2019, Senate Bill 160 was signed by Gov. Gavin Newsom. The legislation required counties to integrate “cultural competence” into their emergency plans and provide forums in geographically diverse locations to engage with “culturally diverse communities.” The county conversations led by Listos California created a body of knowledge and experience to help inform California’s Office of Emergency Services guidance on meeting those legislative mandates. 🔄

“What Happens to Us?”

Filmmaker Provides
Window on Challenges
for Diverse Communities

During the Listos California campaign, California documentary filmmaker Michael J. Payton illuminated the faces and voices of vulnerable Californians and their unique barriers to disaster preparedness.

The campaign engaged Payton and his team at CSUITEMUSIC, Inc., to develop a series of short videos titled, "What Happens to Us?" The films provide a human glimpse into the challenges facing disenfranchised communities.

The flagship video in Payton's series kicked off meetings in late 2020 with emergency managers and community groups in nearly two dozen counties participating in the campaign. The meetings took place amid a historic time of civil unrest in our country over racial and social injustice.

The reflective film features an array of people from diverse backgrounds, including a Black barber in the inner city and a college professor of color struggling with graduate school debt. It delves into not just why vulnerable groups tend to not prepare for disasters, but also how it feels to live "paycheck to paycheck" or to face other challenges that make preparing for a disaster so overwhelming.

The film, like others in the series, is moving, yet straightforward, delivered with no agenda or blame. It was designed to create a safe space within the meetings where people could talk openly about these barriers.

"They were real raw," Payton said of the short films. "It's people saying, 'Hey, I don't even know how to prepare because I am so busy working

"They were real raw,"
Payton said of the short
films. "It's people saying,
'Hey, I don't even know
how to prepare because
I am so busy working
two jobs and taking care
of my family.'"

two jobs and taking care of my family."

Payton, who was born and raised in Oakland by a single mother, said he was honored to tell the stories of people who often "don't get their voices heard." He grew up surrounded by poverty, he said, and understands that "when you live in poverty, life constantly feels like a disaster," leaving people with little time, energy or means to prepare for wildfires, earthquakes or floods.

By April 2021, Payton had developed eight films for the series. Some profile communities, some individuals, including people experiencing homelessness, members of the disabled community and individuals from Native American, Asian/Pacific Islander, Latino and other diverse backgrounds.

For Payton, a filmmaker with a desire to work at "the connection of culture and community," the project was meaningful and gratifying. For Listos California, it marked a story-telling opportunity with a purpose: promoting empathy and building awareness around communities that are too often left behind in traditional preparation efforts. 📞



Alejandra Bologna Zubikarai, Consul General of Mexico in San Jose, engaging farmworkers in Santa Cruz County.

Collaborations: Joining Forces to Reach Those in Need

The benefits of collaboration can be profound. Pooling knowledge. Generating fresh ideas. Maximizing assets. Harnessing people power.

Such were the wins when the Listos California campaign reached out and partnered strategically and inclusively to accomplish its mission.

Over the course of the campaign, numerous relationships were forged with business, government and civic leaders and organizations, all of whom became ambassadors for the effort. They ranged from grocery stores to the League of California Cities to the International Rescue Committee. Faith-based communities were a key part of the picture. So were elected officials, chambers of commerce, government agencies, volunteer organizations and nonprofits.

As just one example, Equality California, the state's largest LGBTQ+ civil rights organization, partnered with the campaign to encourage LGBTQ+ Californians to better prepare for disasters. Equality California hosted a Facebook Live roundtable with emergency experts, messaging aimed at its tens of thousands of

followers on social media, and issued an "open letter" joined by other signatories urging LGBTQ+ Californians to take Listos California's disaster guidance to heart.

Similarly, the 10 consulates of Mexico (located in Sacramento, San Francisco, San Jose, Fresno, Oxnard, Los Angeles, San Bernardino, Santa Ana, San Diego and Calexico) and the consulate general of Guatemala issued a letter in recognition of September's National Preparedness Month to advocate for Listos California's Five Steps to preparedness.

The private philanthropy world also took note. The Chan Zuckerberg Initiative (CZI) provided \$500,000 to Listos California to expand public communications to engage diverse and vulnerable populations around wildfire and other disaster preparedness, while the California Community Foundation committed \$250,000 for training and resource fairs for food and agricultural workers and expansion of the Social Bridging Project.

Here is a closer look at the work of these strategic and wide-reaching collaborations. [🔗](#)

Organization	Accomplishments
Equality California	<ul style="list-style-type: none"> • Facebook Live roundtable with emergency experts. • Social media blitz. • Open letter to community with multiple signatories.
National and Local Grocers and Nutrition Programs (Raley's, Safeway, Albertsons, Ralphs, Northgate Markets and more)	<ul style="list-style-type: none"> • Numerous grocery stores collaborated with Listos California to help build community resiliency through posters, in-store announcements, employee education, distribution of Disaster Ready Guides to customers and other efforts. • Partner El Clasificado, a leading Spanish-language daily publication, established mini-billboards with informational inserts in 40 grocery stores in Southern California.
Ethnic and Small Business Groups: (National Federation of Independent Business, California Hispanic Chamber of Commerce, California Black Chamber of Commerce, California Asian Chamber of Commerce)	<ul style="list-style-type: none"> • Collective letter urging adoption of Five Steps to disaster preparedness and dispensing this critical information to customers served by these businesses.
Media Groups (Public Broadcasting Service, Univision, Ethnic Media Services, California Black Media, and El Clasificado)	<ul style="list-style-type: none"> • PBS: Programming including public service announcements and TV programs focused on earthquakes, floods and wildfires. • Univision: Released a series of ads across Univision platforms urging Spanish-speaking community to "Stay Home. Save Lives." • Ethnic Media Services: Briefing with reporters and news story distribution on text message-based preparedness course. • California Black Media: Prepared and distributed articles about campaign and disproportionate impact of disasters on Black communities. • El Clasificado: Widespread promotion of Listos California information and messaging.
Mexican Consulates and the Consulate General of Guatemala	<ul style="list-style-type: none"> • Letter issued in recognition of September's National Preparedness Month to adopt Listos California's Five Steps for disaster preparedness.
Local Government Associations (California State Association of Counties, League of California Cities, California Special Districts Association, Rural County Representatives of California, Institute for Local Government)	<ul style="list-style-type: none"> • Joint letter issued to communicate commitment to adopting Listos California's Five Steps for disaster preparedness. • Working with local partners to encourage wider adoption of the Five Steps at the local level.
International Rescue Committee	<ul style="list-style-type: none"> • Developed new resources in languages commonly spoken by refugees (Amharic, Arabic, Dari, English, Pashto, Russian and Tigrinya). • Shared factsheets, videos and first aid kits with service providers in San Diego, Turlock, Oakland, Los Angeles and San Jose, as well as with Sacramento refugee communities (site of California's largest refugee resettlement).
Chan Zuckerberg Initiative	<ul style="list-style-type: none"> • Amid a season of wildfires, \$500,000 grant provided to Listos California to expand public communications campaigns to mobilize and engage vulnerable communities around disaster preparedness. • Five new specialized disaster readiness products will be developed to serve a variety of audiences on topics such as COVID-19 vaccine, mental health, etc."
California Community Foundation	<ul style="list-style-type: none"> • Through a \$250,000 grant to Listos California, two wildfire preparedness and health and resource fairs were held to reach food and agricultural workers. • Additionally, the Social Bridging Project was expanded to reach Filipino populations, starting in the Napa County area.



Social Bridging: Reaching Out in Times of Crisis

As COVID-19 lockdowns spread throughout California, many vulnerable people spent weeks without the simple human contact of someone asking, “How are you?”

This lack of social contact can be not only emotionally damaging, but also physically harmful. The isolation also left many people unaware of information on local COVID-19 testing, food pantries or programs that provided help with utility bills. Overall, the challenges of 2020, ranging from wildfires to a pandemic-fueled recession, left vulnerable groups struggling more than ever.

Enter Listos California’s Social Bridging Project, a pioneering public health and safety

outreach effort that sought to close these gaps through a simple call on the phone. Through one-on-one conversations, in English, Spanish and Tagalog, culturally competent callers bridged the gap between people in need and government resources.

The initiative was launched as part of Governor Gavin Newsom’s “Stay Home. Save Lives. Check In.” campaign to address the social isolation of older adults as part of the state’s first “stay at home” order to slow the spread of COVID-19. The Social Bridging Project soon expanded as a new means for reaching low-income residents and non-English speakers with natural disaster education and, later, in assisting the state with its COVID-10 vaccine roll-out.

The project's twin objectives focused on the following:

- Connecting isolated older adults, farmworkers and low-income families with referrals for COVID-19 testing and vaccines, food aid and housing assistance, mental health support and other resources to preserve health and safety during the crisis.
- Helping other vulnerable Californians least likely prepared for natural disasters to get emergency alerts and plan for safe evacuations in wildfires and other emergencies.

Through the initiative, volunteers were trained to make direct phone calls – and sometimes send text messages – to vulnerable people and those at risk of wildfires and other disasters.

By the end of April 2021, more than 160,000 one-on-one conversations had occurred, with callers known as “Bridgers” sharing lifesaving knowledge and help with vulnerable people throughout the state.

Volunteers at the Heart of the Effort

The Social Bridging Project was launched on Memorial Day 2020 in partnership with the California Department of Aging. The project's design merged three distinct sources of information, inspiration and volunteer availability:

- The project used voter registration records as a means of connecting with vulnerable populations including older Californians.
- The project was inspired by the work of

California State University, Sacramento (CSUS) gerontology students who were placing wellness calls to older residents in Eskaton senior living facilities as part of their training.

- And it recognized and tapped an opportunity that arose when the California marketing president of United Airlines contacted the Governor's Office during the pandemic to explore ways employees could help the state when air travel plummeted.

Initial volunteers came from AmeriCorps National Civilian Community Corps, United Airlines, Community Emergency Response Teams (CERT) and CSUS. From there, the project expanded to include additional partner organizations, including other universities, nonprofits, businesses and government agencies.

The Bridgers used voter engagement technology and voter and Census records to call members of vulnerable populations and provide them with resources – while honoring social distancing.

The Bridgers used a resource guide tailored for the county where they were doing outreach. The guides included information on food banks, suicide prevention and mental health services, as well as COVID-19 testing sites. Bridgers also advised people how to prepare for emergencies.

Equally important, Bridgers provided a caring touch, chatting with the people on the other end of the lines, asking about their interests, their emotional well-being, their lives.

The California Department of Water Resources (DWR) was the first state agency to partner in the Social Bridging Project. A number of the department's engineers, hydrologists, scientists, and professional and support staff →



A United Airlines employee making calls for the Social Bridging Project.

– well-versed in the interplay between flooding, earthquakes and wildfires and communities threatened by these risks – took part.

“Preparing and responding to natural disaster is an integral part of DWR’s work and at the core of our department’s mission,” Karla Nemeth, DWR’s director, said in a Listos California Newsletter Alert, noting that her department was eager to join the mission of Listos California.

“One Call Can Make My Day”

For recipients, the calls marked helpful bright spots in the day. For Bridgers, the work was meaningful and satisfying.

One Bridger reported that an 80-year-old woman said her only evacuation plan was “going out the back door!”

“I helped her sign up for alerts and she welcomed our Disaster Ready Guide by email to make a better plan with her daughter right away. It was just in the nick of time. A massive fire struck her county days later,” the Bridger said.

Still another Bridger volunteer noted that making real connections often required more than a few minutes and the art of conversation. As she reported: “We may establish that personal connection over a shared love of history or cars, and then ask the wellness check questions to get them the right resources. It

feels so worthwhile. One call can make my day!”

Careful Scripting to Ensure Well-Being

Prolonged isolation and social distancing pose grave physical threats to people, particularly those who are older. According to the National Academy of Sciences, social isolation and loneliness can lead to premature death on a risk level comparable to high blood pressure, smoking and obesity.

Thus, Bridgers were given carefully designed scripts to gauge the well-being of those they called so they could tailor resources offered. Call recipients included older adults, people in low-income households, Californians who speak languages others than English and those who live in remote areas or regions at high risk of natural disasters. In some instances, Black Bridgers phoned African-American households and bilingual Bridgers provided Spanish and Tagalog resources to Latino and Filipino households. Callers also offered call recipients the Disaster Ready Guide, available in multiple languages.

Some calls were heartbreaking.

Many older adults, particularly in Black, Latino and Filipino communities, had caught COVID-19 themselves or were mourning loved ones who died. Some of those reached had lost their homes to wildfire, while others were found in evacuation shelters awaiting news of homes and pets.

One distressed 90-year-old woman told a Bridger she hoped she would get the coronavirus so she could die. The Bridger offered mental health resources, and a county case worker followed up and connected her to services. In another call, an older woman confided she feared homelessness after losing her job and rental home due to the pandemic. She welcomed guidance from a Bridger on food pantries and filing for unemployment benefits.

“We may establish that personal connection over a shared love of history or cars, and then ask the wellness check questions to get them the right resources. It feels so worthwhile. One call can make my day!”

— Social bridging volunteer

In 2020, two dozen counties where Bridgers made calls experienced wildfires. They were still dialing on the morning of September 5, a day after the massive Creek Fire ignited. One frantic resident described the fire she could see from her porch. Another woman fretted about horses she had let run for their lives. A family with kids raced to clear brush from their home before fleeing. A firefighter's wife said he had just run out the door to join his crew.

That day, Bridgers reached many residents in harm's way who had not received alerts. They heard, in real time, of people who were unprepared to evacuate. This experience inspired Bridgers to work even harder to reach as many Californians as possible, before they smelled smoke. 📞

Social Bridging At a Glance

27 counties

3 Languages:

English, Spanish and Tagalog

168,066 Conversations

31,678 COVID-19 wellness

77,015 Disaster readiness

59,373 Both topics

18,334 adults received referrals on food, healthcare, housing, mental health services and utility bill relief

8,052 people received help signing up for alerts, earthquake warnings and power shut-off warnings.

29,607 Disaster Ready Guides in 6 languages distributed

745 unique “Bridgers” from across the state and nation

20,945 hours spent making calls

30+ partner organizations

“Extraordinary engagement rates”

(keeping answering party talking on the phone) for cold calls:

African Americans: **46%**

Latinos: **51%**

Filipino: **68%**

Social Bridging Stories: Friendly Voices Make a

San Bernardino County

A bilingual Bridger reached a grieving Honduran immigrant who confided that his wife had died of COVID-19 three days before. She had been weakened by disease and years on dialysis. He was also under financial strain due to the pandemic and welcomed referrals for food aid and utility bill relief, as well as mental health support for his grief.

Monterey County

An 84-year-old rancher near Salinas shared concerns about evacuation of livestock due to “dicey” travel routes out of his ranch. A Bridger made calls and got back to him with a contact at the SPCA who works with Cal OES to assist in large animal evacuations. The man was relieved to create a plan with this support.

Mono County

An overwhelmed Mono County resident complained that he had to travel to Bakersfield, without a car, to meet his special medical needs. A Bridger told him about options for telemedicine and how it works. Since the man also was struggling to pay his bills, the Bridger referred him to housing and utility assistance resources.

San Mateo County

A 90-year-old Redwood City man lived alone with no cell phone or internet connection. A Bridger discussed preparing an evacuation plan and getting emergency alerts via radio or television. Noting signs of social isolation, the Bridger also offered him the Friendship Line for more frequent human contact.

Riverside County

An African American woman confided to a Bridger she wasn’t feeling well and believed she might have been exposed to COVID-19. After hearing her symptoms, the Bridger shared options to get tested immediately and told her how to alert others if she was infected. The

woman thanked the Bridger for reaching out with the exact help she needed.

Del Norte County

A Del Norte woman relayed that her mother would soon come home from the hospital and would need oxygen. She worried how that might complicate an evacuation during a wildfire. She was happy to accept disaster alert resources and a preparedness guide so she could make plans before her mother got home from the hospital.

Trinity County

A Trinity County widow who lived alone told a Bridger she had a history of heart surgeries and thought she needed an EKG. She was anxious about making an appointment during the pandemic, but asked for help locating a cardiologist nearby. She was given several local health services to call for referrals.

San Benito County

An 88-year-old Spanish-speaking San Benito County woman expressed concern about her lack of preparedness. After chatting with a bilingual Bridger, she requested the Disaster Readiness Guide in Spanish. She was delighted to learn about other Listos California resources in Spanish and also that the 211 referral system offered Spanish-speaking operators.

San Diego County

An anxious 72-year-old San Diegan was falling behind on her mortgage payments. Our Bridger referred her to the state’s online information on mortgage forbearance options for borrowers impacted by COVID-19.

Orange County

A Vietnamese American appreciated our English-speaking Bridger’s call to help him prepare for disasters. Though his English was limited, the man expressed his desire to prepare for wildfires. He was surprised and

Difference

relieved to receive a Disaster Ready Guide in Vietnamese to teach him how to be ready.

Kern County

An older woman who lives in a remote mountain area was afraid to grocery shop because her local store was full of tourists who she feared might have COVID-19. She was surprised to learn about local resources to deliver groceries to her home, and appreciated the Bridger's timely call.

Shasta County

A Shasta woman's mobile home had once been destroyed by flood and she knew she should register for emergency alerts. But a tight budget forced her to cancel her landline and she didn't know how to get alerts on a cell phone. A Bridger taught her to get alerts by text and recommended radio stations to monitor for disaster news from her car.

Social Bridging Partners included:

AmeriCorps National Civilian Community Corps (NCCC); California Community Emergency Response Teams (CERT); Black Women for Wellness Los Angeles; Cultura y Arte Nativa de las Americas; Esperanza Community Housing; Mid-City CAN; Mountain Radio; Pilipino Workers Center; Unite Here Local 30; Bay Area Community Resources; United Way Ventura; Disaster Healthcare Volunteers; FEMA Corps; University of California San Diego; California Fire Safe Council; Lions Club; California Department of Water Resources; World Economic Forum Global Shapers; United Airlines; and California State Universities at Sacramento, Fresno, Bakersfield, Monterey Bay, Sonoma, San Bernardino, Stanislaus, Channel Islands and Fullerton.



Superstar Bridger

One of the Social Bridging Project's most prolific callers was **Rajarajeswari (Raji) Shunmugavel**, a CERT member from Huntington Beach. By the end of April 2021, she had logged 774 hours of Social Bridging calls. A naturalized U.S. citizen from India, she had learned Spanish to enhance her language skills. These language skills proved a great asset in her Social Bridging outreach.


"I spoke with a 96-year-old man and it was difficult enough for him to hear and talk with me in Spanish," she recalled. "If someone had called in English, he would not have been able to understand our disaster readiness messages. I feel proud to have served in this way and happy to provide this kind of support. Each and every call puts you in the home with these Californians."

The Blueprint

This Blueprint section lays out the architecture of the Listos California campaign. While Listos California was established with the specific intent of getting emergency preparedness information to diverse and vulnerable populations, its model, which combines centralized guidance and oversight with local decision making and implementation, can be adapted by other agencies to help influence behavior change. Here you will find a description of our approach to programs, media, content development, the reasons behind the choices we made and the lessons we learned.

BACKGROUND AND HISTORY

In 2018, as the state experienced an extraordinary wildfire season, policy makers became increasingly aware of the growing gap between those with access to emergency preparedness information and those without. As Governor-Elect, Gavin Newsom saw firsthand the aftermath of the Camp Fire, the single most destructive wildfire in California history.

When Gov. Newsom took office in January 2019, he was armed with a passion for equity and emergency preparedness. He then worked with lawmakers to develop urgency legislation (AB 72) to establish an emergency preparedness campaign to target the state's vulnerable and hard-to-reach communities. Gov. Newsom and state lawmakers together invested \$50 million to establish the California For All Emergency Preparedness Campaign (subsequently named 'Listos California' at the behest of the Governor) as a joint effort between California Volunteers and the California Office of Emergency Services (Cal OES). 

Timeline 2019

Date	Action	Purpose
JAN	Gov. Gavin Newsom calls for building community resiliency to ready the state for earthquake, wildfire and flood with a commitment to equity and investing in vulnerable communities.	Save lives and reduce pain and suffering.
	Assembly Bill 72 filed with the Secretary of State on February 13, 2019.	
FEB	Karen Baker, Chief Service Officer of California Volunteers, is tapped to serve as the architect of the campaign and works with her team to craft initial request for applications for grant funding.	Provide \$30 million for a statewide campaign and expansion of Community Emergency Response Teams (CERTs), LISTOS, Fire Safe Councils, AmeriCorps NCCC and AmeriCorps Disaster Cadres through California Volunteers within the Office of Planning and Research, and \$20 million for local community-based organization grants and a grant to support animal management preparedness research and resources through Cal OES.
	Joint effort between California Volunteers and Cal OES begins to compete grant funds and solidify contracts by the end of June.	Effectively and efficiently select partners through a Request for Applications process and begin implementation by summer 2019.
MAR	Cal OES announces multiple funding opportunities, including:	
	Target County Partners to support community-based organizations educating and connecting communities with disaster preparedness resources in six counties identified as historically underrepresented and very high disaster risk (Lake, Shasta, Fresno, Tulare, Riverside and San Bernardino).	
APR	Statewide County Partners to support community-based organizations across the state in bringing the preparedness campaign to their community. Grant review process ensured that resources were given equitably and given to a larger number of under resourced and rural counties.	Empower community-based organizations to provide emergency preparedness education and resources to California's most vulnerable communities, categorized by social vulnerability factors including social isolation, poverty, language barriers, and other access and functional needs challenges.
	Animal Disaster Management project to support the purchase of emergency animal sheltering supply caches at strategic locations. By providing equipment that can be strategically located throughout the state, emergency local responders and volunteers have the capacity to shelter and care for animals during emergency response and recovery.	

Date	Action	Purpose
APR	<p>California Volunteers announces grant funding opportunities for:</p> <p>California For All Public Outreach & Education Preparedness Campaign Support Team to provide guidance and resources for organizational collaboration, conferences and tools to support statewide disaster preparedness efforts and the local work of county partners.</p> <p>Statewide LISTOS Administrator to build on the success of LISTOS, an 8-hour Spanish language emergency preparedness curriculum, by providing support that would expand LISTOS from 30 to 60 programs operating in the state.</p> <p>CERT/LISTOS Target County Support to support the establishment of CERT and LISTOS in the six targeted markets (Lake, Shasta, Fresno, Tulare, Riverside and San Bernardino); if CERT and LISTOS is already in place, the funds can be used to strengthen the programs in these vulnerable markets.</p> <p>CERT/LISTOS Capacity Building to increase the number of volunteers working with existing CERT and LISTOS programs throughout the state and ensure they reflect their communities. The grants support these programs by providing funding for training, equipment, insurance and background checks for new and existing volunteers.</p> <p>Community Support Grant for the 2019 California For All CERT and LISTOS Preparedness Conference to help current members of CERT and LISTOS attend this conference, to learn the latest preparedness training/techniques and to help launch their involvement as part of this campaign.</p> <p>California For All AmeriCorps to support two AmeriCorps grants: one that would provide AmeriCorps member support to the target counties by providing campaign education teams in Northern, Central and Southern California, and a second grant that would provide AmeriCorps member support to low-income communities in Los Angeles in need of campaign education materials and training.</p> <p>California For All Public Outreach and Education Campaign to secure a partner to assist community groups in the development of a linguistically and culturally appropriate public awareness and outreach campaign, directed specifically at the most vulnerable California communities. The campaign will include the development of emergency preparedness curriculum, tools, materials and advertisements.</p>	<p>Provide a technical assistance partner who could support the selected community-based organizations and volunteer and service teams, develop and implement a linguistically and culturally appropriate public awareness and outreach campaign, strengthen and expand volunteer and service teams that could become permanent civic assets for preparedness and establish a new public outreach communications effort to complement the entire campaign.</p>

Timeline 2019

Date	Action	Purpose
MAY	<p>California Volunteers announces grant funding opportunities for:</p> <p>Statewide CERT Support to establish new CERT partners in vulnerable areas without existing CERT infrastructure, increase the number of volunteers working with existing CERT programs to ensure they reflect their communities, and fund training, equipment, insurance and background checks for new and existing volunteers.</p>	To support the CERT programs and CERT activities in California with a focus on preparing vulnerable populations and the use of CERT volunteers in the California for All campaign.
	<p>Statewide Fire Safe Councils Support to establish new or build the capacity of Fire Safe Councils, produce and distribute preparedness information and training.</p>	Facilitate California For All preparedness training in counties throughout California through Fire Safe Councils and support community-based organization grantees with assistance and training.
	<p>California For All CERT and LISTOS Preparedness Conference in San Diego convenes to launch the volunteer teams (CERT, LISTOS) in their work to build and expand their local-level efforts around preparedness.</p>	To help quickly cover ground in advancing the campaign goal, CERT and LISTOS programs were activated and getting engagements.
	<p>California Volunteers awards Valley Vision support team role to start organizing and aligning the efforts of hundreds of government and nonprofit agencies.</p>	To have a nonprofit with nonprofit management expertise oversee the selection and management of vendors, contractors and other experts needed to develop the tools, assets and outreach supports of the campaign.

Date	Action	Purpose
JUN	<p>Cal OES signs contracts with selected grantees in 24 counties.</p> <p>All California Volunteers contracts are finalized and signed.</p>	
JUL	<p><i>Building Disaster Resiliency: A Roadmap for Investment & Innovation in California</i> is released.</p> <p>The Governor's Office approves a co-chair model of leadership and directs the campaign to be anchored at Cal OES, with California Volunteers remaining as an administrative partner to oversee and manage its set of grantees and collaborate as necessary to ensure budget and project alignment.</p> <p>Justin Knighten is appointed as the co-chair of the Listos California campaign.</p>	Identify and share the gaps among diverse and socially vulnerable populations before, during and after disaster and show the increasing need to work in partnership with all community assets for cross-sector response and recovery solutions.
AUG	<p>The campaign hosts a press conference in Sacramento on the need for more equitable and accessible information for vulnerable groups.</p> <p>The press conference was held in conjunction with the kick-off summit for community-based organization partners, in which campaign goals, grantee expectations and administrative processes were discussed with the funded partners.</p>	Launch full campaign as Listos California.

PLANNING AND EARLY DECISIONS

With a mandate to make California's diverse and vulnerable populations more prepared for natural disasters, we set a course of action and embarked on a grassroots, bottom-up approach that used community-level insights to inform a larger strategy.

Our early decisions and key questions you might ask yourself included:

- **How can you be thoughtful about what your budget can support?**

In setting the campaign goal of reaching 1 million vulnerable Californians, Listos California was clear that it was not seeking to cast the widest possible net, but rather investing in strategies to directly appeal to specific vulnerable communities. We estimated that \$50 million in support and communication dollars would be able to impact a minimum of 1 million people. Given that all vulnerable populations are not the same, we knew that 'per engagement' spends would vary considerably, depending on strategies employed, and we planned to augment with statewide spends to meet population needs and provide support when issues arose (such as investing in technology due to the pandemic).

- **Who drives strategic direction?**

We decided to really listen before creating anything and committed to knowing exactly who underserved Californians are, who they trust and how to reach them. After hyperlocal conversations to find out who the most vulnerable were in each community, we determined that community-based organizations who already work to meet the needs of the underserved were aligned with the values and goals driving our strategic direction. Hence, the investment in community-based organizations as our broker to community members.

- **How strategic are you able to be in the grantee selection process?**

Due to the timing of Listos California funding, the granting process needed to be completed quickly which left us with little time to effectively promote the grant application and provide technical assistance to interested applicants. We had to move fast (grant applications were written, competed and selected in a two- to three-month period) and in doing so we selected grantees with varying degrees of experience, capacity and knowledge of the local community and emergency preparedness. Given more time, we would have better quantified what type of community-based organization was best positioned to "know" their community and was a trusted messenger. We ended up with an interesting mix of applicant types, ranging from regional foundations to faith-based nonprofits to grassroots entities. As we move to year two of Listos California, we will be eager to review the success of grantee "types" and then promote the opportunity to apply for grants to a much larger audience of community-based organizations.

- **Do you want to give local grantees flexibility in spending their dollars?**

Recognizing the capabilities and limits of community partners, we determined that the best approach to strengthen local communities was to give grantees leeway for creative approaches while also providing assets developed by the state campaign for local use. Grantees had decision-making power over what campaign materials they wanted to use, develop or purchase. Listos California continually encouraged the grantees to be creative in their strategies.

- **Do you have the capacity to provide grantee partners with the assistance they need, or do you need to outsource it?**

While we had staffing elements at Cal OES to provide some of the support needed, we felt the needs of community-based organizations would be best understood and served by a like entity and held a competitive process to ensure technical assistance to implementation partners was provided by a nonprofit. Valley Vision's proposal was judged best, and they immediately began working closely with Cal OES in a support team role to start organizing and aligning the efforts of hundreds of government and nonprofit agencies.

- **How can your communications reach a wide, diverse group?**

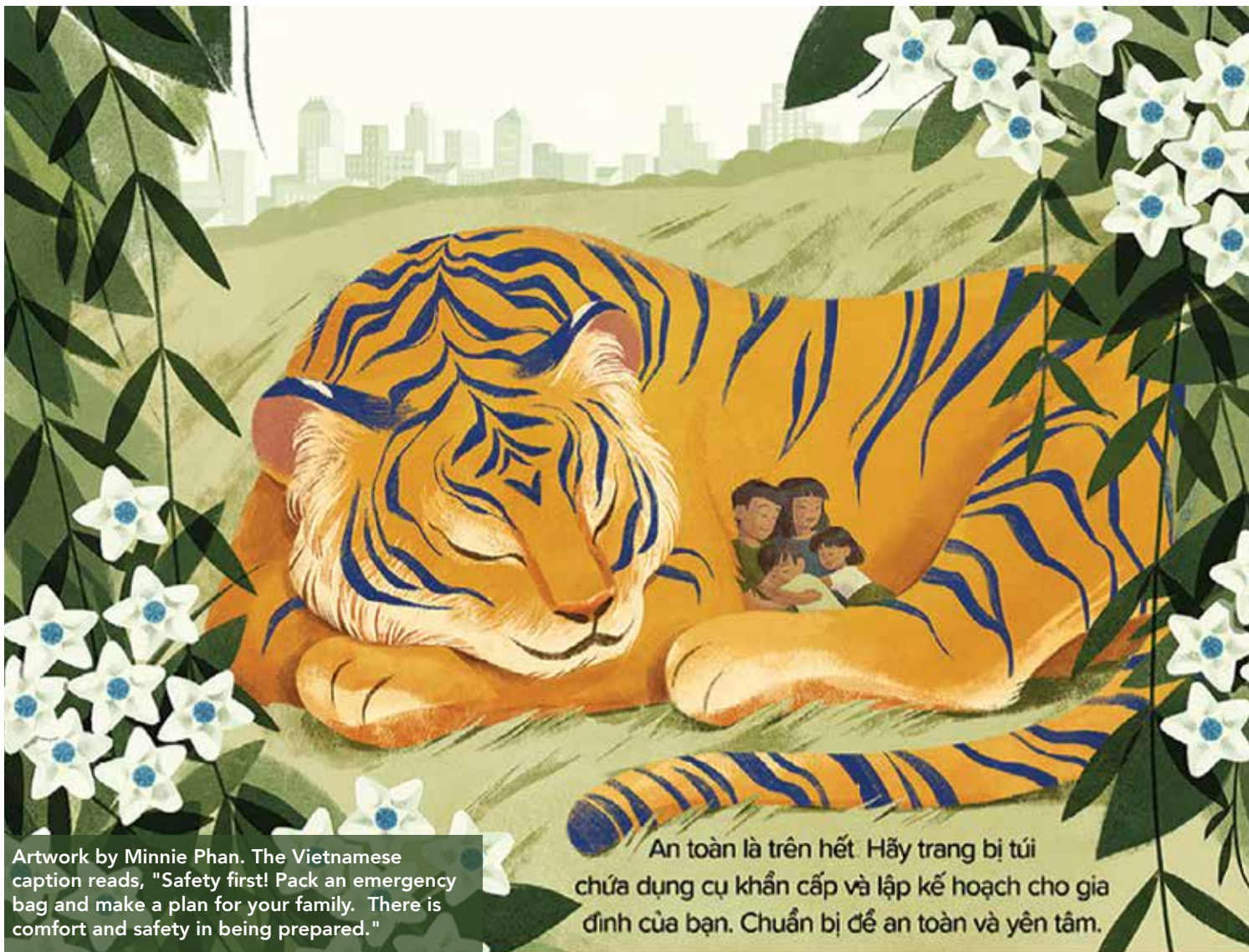
With the goal being to change behavior, messages cannot be one-size-fits-all. We tailored communications and accompanied them with a dynamic, steady drumbeat of visibility through earned, social and paid media and events. Avoiding the style of a typical public outreach campaign, we fostered a campaign culture that promoted the ongoing creation of new content and shifting of tools and methods. We provided training in different forms of storytelling—written, traditional media training and video making.

- **What helps ensure that you are doing it right when working with culturally diverse communities?**

An advisory group can help expand knowledge and outreach and serve as your sounding board. We established a statewide advisory council which provides input from the communities on outreach and materials. Having a statewide advisory council costs nothing but time and attention and provides great worth.

- **Who do you want to educate?**

As with any campaign, you must proactively engage individuals and groups to ensure they are active on your behalf. We made a major commitment to educating both community-based organizations and emergency managers, including educating them about each other. We required that a conversation take place between emergency managers and the funded community-based organizations, so that there was local buy-in on community investment plans and engagement goals. We also facilitated a later discussion between numerous local community-based organizations and emergency managers. Some emergency managers were so impressed by the exchange during the meeting that they scheduled regular quarterly meetings between emergency management leadership and community partners.



Artwork by Minnie Phan. The Vietnamese caption reads, "Safety first! Pack an emergency bag and make a plan for your family. There is comfort and safety in being prepared."

An toàn là trên hết. Hãy trang bị túi chứa dụng cụ khẩn cấp và lập kế hoạch cho gia đình của bạn. Chuẩn bị để an toàn và yên tâm.

- **What does it take to change behaviors?**

Science tells us that people are most likely to change their behavior in the preparedness space if they have experienced a disaster (hence, living through COVID-19 has offered a common disaster classroom for all Californians). Another key way to move people is providing something that touches their heart. We recognized that art moves people to action faster and further and integrated art and culture opportunities into contracts and training for our community-based organization partners. All materials were developed with a sensitivity to literacy levels and language and cultural relevance.

Listos California also recognized that people's circumstances will impact how much time they are able to dedicate to the learning experience. We allowed for varying levels of intensity of engagement, ranging from brief interactions of less than 15 minutes that provided staple information, to 20-plus hour trainings that would allow participants to become fluent in emergency preparedness. Listos California provided multiple entry points and opportunities to acquire deeper knowledge.

- **How do you want the work behind the campaign to get done?**

By design, we led with co-chairs who drove the vision and connected with Cal OES executive team members, the Governor's Office, and other state agency partners. We had a four-person team who oversaw the volunteer and service teams, provided program officer support to community-based organizations and coordinated emergency management engagement. Finally, we leveraged a team of consultants who could bring a wide range of skills and experience to provide technical assistance, create curricular and promotional materials, tell our stories, leverage community leaders and help manage the external relationships.

This Listos California team was augmented by individuals who oversaw the administrative elements of the campaign – we had a total of one full-time person at Cal OES and two part-time people at California Volunteers. We were intentional in keeping responsibilities for grant making (from an administrative lens) separate from the technical assistance provided by program officers, Valley Vision and other consultants (the creative and programmatic lens). Whenever we met with Cal OES grantees, we were sure to have the lead for grants management in attendance. This ensured grantees would get quick clarity on administrative boundaries while being able to be endlessly creative.

- **How do you want the private sector and nonprofit sector to complement your work?**

We knew there were amplification and education roles for all sectors in the campaign. Given limited staff time, we focused on the nonprofits we had selected as grantees—and their subgrantees. Private sector engagement was limited due to COVID-19, but a creative partnership with grocery chains and grocery stores provides an example of how private sector partners can be beneficial for reaching broader audiences.

- **Are you going to plan out spending every dime or remain flexible to deal with unexpected events?**

Listos California took a nimble approach to planning and execution. This was done with intent, as Listos California knew that it was forging new ground and would encounter unforeseen challenges and opportunities. Having the flexibility to remain relevant to both these communities and issues that may arise proved key for both the statewide campaign and community-based organization partners when the pandemic struck. In response to COVID-19, Listos California transitioned to also include preparedness for global health emergencies. In addition to supporting statewide communications outreach to reach vulnerable people, a decision was made in partnership with Valley Vision and the Cal OES grants team to allow community-based partners to use 20 percent of their budgets to support local and targeted communications outreach about the virus and how to slow the spread. COVID-19-era communications tools were leveraged to provide life-saving information to vulnerable Californians.

THE ARCHITECTURE

A smart organizational structure, relevant research and clear objectives were the building blocks for Listos California. The following offers insights into the choices we made and how those decisions affected the Listos California effort.

THE ARCHITECTURE: Smart Structure

Listos California built and utilized an elaborate team. Through grantees, subgrantees, state agencies, subject matter experts, vendors and an advisory team, more than 400 entities were involved in design and implementation. The volume and diversity of partners was needed by the campaign to reach the breadth of target audiences.

Key Structural Components

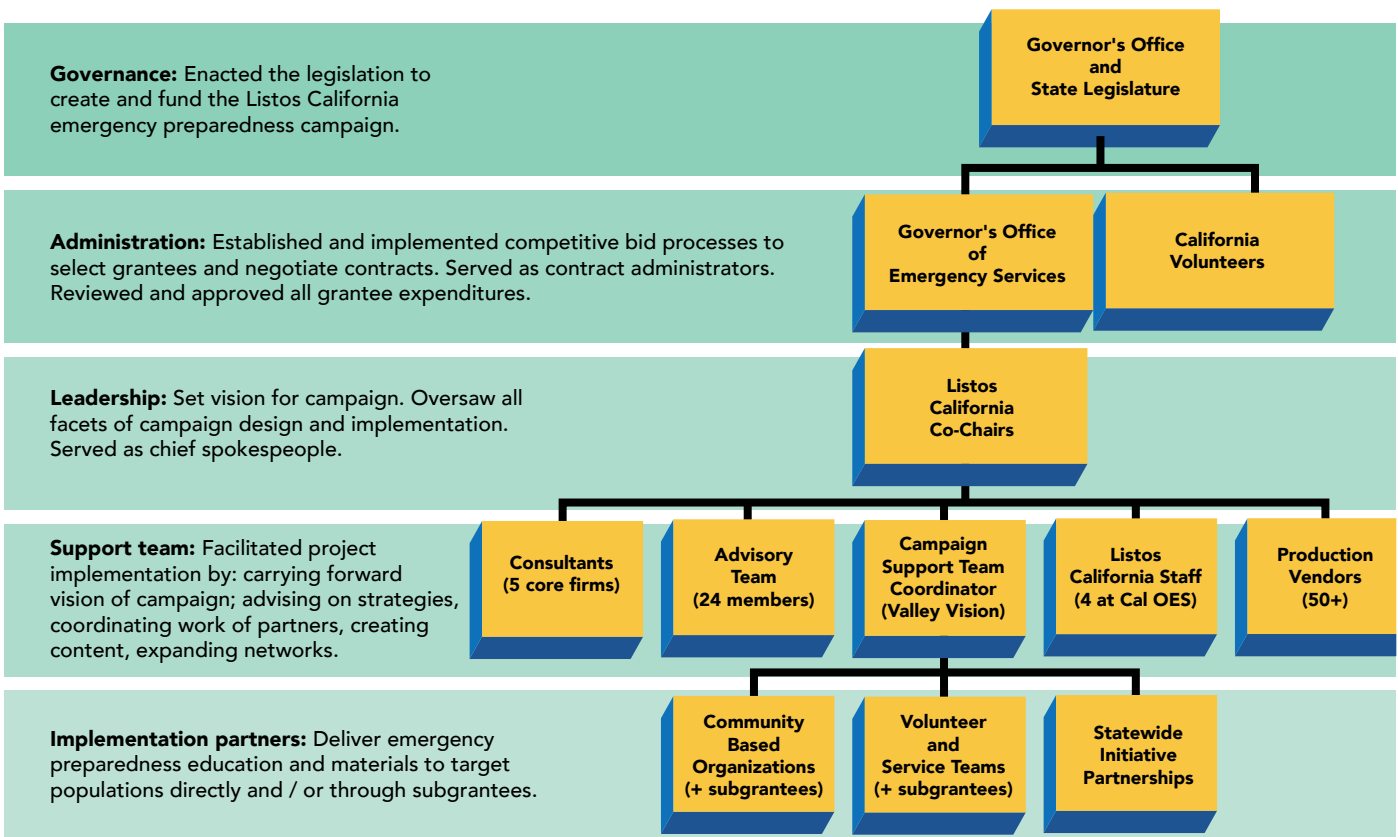
- **Co-chairs with complementary skill sets** in community-based programming and communications to set the vision for the campaign and oversee all facets of campaign design and implementation. We worked with a four-person team based at Cal OES, closely coordinated activities with the Office of Emergency Services, maintained alignment of strategic direction with the Governor's Office, worked with our administrative partner California Volunteers and fostered relationships with influencers that could help socialize the success of the effort.
- **An advisory council** made up of leaders and subject and population experts from California's diverse communities. A team of 24 reviewed and advised on campaign messages and strategies to ensure that efforts most effectively reached the diverse and vulnerable populations throughout the state.
- **A competitively selected group of on-the-ground implementation partners** familiar with their local communities. The local implementation partners were selected with a belief that they would know best how to reach their local residents and included 15 community-based organizations serving 24 counties. These primary grantees in turn provided subgrants to more than 200 community-based organizations that reflected and connected with segments of their communities. The group also included volunteer and service teams – 64 organizations (plus their subgrantees) serving 43 counties, including Community Emergency Response Teams (CERTs), LISTOS programs, AmeriCorps programs, AmeriCorps NCCC and California Fire Safe Council.
- **A purposefully selected supporting cast of consultants** to provide strategic and tactical guidance. The specialized expertise of the different consultant team members was utilized to develop needed assets (curriculum, materials, tools and training), provide communications and media services, foster partnerships and support campaign implementation.
Five core firms (LaMont Digital, Mozaic Communications, Ward Circle Strategies, Capitol

Impact and Propaganda Design Studio) were consistently involved in strategic and creative design support with more than 50 others providing ad hoc production support.

Valley Vision, the support team lead organization, helped coordinate the work for these entities, as well as implementation efforts to ensure a community-driven and people-centered approach to all of our work.

- **Strategic and mutually beneficial institutional partnerships** to help with the development and promotion of educational materials and provide expertise, credibility and access to broader networks. Partnerships were formed with agencies such as the California Department of Public Health, State Council on Developmental Disabilities, California Department of Aging, California Department of Social Services, Labor and Workforce Development Agency and CAL FIRE.
- **Third-party partnerships** to help with the development and promotion of educational materials and provide expertise, credibility and access to broader networks that included nonprofit partners from private philanthropy and statewide associations such as the Chan Zuckerberg Initiative, the California Community Foundation 2020 Wildfire Relief Fund, Silicon Valley Community Foundation, California Veterinary Medical Foundation, California League of Cities and the Institute for Local Government.

Listos California Campaign Structure



- **Support for implementation partners in their outreach and engagement efforts.**

Activities include:

- › Providing foundational assets and tools for use by partners. This included curricula, guides, outreach materials, suggested implementation strategies and other tools. All tools were made readily available to grantees in online toolkits as well as printed options.
- › Issuing specific written guidance. Written guidance documented policies and expectations and provided instructions on use of Listos California-created assets. Written guidance was issued for a broad range of topics, from allowable expenses to what constitutes an engagement to tips for completing engagement reports and submitting stories.
- › Delivering training and technical assistance. Trainings were held in person or virtually with grantees to introduce new materials and assets and build capacity around skills relevant to project goals. Trainings delivered detailed information on the more complex or significant aspects of the campaign.
- › Communicating regular programmatic updates. Listos California held weekly group check-ins with grantees (attendance was optional), sent weekly newsletters, distributed emails whenever new content was made available, held recurring one-on-one check-ins and utilized collaboration tools like Slack to encourage sharing of lessons learned and best practices among the implementation partners.
- › Amplifying the efforts of local implementation partners through a statewide communications strategy. As direct emergency preparedness engagement occurred at the local level, a statewide communications campaign took place to build familiarity with Listos California through paid, earned, digital and owned media. The statewide strategy also helped share the success stories of local implementation efforts to recognize their achievements.
- › Assigning each implementation partner a staff liaison. The liaison acted as a first point of contact for questions and advice to ensure timely and consistent response.

Through all of the support that was made available, the campaign also gave discretion to the grantees to choose the strategies and tools that they thought would work for their communities. The flexibility was intended to benefit grantees and communities by taking advantage of local awareness.

THE ARCHITECTURE: Build from Relevant Research

Listos California put data at the center of the planning and execution of this campaign, helping us make the best decisions about what to say, whom to say it to and what messenger to use.

Key Sources of Data and Information:

- **Pre-campaign baseline and messaging research.** This research gathered public opinion on attitudes and perceptions about disasters and emergency preparedness, where the public goes for trusted information, and what types of messages resonate. Key findings included:
 - › People feel that preparing is important, but it is scary, expensive and something they worry about.
 - › Messages need to focus on action, not awareness.
 - › Messages should focus on tasks that are easy, urgent and inexpensive.
 - › Messages should focus on empowering residents to be the protector and leader for their family.
- **Hazard maps and vulnerability profiles.** Vulnerability profiles and maps that quantitatively and visually brought together natural disaster hazard maps showing risks for earthquake, flood and wildfire, with social vulnerability indicator data showing disadvantaged communities were created for every California county. The profiles were used to more precisely identify and understand the populations that would most benefit from customized emergency preparedness outreach and engagement. This not only shaped our statewide outreach and spends but also helped grantees align their budgets and outreach to more effectively reach target populations.
- **Assessing capacities and competencies of implementation partners.** The campaign administered surveys to its grantees to assess their confidence and capacities in some of the areas thought to be critical to the campaign's success. Findings helped the campaign determine what gaps needed to be filled through training and technical assistance, as well as through outside subject matter expertise.

In addition to our own original research, we looked to materials from similar prior efforts to help us better understand how other campaigns have approached messaging and materials in the past. One key resource was [Building Disaster Resiliency – A Roadmap for Investment and Innovation](#). This study, funded by the James Irvine Foundation, outlines needs and priorities for creating whole community preparedness.

Another was the work of Michael Mendez (UC Irvine) and Genevieve Flores-Haro (Mixteco/Indigena Community Organizing Project) on the disparate impacts of wildfire on undocumented immigrants. These early findings (later published as [The \(In\)Visible Victims of Disaster: Understanding the Vulnerability of Undocumented Latino/a and Indigenous Immigrants](#) in *GeoForum*, Volume 116, November 2020) were critical to building understanding of the needs of vulnerable groups and the ongoing threats they face because of disaster.

THE ARCHITECTURE: Set a Clear Objective

From the outset, the campaign sought to genuinely engage 1 million diverse and vulnerable residents with emergency preparedness education. This served as the overall benchmark throughout the campaign. We specifically defined what we meant by an “engagement” through tiers of engagement, each with criteria and goals, based upon the intensity of the interaction. Tiers were defined based on how much time was spent interacting with the audience when delivering the material. This helped ensure we focused more on how different types of interactions could best produce a helpful impact.

Listos California – Tiers of Engagement

Rank	Outcome	Activities
TIER 1 Resiliency Ambassadors 1	Possess high degree of education and engagement through robust curriculum completion. Prepared to respond to an emergency in the community. Engaged in emergency preparedness networks. Able to access resources and educate others.	Completed CERT, LISTOS program, or Fire Safe Council Training Curriculum (2–20 hrs). OR Has become a member of CERT, LISTOS program, or Fire Safe Council.
TIER 2 Preparedness Champions 2	Educated on the Listos California messages and resources. Understands how to access additional resources or networks.	Completed the Listos California training (15-minute to 1 hour versions).
TIER 3 Emergency Ready 3	Has had direct contact with the campaign, including verbal or physical training/ materials.	Engaged in a Listos California campaign activity. Has been introduced to Listos California message.

THE ARCHITECTURE: Use Data to Meet Objectives

The Listos California campaign partnered with Merit, an app development company that creates secure data tracking, data management and digital badging platforms, to develop an easy and secure online system to record, track and report on engagement data.

All engagement data was tracked through the Merit Data Management system. This helped to ensure we had the data we needed to help the campaign learn and adapt along the way, as well as to improve quality control for verifying the data. Targets and milestones were communicated to all implementation partners throughout the campaign to foster timely progress.

Engagement data worked hand-in-hand with **Community Investment Plans**, a tool developed by the Listos California team to allow all 24 community-based organizations' grantee efforts to be viewed through a common framework that clarified the percentage of grant dollars that were to be spent on communications, operations and by subgrantees. The tool also verified the intended investment to be spent on different vulnerable segments of each county. Prior to filling out the Community Investment Plan, grantees were provided a "County Vulnerability Profile" that offered further demographic data, so that all grantees were using the same data source to inform their plans.

To help the campaign measure progress towards 1 million engagements, we worked with our grantees and other campaign partners to set measurable and time-bound intermediate goals. This multistep process included:

1. Seeking contractual commitments from partners based on the number of engagements established in their funding proposals.
2. Working with community-based organization partners to identify which specific populations they intended to reach.
3. Setting intermediate goals for partners and volunteer and service teams to meet a specific percentage of their total outreach goals by specific intermediate dates.

Throughout the campaign, we checked in with partners to assess their ongoing progress towards their goals, giving us the best overall picture possible of how the campaign was progressing towards its ultimate goal. Planning for these intermediate goals helped better assess how the campaign was doing overall and gave us more opportunities to reassess our approach along the way.

MESSAGING

Our core message was distilled from message and attitude testing. We defined five simple, free and actionable steps to improve emergency preparedness:

1. Get alerts to know what to do.
2. Make a plan to protect your people.
3. Pack a Go Bag with things you need.
4. Build a Stay Box for when you can't leave.
5. Help friends and neighbors get ready.

These core steps – augmented with further detail and customization – served as the basis for the content and materials developed by Listos California. By defining this fundamental information, Listos California consistently and reliably communicated the same message so that no matter how it was presented, the audience would walk away with a better understanding of the same basic steps to safety.

Read more about the Five Steps on page 44.

MESSAGING: Meaningful and Relevant Content

To deliver content that would move people to action, the campaign was deliberate in its selection of mediums and messengers. Listos California customized its content through language and culture, developing assets in a variety of mediums to reach different audiences in a way that made sense for them.

Listos California also produced assets to better appeal to the unique needs of specific audiences, such as the Disaster Guide for People Experiencing Homelessness, Disaster Guide for Farmworkers and the Health Profile Template for People with Intellectual and Developmental Disabilities. This helped these audiences be seen by the disaster preparedness community and allowed information to reach people who have unique needs when it comes to emergency preparedness.

Leveraging trusted voices through our network established a baseline of credibility and awareness of Listos California. Working closely with more than 300 community-based organizations and volunteer and service teams



and their sub-grantees, we were able to use trusted voices to speak to our audiences in the places they frequent. In some cases, these trusted messengers, be they churches, charity groups or local nonprofits, helped us further refine our outreach efforts to tailor them to specific harder-to-reach communities. Our local collaborators provided ground-level knowledge that you simply can't generate from Sacramento, helping us exceed our goals in achieving productive in-person interactions with people who had never been touched by a government preparedness campaign.

Read more about our accessible and culturally competent messages and messengers in Language and Culture on page 20.

MESSAGING: Multi-Channel Content Strategy

Owned Media

The campaign used owned media to retain a communication channel for distributing information directly to grantees and campaign participants, as well as developing innovative tactics for engaging new audiences. Owned media methods included:

- Website
- E-Blast Newsletter
- Videos: InformaGente and Talks with Mom
- Social Bridging

The strategy for the **website** was to serve as both a communication tool for the Five Steps message and a place to feature collateral and resources. The website is ADA-compliant, and its content can be translated into Chinese, Filipino, Korean, Spanish, and Vietnamese by toggling through a drop down menu of languages.

The Listos California **e-blast** communicated both the #YourActionsSaveLives COVID-19 prevention and containment messages and campaign-specific disaster preparedness content two to three times a week on average to a mailing list of campaign partners, affinity groups and individual subscribers. Over the course of the campaign, the mailing list grew organically, experiencing higher-than-standard open percentages and few unsubscribes.

The **InformaGente** video series in partnership with the League of United Latin American Citizens (LULAC) and the National Hispanic Foundation of the Arts featured conversations between Latino/a celebrities and subject matter experts from across California. To attract different portions of the Latino/a community, the conversations were recorded in both English and Spanish.

Developed around the premise that having conversations with family to develop a plan is a pillar of preparedness, the **Talks with Mom** videos feature casual conversations between mothers and children from the Asian and Pacific Islander community, weaving in the Five Steps of disaster preparedness throughout an otherwise regular conversation.

Initially developed as a means of engaging older Californians, the **Social Bridging Project** evolved to provide critical wellness support, disaster preparedness resources and COVID-19 vaccine information. The Social Bridging Project makes phone calls to individuals in high-risk zip codes across the key counties targeted within the campaign. Each week, the project's data

helps inform a county's own understanding of the readiness landscape and needs across their community. In order to provide adequate training to callers, we developed Disaster Directories for the counties called, as well as Wellness Guides. These resources will remain as an accessible resource guide on both the county and the Listos California website.

Learn more about the website and e-blasts in Air Game on page 102. Read more about InformaGente, Talks with Mom and the Social Bridging Project in Statewide Initiatives beginning on page 142.

Collateral Materials

In developing resources, the priority was on a high quality and high intensity engagement that left participants with a deeper understanding of disaster preparedness. Collateral materials included:

- Materials and guides
- Text curriculum
- Online curriculum
- Art, video and film
- Social media graphics

Across the board, the campaign prioritized cultural relevance, language representation and ease of use for vulnerable populations, effective and accurate information tailored to specific audiences and flexibility in terms of developing new materials as needs were identified by the communities served.

Two of the most interactive resources were the **online interactive experience** and **text message curriculum**. The text message program was developed as a seven-day opt-in curriculum, designed to send brief quantities of information and learnings to participants over the course of a week. The text message program was also a flexible option for grantees. The platform provider, Arist, provided the opportunity for grantees to tailor information within the curriculum for their communities and to develop the course in additional languages spoken in their communities. The online course was designed as a roughly 20-minute interactive experience that could be conducted individually, or as a tool for grantees to utilize in digital trainings and workshops.

To ensure our visual assets captured the images and real voices of vulnerable Californians, we made a significant effort only to use commissioned photography and videography. Listos California has also been visually capturing signature events such as those with older Californians, people experiencing homelessness and farmworkers. These images and videos have been used over the course of the campaign across communications platforms and methods to engage users.

In total, Listos California produced more than 80 unique assets (further multiplied when accounting for different languages or other graphical variations created to base assets) in the form of scripts, curricula, guides, posters, videos, audio files, art and other materials and tools. The variety of assets was used to reach people in ways that aligned with their interests and circumstances.

Listos California created all materials with the desire and expectation that they would continue to live and be significant resources after the campaign concluded. The materials are housed in the public domain on the Listos California website. A few examples include:

- Disaster Ready Guide
- Disaster Guide for Farmworkers
- Disaster Ready Text Message Course
- Local Disaster Resource Directory
- COVID-19 Tips for People with Intellectual and Developmental Disabilities

Strategic Partnerships

Partnerships were a mechanism to increase awareness of our campaign and put resources in people's hands or on their devices. Developing smart, strategic partnerships with trusted organizations and voices is highly recommended. During the campaign, we formed partnerships and collaborated with businesses, government and civic leaders, and organizations and associations. These partners ranged from national and local grocers to the League of California Cities to the International Rescue Committee.

Read more about our collaborations in Statewide Initiatives on page 140.

MESSAGING: Robust Media Campaign

The Listos California campaign communications strategy aimed to be targeted, accessible and engaging. The guiding principle was for all aspects of the campaign to reflect the dynamic populations we sought to engage and included a broad range of efforts and stakeholders in the communication strategy. This included collaborative calls with community-based organizations, meetings with advisory council members, input from experts across the Governor's administration and direct community input to identify gaps and issues on outreach tactics. Ultimately, the campaign sought to be community-led, centering collaboration and a cross-cutting approach in its communication efforts. The result was a campaign that neither looked, nor felt, like traditional government communications, and that met vulnerable individuals in a place of trust and authenticity.

Statewide communications efforts consisted of a variety of activities. Each of these efforts was intended to serve a specific purpose of informing, training or creating buzz around the Listos California message of community readiness. They fell into the following general categories:

1. **Paid Media:** Paid placements of advertisements or communications related to the Listos California campaign.
2. **Earned Media:** Advertisements or communications related to the campaign that were not a result of direct, paid placement.
3. **Social Media:** All distribution of information or engagement occurring through one of Listos California's social media platforms. Digital media was comprised of both paid and earned (organic) efforts.

Paid Media

Our paid media strategy was to use authentic, credible and accessible multicultural messaging to communicate with people where they are, strategically placing advertisements and content on platforms heavily accessed or viewed by the campaign's key communities and populations of interest.

We were thoughtful about using plain language to ensure the advertisements didn't feel like they were just talking at a vulnerable population. These were groups who had never before been targeted by a statewide emergency preparedness campaign and so it was important to build trust and avoid language that was disconnected from their reality.

We were also intentional about *where* we placed communications. The campaign used paid advertising partnerships with key publications or platforms serving California's diverse range of ethnic and social groups. For example, we placed ads in Univision to reach the Latino/a population, Ethnic Media Services to reach the Asian/Pacific Islander community, California Black Media to target the Black community and El Classificado to reach rural areas and farmworkers. We also targeted PBS, local publications and radio stations to focus on the 24 counties funded through the campaign.

Earned Media

The Listos California campaign utilized earned media to generate buzz and credibility for the campaign, while also reaching populations of interest through compelling local stories and publications. This included:

- Print, including full-length stories, opinion/commentaries and general media mentions
- TV spots in primetime or on evening and morning news shows
- Radio
- Press conferences

Listos California's earned media strategy focused on strategic relationship-building, identifying and targeting publications read by the campaign's key demographics of interest, cultivating partnerships, gauging and replicating story successes and building capacity with grantees to expand earned media reach.

The earned media strategy aimed to support grantees in learning how to create and place buzz-worthy news stories. The approach was to create a short-list of the highest-performing grantees who were interested in earning media and then to work with them to create newsworthy ideas and events in partnership together. There was a significant learning curve in the beginning, and Cal OES and Valley Vision provided support in identifying which grantees had the bandwidth and appetite to drive earned media.

Social Media

Listos California applied a novel approach to its digital media presence to build a dynamic brand distinct from other government campaigns, with a commitment to truly targeting and engaging our populations of focus. Social media platforms included:

- Facebook
- Instagram
- Twitter

Listos California's digital media goal was to reimagine what a government social media presence could look like. The approach was to employ an intentional balance of paid and organic (earned) digital efforts. The paid efforts allowed for absolute intentionality, permitting Listos California to be extremely specific in *who* we were targeting through social media.

Paid efforts also allowed Listos California to be intentional about *what* behavior we were hoping to solicit, from clicks, to interactions (i.e. watching videos, sharing with friends), to leads (i.e. signing up for the text message curriculum). On the other hand, expanding the organic reach of our efforts served to enhance the credibility of the campaign. Ultimately, these two strategies compounded one another. As the campaign's organic digital efforts gained more traction, we became better poised to retain or engage the target populations to whom they were advertising and vice versa.

Each of the major social platforms – Facebook, Instagram and Twitter – served a slightly distinct purpose. As such, the campaign also used a slightly different approach.

- **Facebook** has the highest usership of the social media platforms, and given the typical demographic of users, is much likelier to host Listos California’s populations of interest. Facebook also allows targeted paid efforts based on zip codes, as well as affinity groups. The campaign utilized both to build an audience of followers who aligned closely with Listos California’s target groups. Communities that the campaign identified as highly vulnerable were targeted by high risk zip codes to ensure geographic distribution. Social media platforms do not provide ethnic or social demographic information, so utilizing organizations or pages that individuals from certain backgrounds are likely to follow served as a helpful proxy.
- **Instagram** was most relevant for younger populations, as it tends to include more visual content. However, Instagram can help drive traffic or engagement to other social media platforms and is the most effective platform in terms of collaborating with influencers. Listos California’s activities, like InformaGente, which highlights a range of Latino/a celebrities and state leaders, performed well on this platform.
- **Twitter** was the most challenging platform in terms of conducting targeted outreach. Some of the high risk zip codes identified by the campaign lacked enough presence on Twitter to even allow targeted advertisement. But Twitter did serve an important role in terms of reaching elected officials, policymakers and other government entities or organizations focused on emergency preparedness.

The success of Listos California’s social media presence is a result of crafting a tailored and localized strategy and utilizing specific expertise managing social media campaigns focused on vulnerable populations across the state of California. The structure of the Listos California campaign, which relies heavily on a layered network of community-based partners, also allowed for the campaign’s authentic social media presence to grow and sustain as quickly as it has.

LESSONS LEARNED

The campaign's messages and the underlying approach and structure were selected intentionally. But, as with any new effort, throughout the campaign there were both challenges and surprises. Some aspects worked far better than expected, some didn't go as well as anticipated, and there were certainly growing pains along the way.

This section describes the learnings from these "Aha!" moments so others can learn from the lessons of the Listos California campaign.

Messaging Strategies

- **Positivity works.** Emergency preparedness messages often use images and stories from emergencies to invoke feelings of fear. This is overwhelming and prevents people from getting prepared, particularly vulnerable populations who experience heightened levels of stress and fear daily. The campaign saw that positive messages evoking hope instead of fear motivated people to take steps toward preparedness.
- **Context matters.** Emergency preparedness may feel like a luxury to vulnerable people dealing with struggles like poverty, unemployment, insecure housing and more. It is important to hear and respond to these other concerns to demonstrate understanding and establish trust, before asking them to take action.
- **Focus on communicating tangible, incremental steps rather than communicating every step that must be done.** Taking small steps one at a time is easier than taking large steps all at once. Thus, communicating everything someone needs to know at once comes with a risk that people will get overwhelmed and not take any steps at all. The campaign instead focused on communicating incremental steps, which is not without its own risk (people being ill-prepared), but we believe taking one step is at least better than none.
- **Making important messages for these communities simple and straightforward challenges the status quo and may be met with resistance.** Enthusiastic expertise and government desire to mitigate risk often leads to oversharing. We were surprised by how other government leaders reacted to the insight that messages should be simplified as much as possible; this idea is not well understood nor accepted throughout government.
- **The Listos California approach and lessons learned apply to disaster response and recovery as well.** The Listos California campaign focused on emergency preparedness, but it also built up collective understanding and best practices about what works best when communicating with vulnerable populations in general. These lessons are applicable to other topics and circumstances, including emergency response and recovery.
- **The COVID-19 pandemic was a reminder of how experiencing a disaster increases a community's inclination to change their behavior.** After the start of the pandemic, the Listos California grantees saw many more residents willing and eager to understand what steps they should take to prepare for an emergency.

Grantee Selection Collective Lessons from Cal OES and California Volunteers

- **Explain up-front in the grant application that applicants should expect more creativity, independent thinking, and locally guided problem-solving than is typical for government grants.** Most grantees did not understand they were being asked to go beyond the limits of what's typically done. It took time for them to wrap their heads around how much independent thinking and creativity was being asked of them. Being explicit about this in the grant application gives grantees more time to get comfortable with this idea; it also incentivizes applicants who would be motivated by this kind of mandate.
- **Equity does not happen by chance; create an equitable grant application process or account for time after grant award to increase the campaign's equitability.** More time, wide information sharing, and strategic advertising can help promote the funding opportunity to non-traditional grantees and encourage a diverse range of organizations to apply.
- **Encourage applicant diversity by providing more financial flexibility.** Because many Listos California grants were set up as reimbursement only (as is often typical of state-funded grants), only entities with existing cash flow and operational capacity to accommodate a lag between spending the funds and receiving reimbursement could realistically participate. Creative approaches are needed to help applicants and grantees work around this constraint, for example, creating partnership opportunities for smaller community-based organizations to work with community foundations to address cash flow issues or by developing granting structures that allow grantees with limited operational capacity to request an advance of funds.
- **Selecting grantees should include a review of the anticipated cost-effectiveness of their approach.** Looking at an application's anticipated cost, number of engagements and strategy for engagements together could allow decision-makers to fund a diverse range of approaches believed to be cost effective based on the chosen engagement strategy.
- **The most important quality of phenomenal grantees was their deep knowledge of a community niche.** Existing knowledge, relationships and trust gave grantees a firm foundation from which to spread the emergency preparedness message of the Listos California campaign.
- **Grantees who understood the intersections between identities as well as the sub-cultures amongst overarching vulnerability demographics were better able to engage their communities.** Intimate knowledge of the intersections between ethnicity and generation, and the many sub-cultures within ethnic communities, were key factors in the effectiveness of some grantees.
- **Provide population data to grantees during the application process or as early as possible to help them craft a data-informed strategy.** Because of the critical need to implement this work and fund grantees quickly, materials important to a grantee's strategy were provided a few months after grant award. Providing such materials (like vulnerability and hazard maps) as early as possible gives grantees more time to plan out how to reach their targets. Had these materials been available during the application stage, grantees' applications would have been more data-driven and their strategies would have needed less finessing after grant award.



Grantee Capacity, Support and Instruction

- **Support grantees as they learn to think and act outside the box.** Community-based organizations are used to grant requirements being prescribed, with limited flexibility and decision-making required by the organization. Grantees were taken aback by the flexibility they were allowed with Listos California grants. The campaign would have benefited from giving them clearer permission to come up with innovative ideas and strategies and helping them understand that they were being asked to evolve the nature of how typical grantor-grantee relationships work.
- **Permitting local flexibility allows for vulnerable populations to be reached, but requires strong, clear and efficient accountability to keep all activities in line with the campaign's goals.** The Listos California campaign was very clear and limited in what counted as an "engagement" – it required verifiable interaction with, or direct action of, the audience. Grantees' creativity resulted in many innovative ideas that very successfully spread the emergency preparedness message; some of these counted as engagements, and some did not. The clearer the guidance and the more responsive the campaign can be to questions about "what counts," the better.
- **Identify what kind of communications work you need grantees to undertake, then create infrastructure and conduct specific, targeted training to build up that capacity before it is needed.** A resource such as a monthly webinar training series on the basics of earned media, social media, stakeholder outreach, event planning and other communications topics would have been highly beneficial to the Listos California grantees. This solid foundation would have leveled the playing field and allowed the grantees to support the statewide communications effort more effectively in their local communities.
- **Social media and digital communications skills were far more critical than anticipated, especially due to the COVID-19 pandemic.** Grantees with strong digital communications skills were able to leverage social media for COVID-19 communications activities and to support the statewide communications campaign; whereas those without experienced a steep learning curve before they hit their stride in reaching people online. The campaign identified this need for technical assistance as it pivoted and provided additional support to fill this gap.
- **Storytelling needs to be more intentional.** In addition to quantitative data tracking, Listos California also collected qualitative stories of impact from all grantees. The story reporting allowed grantees to detail what they did, how they did it and the impact on the targeted residents. Stories were collected for internal awareness, and often highlighted promising practices to share with other partners for consideration and use. More training was needed to help grantees leverage their stories into media coverage, and a robust mechanism was also needed to incorporate local stories into statewide media outreach.
- **Grantee knowledge of marketing and communications and the role they needed to play in the Listos California campaign was incredibly valuable.** Many grantees did not have expertise in marketing, and it was a challenge to develop those partners' skills enough to effectively market and communicate the Listos California campaign message. It pays off to encourage grantees to spend the dollars they receive to bring this expertise to their organizations and build capacity in these areas.

- **Require sub-granting.** Grantees found partnering with other organizations to be key to their success, as no singular grantee organization had a deep enough relationship with the whole swath of vulnerable populations they were being asked to reach. Elevating sub-granting from a recommendation to a requirement is warranted.
- **Grantees will become trusted resources for more than just the preparedness part of the disaster landscape; they must be educated about the full disaster lifecycle and how they can help their communities with disaster response and recovery as well if asked.** Many individuals who had received emergency preparedness information from Listos California grantees and subgrantees then experienced an emergency or disaster, particularly the wildfires that raged through the state during the 2020 wildfire season, and the COVID-19 pandemic. Many of these individuals turned to the organizations they'd been prepared by for help. Grantees were taught how these disaster stages fit together, but not what their role should be and the actions they could take to help meet their community's needs during response and recovery.
- **The campaign should proceed with caution when making changes and ensure grantees have a clear understanding of what is required of them.** While flexibility can be useful for a campaign overall, grantees will likely struggle with shifting requirements. The shifting requirements over time were a challenge to those who felt they were aiming at an often-moving target. Flexibility or changes in what activities grantees must do and/or may spend money on should be used judiciously and communicated consistently.

Team/Staff

- **A campaign of this size and novelty requires hands-on, full-time support from more people than originally anticipated, as well as clarity around specific roles of campaign team members.** While the campaign had a clear point person for grantees, or a Volunteer and Service Team asset, the co-chairs often also weighed in on approvals for communication strategies and tools, as well as programmatic strategies. This resulted in delays that were frustrating to grantees.

Data

- **When designing a data collection system, consider the steps grantees will go through when using it regularly and incorporate user feedback when making improvements.** Aim to find an optimal balance of data that is useful and data that is easy to collect. Though the data collection system used by Listos California was designed to provide digital badging, the target population had little interest in this as a technology asset they could leverage. If data is hard to collect and it is unclear how it will be used, don't collect it. Many grantees noted that the management of data with their subgrantees was burdensome.

During the Campaign

- **What happens early in the campaign sets the tone and creates expectations for the rest of the campaign.** Figuring out the right balance between flexibility and structure, equipping grantees with well-researched materials as early as is feasible and measuring consistently are key tools for setting grantees (and the campaign overall) up for success.

- **To have a focused, concentrated impact on your chosen issue, you must be clear about what you do not have the bandwidth, will or mandate to address.** Vulnerable populations are experiencing a lot of challenges at the same time. It is tempting to jump into problem-solving mode and try to help communities with all the problems they're experiencing, particularly as so many challenges relate to someone's ability to be prepared for an emergency. But to be truly effective on emergency preparedness, a sole focus on emergency preparedness must drive all decisions.
- **Leave flexibility in the budget, communications strategy and operational capacity to pivot based on real-time assessments.** A willingness to learn, the time to identify problems and solutions and the flexibility to pivot are necessary ingredients to make real-time adjustments that can extend the campaign's reach into communities that may be missed.
- **The campaign underestimated the incredible diversity and complexity of the Latino/a community.** Latino/a communities in California speak many more languages and have many more sub-populations than we realized at the outset.
- **All implementation partners benefit from technical assistance.** While we expanded the technical assistance role of Valley Vision to also provide support to Volunteer and Service Team partners, this occurred at the midpoint of the campaign and should have been part of the design out of the gate.
- **It is highly beneficial to have important materials developed and finalized prior to when grantees will need to use them.** If not, identify a realistic but aggressive timeline for finalizing the materials and communicate this timeline (as well as any delays) early and often with grantees, especially if they need to communicate this information out to partners. The Listos California campaign conducted research during the first several months of the grantees' period of performance which then informed the curriculum. This research likely improved the quality of the materials, but also resulted in grantees struggling to conduct activities that would help them achieve their goals (and hit their targets, as defined in their grants). If there will be a significant lag between grant award and materials being ready, either offer an alternative way to advance toward targets or consider identifying this at the grant stage so grantees can incorporate this delay into the targets they set.
- **Prepare for other issues to rise up and be determined as more important.** The issues of institutional and systematic racism became especially important to the campaign. The murder of George Floyd at the hands of Minneapolis police became a symbol of institutional and systematic racism in the United States over the summer of 2020. We struggled with responding quickly and balancing our defined charge with this relevant reality. There are going to be issues that resonate as more important to your grantees. Genuinely show that you are hearing their pain, community concern and a need for connection. One example of what that looked like for us was to help give rise to voices that emergency managers don't typically hear. While there may be significant events that occur during your campaign, you need to maintain a balance of listening and responding to those issues while remaining committed to your lane.



The Evidence

Evidence Overview

Listos California produced impressive results that have been captured in the stories throughout this report. This section tells the story from another perspective, by showcasing the numbers that illustrate the campaign's success. Listos California's original goal was to engage one million diverse and vulnerable Californians with emergency preparedness education. The campaign far exceeded expectations, engaging more than 3.8 million residents (as of April 30, 2021) and more than 16 million additional Californians with COVID-19 communication activities. Listos California's data-centric approach to track progress and success creates a rich story of not only how many people were engaged by the campaign, but who, where and how they were reached.

The analysis presented within this section shows the reach of the campaign at the state level, within each individual county and through the many different levers campaign partners pulled to get the Listos California message out. Specifically, you will find:

- Analyses of emergency preparedness engagements, which served as the original objective of the campaign, as well as COVID-19 communication activities, which emerged as a critical need at the onset of the pandemic. Engagements and communication activities are illustrated over time, by geographic distribution and across other key insights.
- A section that highlights the work of communication partners who developed materials and distributed the emergency preparedness message across various channels, including a creative and dynamic digital presence.
- A feature on each target county, the people reached within that county and how the funded community-based organizations (CBOs) tailored their approach to the unique needs of their community.
- Features on the volunteer and service teams that describe how they accomplished their missions and the impact they had in their community or across the state.

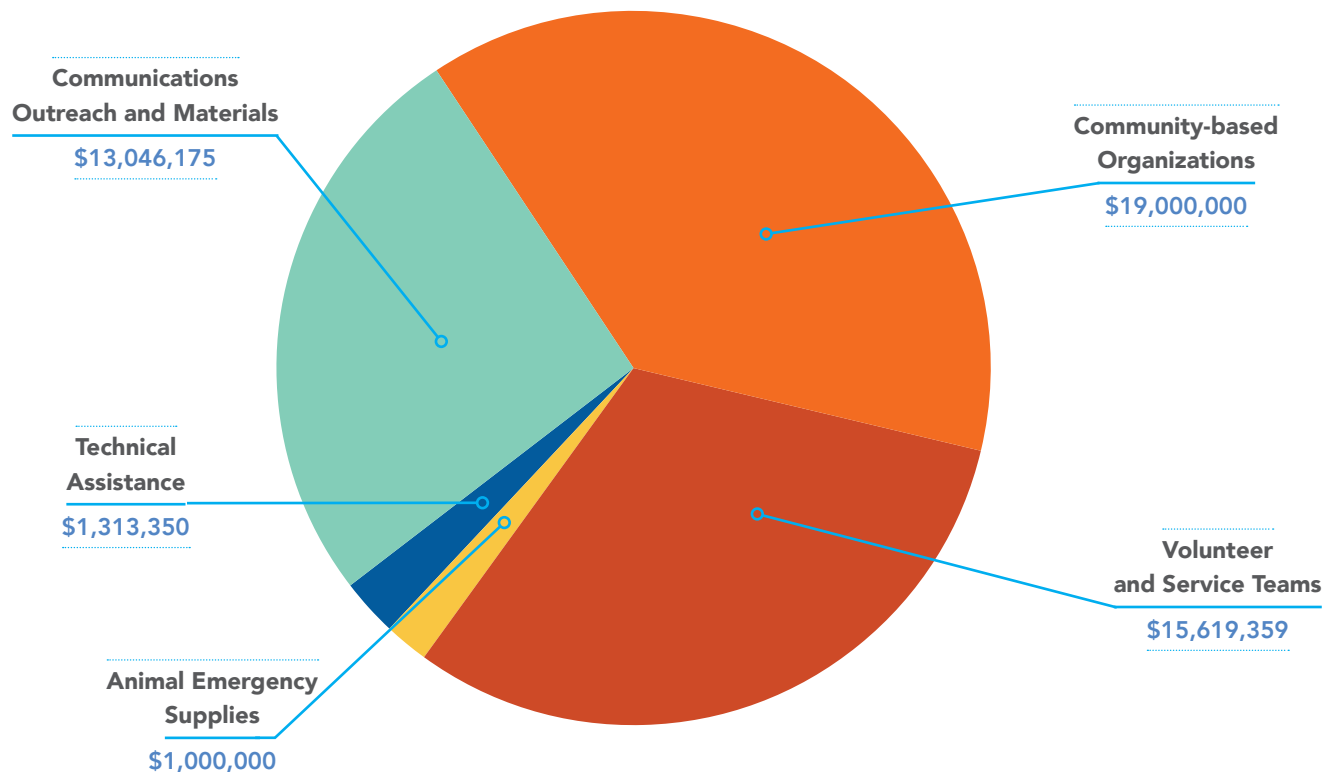
The \$50 Million Investment

Listos California, anchored at the California Governor's Office of Emergency Services (Cal OES), was provided \$50 million to educate 1 million diverse people in a state particularly susceptible to natural disasters. The campaign surpassed its goal for emergency preparedness engagements while simultaneously reaching more than 16 million Californians with information about COVID-19 when the pandemic struck. As discussed throughout this report, these engagements and contacts have had lifesaving impacts on California's diverse and vulnerable communities.

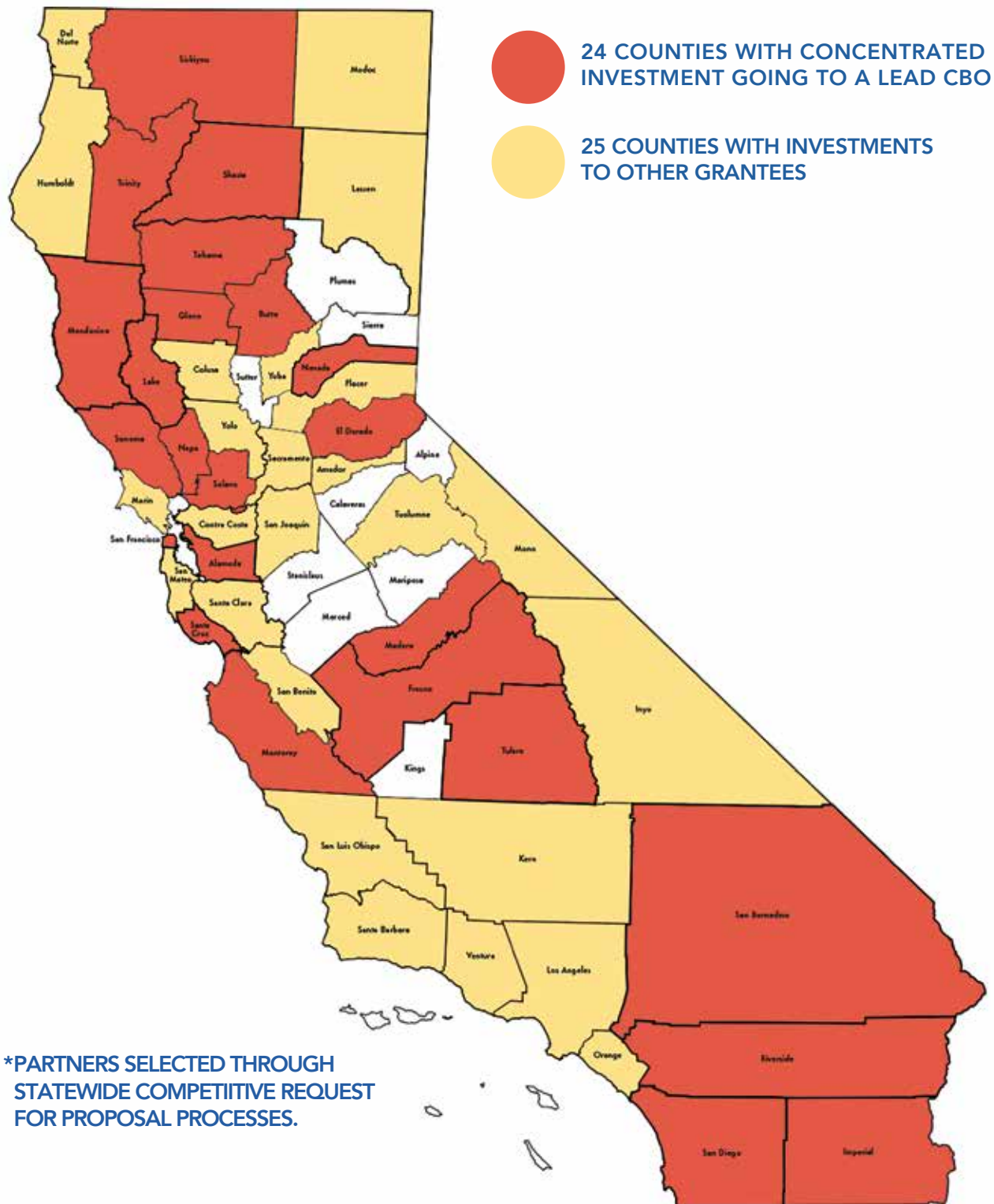
The figure below provides a breakdown of the \$50 million in local assistance grants that were awarded to not-for-profit organizations throughout the state. Nearly three-quarters of the budget was allocated to on-the-ground grantee partners, including community-based organizations (CBOs) and volunteer and service teams (such as Community Emergency Response Team (CERT) programs) to directly engage residents in their respective communities. The remainder was designated for materials and training development, campaign support and management, building public awareness and providing technical assistance to funded partners.

Note: All data used in this report are as of April 30, 2021.

Awarded Budget



PARTNERS SERVING IN 49 COUNTIES*



Distribution of Community-Based Organization Awards by County

Funding was awarded to community-based organizations (CBOs) through a competitive application process. No more than one CBO was selected per county, and there was not a successful applicant in every county.

County	Award	County	Award
Alameda	\$1,583,377	Riverside	\$2,117,122
Butte	\$526,323	San Bernardino	\$1,935,395
El Dorado	\$502,887	San Diego	\$1,443,459
Fresno	\$496,764	San Francisco	\$2,045,475
Glenn	\$461,146	Santa Cruz	\$545,307
Imperial	\$592,102	Shasta	\$469,690
Lake	\$517,886	Siskiyou	\$393,601
Madera	\$137,749	Solano	\$279,266
Mendocino	\$505,808	Sonoma	\$937,744
Monterey	\$838,450	Tehama	\$407,209
Napa	\$476,602	Trinity	\$457,957
Nevada	\$500,149	Tulare	\$828,532

Distribution of Volunteer and Service Team (VST) Awards

Funding was awarded to volunteer and service teams through multiple competitive application processes.

Program Type	Award
AmeriCorps	\$2,639,988
CA For All CERT and LISTOS Preparedness Conference	\$500,000
Community Emergency Response Teams	\$7,581,118
LISTOS Programs	\$2,899,133
California Fire Safe Council	\$1,999,120

Emergency Preparedness Engagements

As of April 30, 2021, Listos California more than tripled its emergency preparedness engagement goal, **conducting 3,878,752 interactive engagements with Californians throughout the state.** Of this number, **3,378,787** were from community-based organization partners.

Each of these engagements is supported by evidence that the audience actively processed and responded to approved educational materials and information. The campaign was intentional about requiring a threshold of interactivity to qualify as an engagement. Those reached through mass delivery strategies also needed to take another step, such as downloading a copy of the Disaster Ready Guide or taking a quiz, to have their experience be considered an engagement.

Community-based organization partners set engagement targets based on county social and demographic characteristics. Their success in targeting key populations can be seen when contrasting the proportion of engagements to that of total residents in the counties most directly served by the campaign, as this table shows.

Emergency Preparedness Engagements

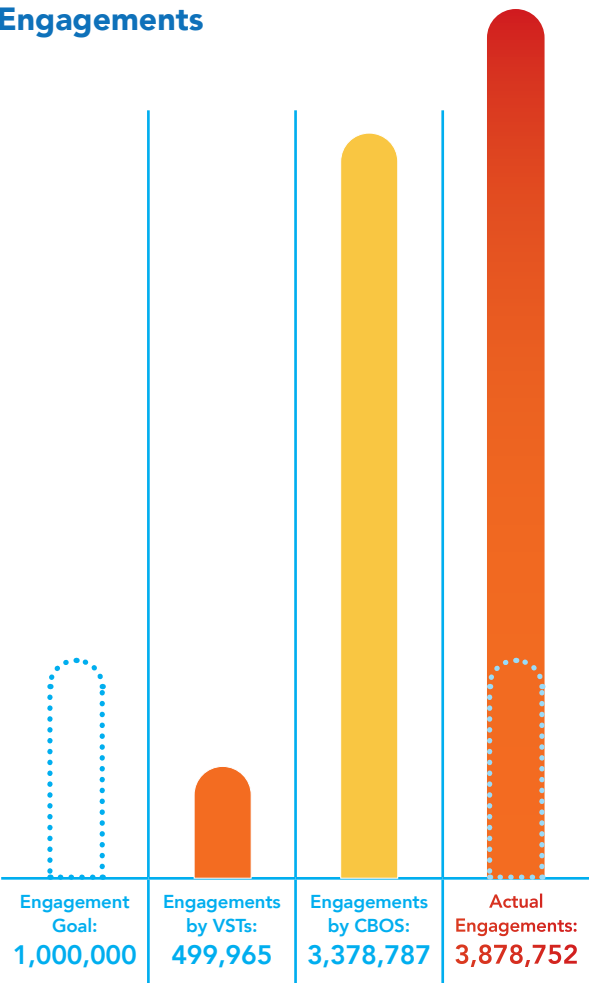


Figure 1- Source: Data management system (as of 04/30/2021)

Emergency Preparedness Engagement Breakdown by Population

Primary Populations Targeted	% of Residents in 24 Counties Targeted by Campaign	% of Listos California Total Engagement Count
People in Poverty	16%	30%
Older Adults (65+)	13%	13%
People with Disabilities	11%	7%
Limited English Speakers	16%	39%
American Indian/Alaskan Native	1%	1%
Asian/Pacific Islander	12%	15%
Black or African American	6%	8%
Latino/a	38%	39%
White	64%	13%

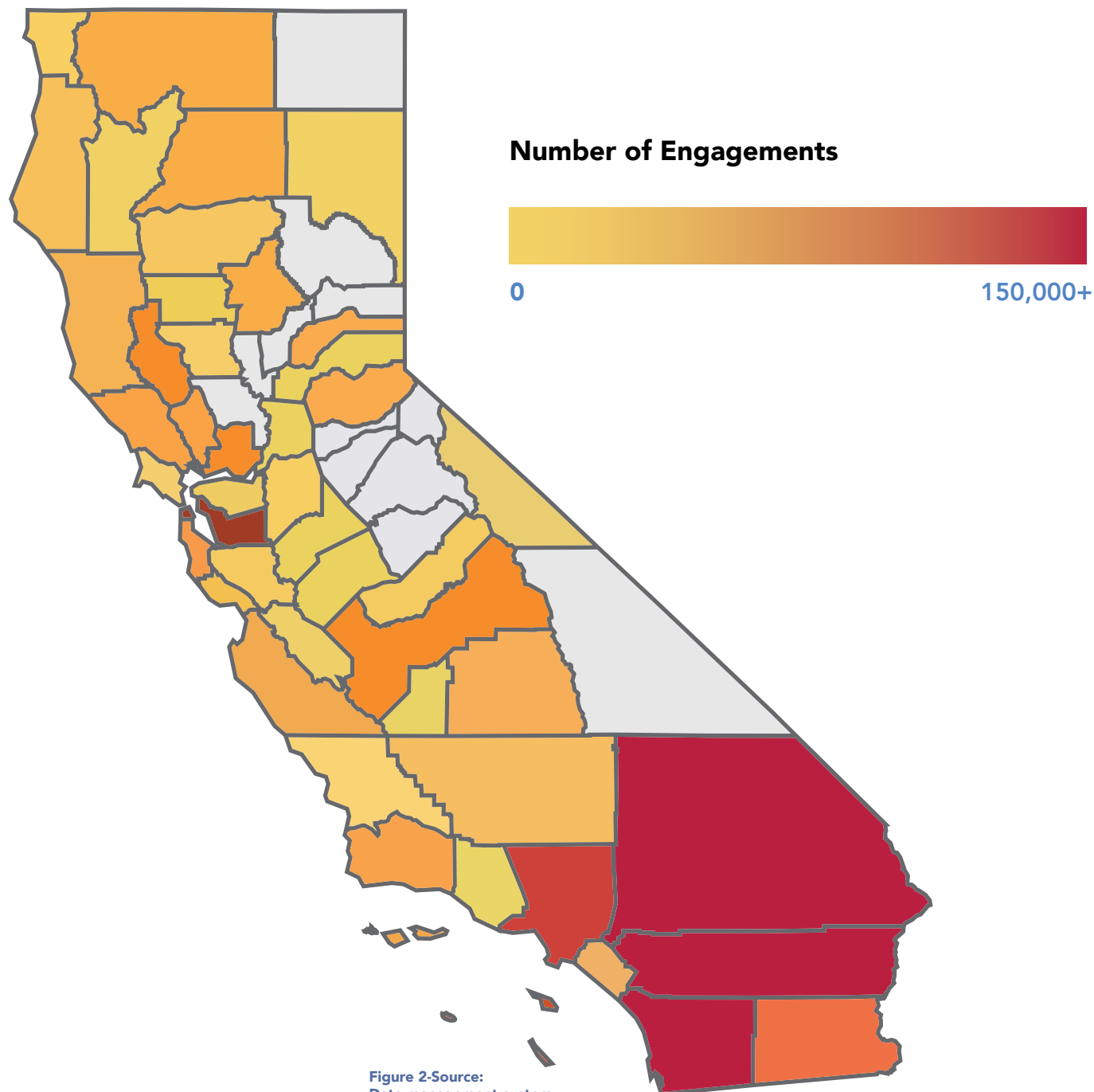
Categories are not mutually exclusive; therefore total percentages do not add up to 100%.

Source: Data management system (as of 04/30/2021)

EMERGENCY PREPAREDNESS ENGAGEMENT BY COUNTY

Most campaign efforts and funds were directed to 24 counties in which CBOs were selected through a competitive process to lead their county's efforts. In addition, volunteer and service teams, including CERT, LISTOS Program, AmeriCorps, and California Fire Safe Council were present in 43 counties and the Social Bridging Project made calls in 27 counties. In total, Listos California had an active presence in 49 counties.

Emergency Preparedness Engagements by County



EMERGENCY PREPAREDNESS ENGAGEMENTS BY PARTNER TYPE

Contracted CBO partners actively engaged more than 3.3 million diverse and vulnerable Californians. Contracted volunteer and service teams engaged nearly 500,000 residents with emergency preparedness training and education. Figure 1 and Figure 3 show the distribution of engagements across these partners.

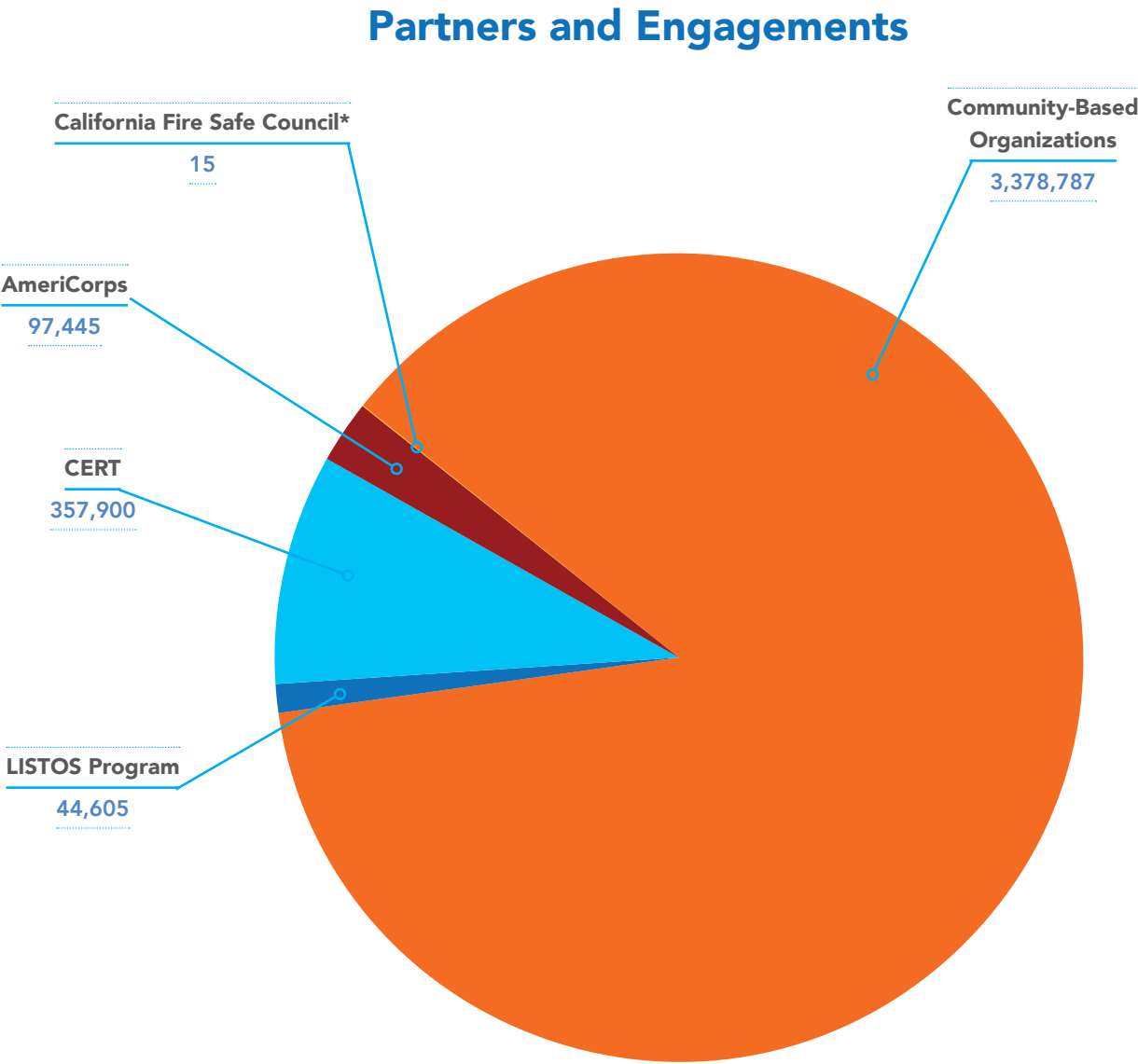


Figure 3- Source: Data management system (as of 04/30/2021)

* Number does not reflect final count from CA Fire Safe Council (CFSC). CFSC's contract term was extended to a date beyond the publication of this report.

EMERGENCY PREPAREDNESS ENGAGEMENTS OVER TIME

Listos California focused much of its energy on research and development of campaign curriculum and assets from June 2019 through February 2020, which is reflected by lower monthly engagement counts at the start of the campaign. Just as core materials were being released, COVID-19 stay-at-home and social distancing orders were implemented. The campaign and its partners quickly adapted, leaning more on virtual engagement strategies than had been planned, and were able to deliver steadily increasing engagements through Spring, Summer, and Fall of 2020. Monthly engagements subsequently declined as some grantees expended all their grant funds by the end of 2020, and others downscaled operations to stretch through the April 2021 extension period.

Listos California Monthly Engagement Totals

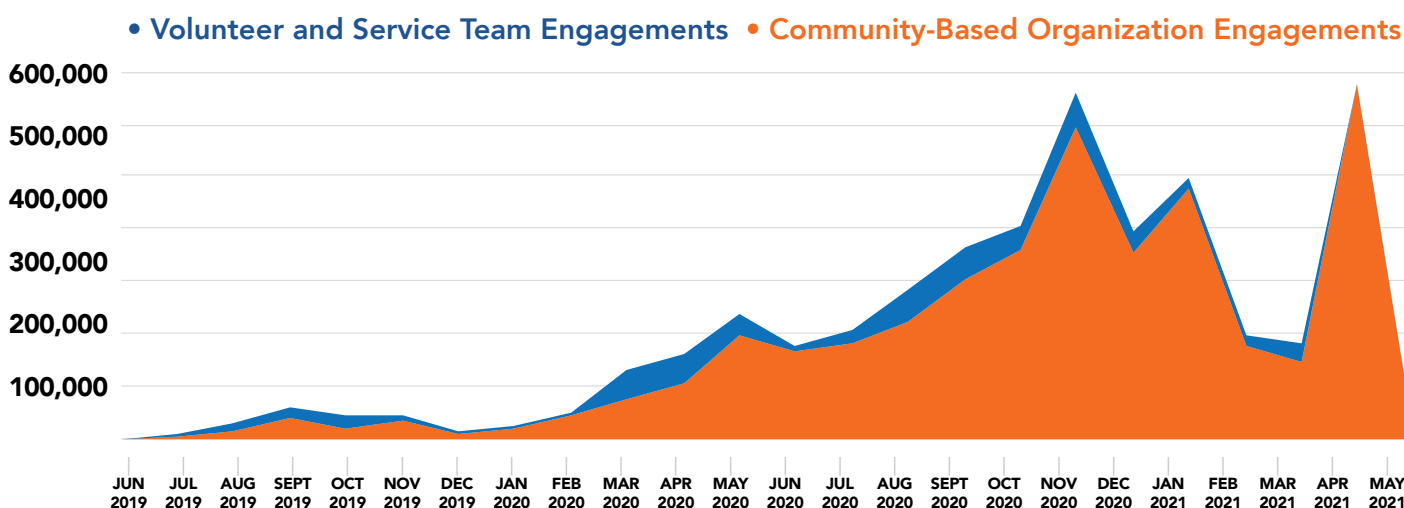


Figure 4- Source: Data management system (as of 04/30/2021)

Estimated Breakdown of Engagement by Tier

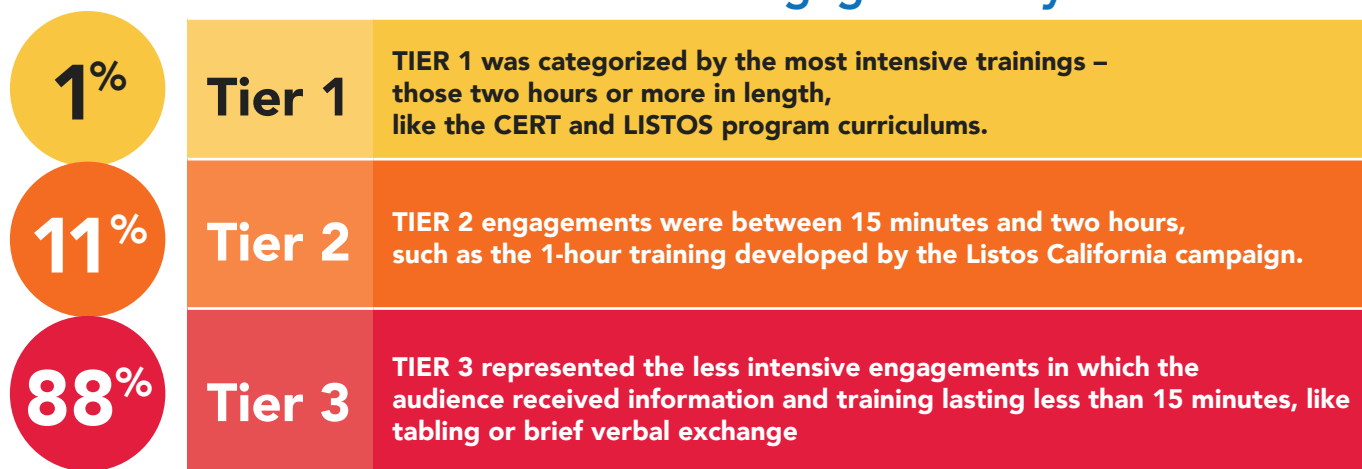


Figure 5- Source: Data management system (as of 04/30/2021)

COVID-19 OUTREACH

With the emergence of COVID-19 in the United States in early 2020, it became critical to distribute information about the pandemic and ways to protect oneself. The network of Listos California partners was an existing resource the state was able to leverage immediately to get COVID-19 health and safety tips out into vulnerable and diverse communities. Listos California partners were flexible and adaptive, pivoting quickly to sharing information about COVID-19. The campaign opted to track COVID-19 outreach as an additional activity, so that the full impact of the campaign could

be captured. Through these efforts, partners made 16,192,192 impressions through use of billboards, social media, radio, TV, newspaper ads and other creative strategies.

Permissible COVID-19 communication activity impressions included those who encountered approved COVID-19 information, such as billboard impressions, e-blast distribution size and social media post views. Unlike the emergency preparedness engagements, COVID-19 communications did not need to be actively verified nor was any subsequent action by the audience required.

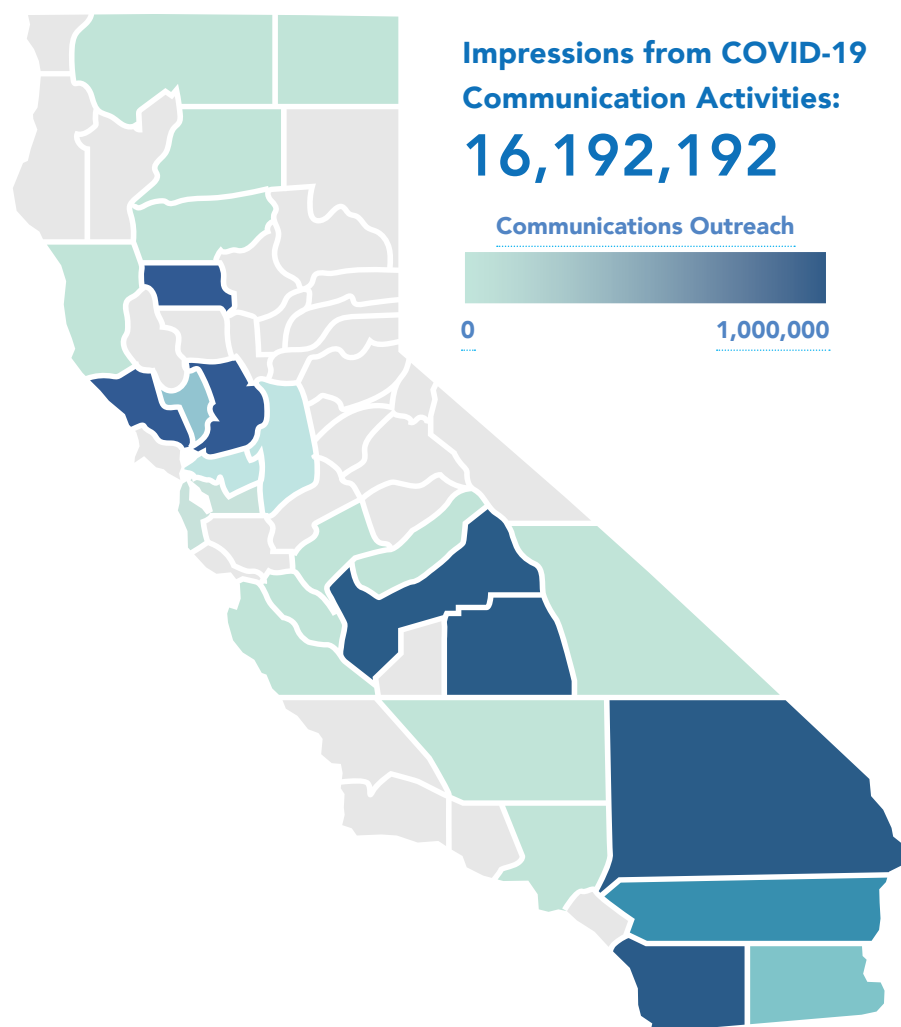


Figure 6-Source: Data management system (as of 04/30/2021)

STATEWIDE COMMUNICATIONS

Listos California’s statewide communications strategy was designed to reach diverse audiences of vulnerable populations, organizations and stakeholders. Messaging and outreach occurred through a coordinated, multi-channel content strategy, as explained in this section.

All data throughout the Statewide Communications are as of April 30, 2021

Materials and Curricula Development

Listos California developed a substantial set of materials and curricula for education and training, anchored by a flexible menu of core content. The master curriculum was informed by behavior change research and messaging research on attitudes and perceptions about disasters and emergency preparedness. This informed the Disaster Ready Guide and an array of print, online, audio, and video products for targeted audiences. Providing vulnerable people with thoughtful materials that were created with them in mind and in their language conveyed comfort and delivered vital information in a way that made the recipient feel seen. The below numbers indicate the materials that were printed by the Listos California campaign. Local community-based organizations and volunteer and service teams were provided the opportunity to print additional copies in additional languages that reflected their community.

Assets Created

80

Unique assets, including
Disaster Ready Guides and other resources

58

County Disaster Directories
and Hazard Vulnerability Maps

Number of Print Materials Distributed by Language

English:	950,000
Spanish:	700,000
Chinese:	28,000
Hmong:	20,000
Korean:	20,000
Vietnamese:	20,000
Filipino:	17,000
Punjabi:	6,000
TOTAL:	1,755,000



Interactive Online Experience

- Evacuation scenarios, packing supplies, signing up for alerts and more
- 20 minutes
- 3,600 participants
- 7 Languages: English, Spanish, Filipino, Chinese, Korean, Vietnamese, Hmong



Text Messaging Course

- Five Steps to Preparedness
- 7-days, 1 text per day
- 12,000 participants
- 11 Languages: English, Spanish, Filipino, Haitian Creole, Chinese, Korean, Farsi, Arabic, Swahili, Vietnamese, and Hmong
- 93% who completed felt more prepared

Earned Media

Earned media are stories and articles that run as news or features on broadcast stations and in online or print publications. To maximize earned media across the state, Listos California created and delivered tailored media training to dozens of community partner groups, many with no prior media relations experience. Even during a time of unprecedented demands on news organizations, the campaign garnered attention from local, regional and national media outlets. This enabled community groups to give voice to the campaign's significance in their neighborhoods, while also educating a broader audience.



Stories

Stories: **255 Total** stories and articles printed or aired

Views: **3.1 Million**

Value: **\$3,557,548** Approximate ad value equivalency

Stories and distribution	Niche/trade, non-English language, other outlets	California Placements
National 16 stories across 14 outlets	Latinx Interest: 9 stories	102 stories across 41 major-market outlets
California Print/ Online 90 stories across 49 outlets	Asian/Pacific Islander Interest: 14 stories	85 stories across 53 community-level outlets
California TV / Radio 97 stories across 45 outlets	African American/Black Interest: 5 stories	57 of 58 California counties reached at a local level
	Trades: 19 stories	
	Miscellaneous: 5 stories	

Owned Media

Owned media are platforms created by the campaign to amplify and extend paid and earned media efforts to new audiences, as well as document, explain and distribute campaign information to grantees and other participants. For Listos California to succeed, it was critical to help people understand how they can help themselves and their families become safer by following a few simple, low- and no-cost steps. This message was delivered through various platforms, including a website, newsletter e-blasts, the Social Bridging Project, and video products.

Impact

InformaGente	9.9 Million Views
Talks With Mom	61,000 Views
Social Bridging	168,000 Calls
Newsletter	443,000 Total Opens
Website	236,000 Page Views
"What Happens to Us?" videos	1,300 Views
Total Impressions, Views and Social Bridging Engagements: 10.8 Million	

Paid Media

Paid media activities included campaign advertisements on billboards, television, radio, digital platforms and in various publications. The campaign distributed paid media across multiple geographic and demographic points. The strategy involved understanding how vulnerable Californians consume information and ensuring ads were delivered by trusted outlets and messengers in plain language and culturally competent ways. Print publications, broadcast and outdoor advertising companies embraced the intentional approach, adding substantial value to the campaign.

Total Impressions*: 351 Million



*An impression occurs when a message is seen.

Cal OES Outreach

Listos California's public outreach and communications activities also included disaster preparedness projects led by Cal OES Crisis Communications and Office of Public Information teams. These activities offered opportunities for government to work collaboratively with communities to provide critical preparedness and safety information to people throughout the state.

Highlights

Further developed infrastructure to communicate with the public through in-person and virtual events.

California's Disaster Preparedness Day

- September 14, 2019
- Old Sacramento Historic Park
- 5,000 attendees

Partnership with Univision to reach Spanish language media outlets

- 43 Spanish language press conferences broadcast in real time and live streamed on social media platforms



Social Media

Social media are messages delivered on a screen as paid advertisements for targeted audiences or as “organic” posts placed on an organization’s own social media platforms. Listos California built a unique audience of followers in high-risk zip codes or areas with certain demographic characteristics, then created multilingual and culturally relevant pieces delivered through paid posts in the targeted communities. Those engagements provided data that then informed the organic campaign, which ran thousands of Facebook, Instagram and Twitter posts and drew 78,589 followers. The campaign tapped artists, performers, poets and others to provide fresh content.

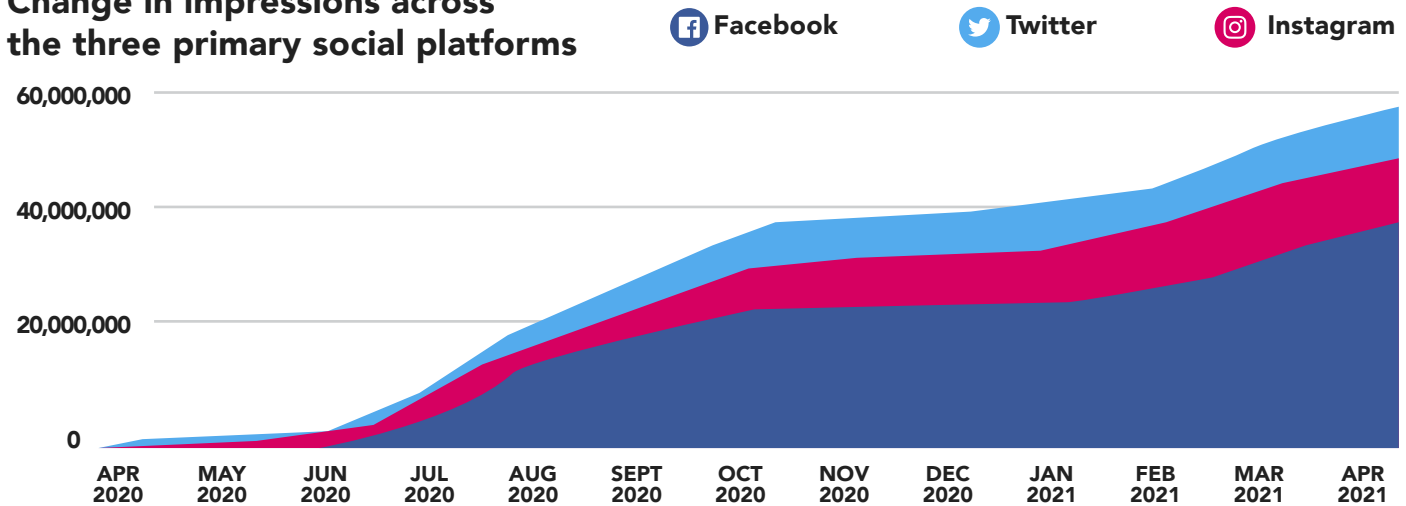
Total Impressions (Paid and Organic): 129 Million

Social Media Posts

Language other than English: **351**
Disaster Preparedness-related: **2,557**
Wildfire: **767**
Flood: **251**
Earthquake: **515**
General: **1,024**

Pandemic-related: **2,207**
COVID-19 vaccination-related: **271**

Change in impressions across the three primary social platforms



Partnerships

Listos California leveraged businesses, associations, and other groups to help share campaign messages with targeted communities. The campaign partnered with organizations and individuals – such as Equality California, Faith and Community Empowerment, API Forward Movement, Family Resource Centers, Local Government Institute, Consulates General and Chambers of Commerce – to share information with their respective constituencies. Together, these groups and organizations generated more than 2 million impressions using their own social media channels, hosting webinars and conducting direct outreach.

Additionally, through a primary partnership with the grocer industry, the campaign posted hundreds of flyers in grocery stores across the state, ranging from small corner markets and ethnic grocery stores to supermarkets. The posters and in-store public address announcements exposed local residents to emergency preparedness steps.

Highlights: 2 Million-plus impressions

Targeted populations

- People in poverty
- LGBTQ+ community
- Refugees
- Essential business
- Local governments
- Farmworkers

Funded Partners: Community-Based Organizations

The Listos California campaign could not have succeeded in its inaugural year without the efforts of its funded community-based organizations (CBOs), the Social Bridging Project, and volunteer and service team (VST) partners, which together served 49 California counties.

To highlight the work of each CBO partner, the following section provides additional context for each of the 24 counties they served. Each county's unique culture, geography, and diverse populations contributed to the challenges it faced. Despite multiple CBOs working across different counties, no county was given the same uniform treatment. Partners had to meet their constituents where they were and implement tailored preparedness strategies that reflected their needs and challenges.

This section describes the creative and innovative methods these CBOs applied to foster engagement within their communities. While unforeseen circumstances and setbacks arose, the experiences provided insights and learnings that can inform future iterations of the campaign and help replicate its success elsewhere.

TARGET VS. ACTUAL ENGAGEMENTS BY COMMUNITY-BASED ORGANIZATION COUNTY INVESTMENT PLANS

Listos California partners were successful in achieving the mission of the campaign: engage diverse and vulnerable Californians with emergency preparedness information. All CBO partners set engagement target goals according to their county's social and demographic characteristics. While actual engagement numbers varied by county, the cumulative result shows that campaign partners exceeded goals across all targeted categories.

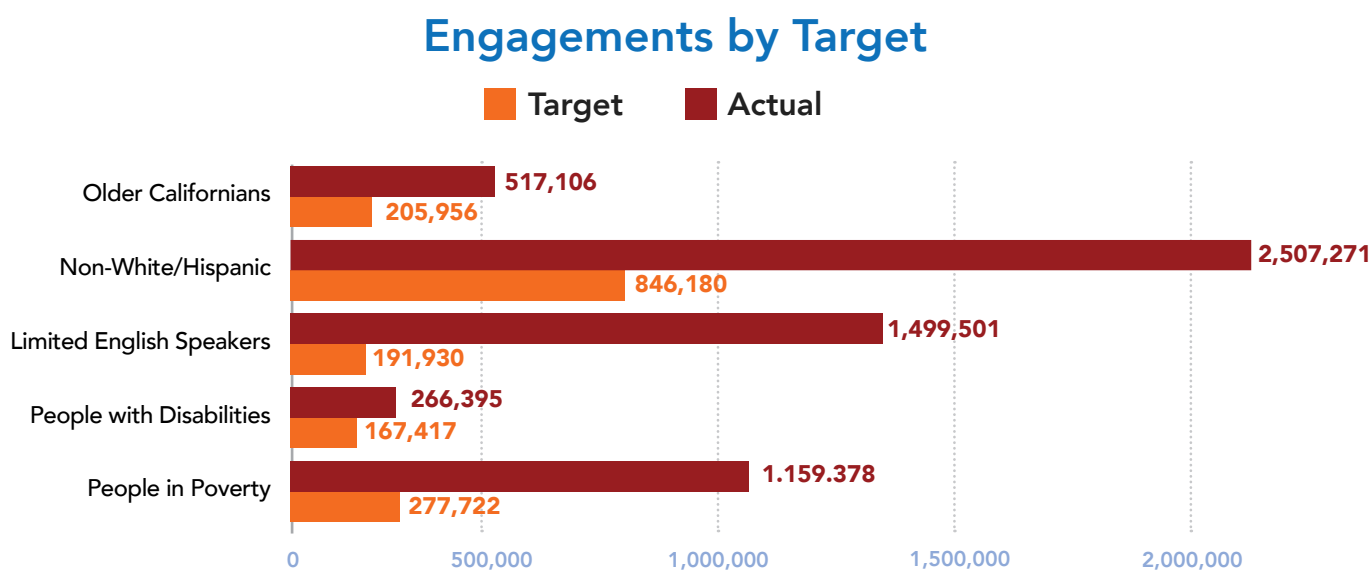
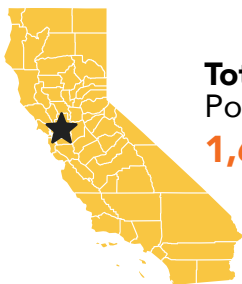


Figure 7-Source: Data management system (as of 04/30/2021) and Community Investment Plans

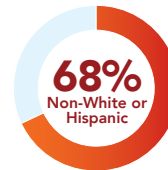
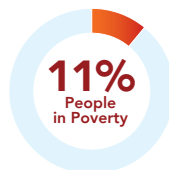


ALAMEDA COUNTY

Primary CBO: The Center on Disability at the Public Health Institute



**Total
Population:**
1,671,329



County Context: Alameda County is located on the eastern side of the San Francisco Bay Area. It is a predominantly urban county that is demographically, linguistically, socially and geographically diverse. It has multiple natural disaster risks, with earthquake, fire and flood being chief among them.

Approach: The Center on Disability at the Public Health Institute (PHI) focused on people with disabilities and older Californians. It assembled a team of community-based organizations to reach these populations and created customized educational materials targeted to these communities. PHI allowed its subgrantees – which were contracted through performance-based agreements – to apply their own strengths to their approaches. Many partners started with education of their existing clients.

Key Activities: PHI provided discretion to its funded subgrantees to implement the strategies that would best reach their targeted audiences. Included in those activities were webinars; attending community events; and sharing information at essential businesses and through essential services, such as Meals on Wheels, information and referral service providers and family/individual resource centers.

Innovative Strategy: PHI collaborated with experts to create “4 Steps to Emergency Preparedness,” a resource specifically targeted to meet previously unmet needs of people with disabilities and older adults. It included a unique section on planning for medications and assistive devices, as well as other specialized content. The guidebook provided space in which to write emergency plan information, which prompted action from the users. PHI also created a website on the 4 Steps and featured a video promoting emergency preparedness that was recorded by multiple county mayors and all the emergency managers in the county.

CBO Learning: Take advantage of events, town halls and communications sponsored by the State Assembly to directly advertise Listos California Emergency Preparedness campaign resources to a broad audience.

Awarded Budget: \$1,583,377



Emergency Preparedness Engagements

TARGET: 250,000

ACTUAL: 266,508

People in Poverty

Target = 45,000

Actual = 72,350

People with Disabilities

Target = 42,500

Actual = 95,089

Limited English

Target = 45,000

Actual = 106,293

Non-White or Hispanic

Target = 77,500

Actual = 263,640

Older Californians

Target = 40,000

Actual = 97,113

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 134,823

Sub-Grantees:

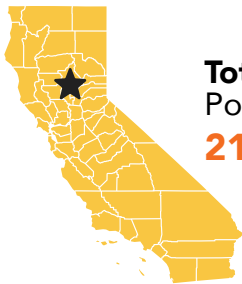
A Safe Place
Berkeley Disaster Preparedness
Neighborhood Network
Center for Elders' Independence
Comfort Homesake
CRIL
Daybreak Adult Center
Deaf Plus Community
Eden I&R

Fremont Family Resource Center
French American Church for the New
Covenant
Friends of Children with Special Needs
Futures Explored
Ivoire Alliance
Meals on Wheels
Oakland Rising

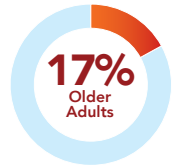
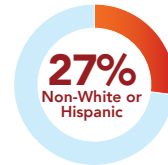
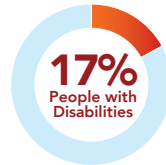
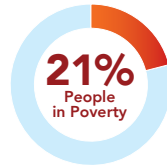
Seniors Support Program
of the Tri- Valley
Sudo Mesh
Temple International du Messie
Through the Looking Glass
Vietnamese American
Community Center
World Institute on Disability

BUTTE COUNTY

Primary CBO: Catholic Charities of California / Northern Valley Catholic Social Service



**Total
Population:**
219,186



County Context: Butte County is located at the northern end of the Sacramento Valley. It is a suburban/rural county that is less ethnically diverse than the state as a whole, but that has a higher proportion of poverty, older adults and people with disabilities than the state overall. Its natural disaster risks are fires on the eastern half of the county and flooding on the western side of the county.

Approach: Northern Valley Catholic Social Service (NVCSS) sought to establish a peer-to-peer approach to reach targeted audiences, which included people in poverty, people with mental illness, people with disabilities, older adults and immigrant populations. Using its own programs as well as the programs of other existing service providers, NVCSS provided outreach in settings where the targeted audience already congregated and felt comfortable, both virtually and in person. It leveraged and tailored materials developed by the campaign to appeal to its target audiences (such as fanny packs with emergency preparedness supplies).

Key Activities: NVCSS used both virtual and in-person events, including educational community fairs, service delivery events (such as food distributions) and the use of “promotores,” community health workers who serve as a trusted resource for vulnerable communities. Working with school districts was a key factor of the success seen in Butte County as superintendents and local principals allowed NVCSS to directly provide materials and education to all students through facilitated instructions with each teacher. Some unique activities included mobilizing the Butte County CERT Team and Salvation Army holiday collaboration drive-through distributions.

Innovative Strategy: To address their challenges of reaching Tribal communities, NVCSS forged a new partnership with the Tribal Emergency Management Agency (iTEMA). Bringing the right voice helped foster better understanding of successful approaches and community receptivity to the preparedness message.

CBO Learning: Living within the communities you serve to provide emergency information is key to building and bolstering relationships.

Awarded Budget: \$526,323



Emergency Preparedness Engagements

TARGET: 28,585

ACTUAL: 30,023

People in Poverty
Target = 8,719
Actual = 14,986



People with Disabilities
Target = 5,346
Actual = 6,728



Limited English
Target = 1,543
Actual = 2,869



Non-White or Hispanic
Target = 8,032
Actual = 10,418



Older Californians
Target = 4,945
Actual = 5,482



Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 1,146,348

Sub-Grantees:

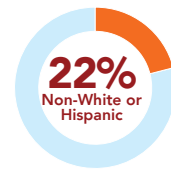
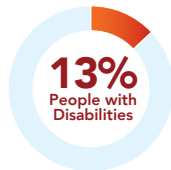
None

EL DORADO COUNTY

Primary CBO: The Center on Disability at the Public Health Institute



**Total
Population:**
185,015



County Context: El Dorado County is a rural and mountainous territory in the Sierra Nevada Mountains, between Sacramento and Lake Tahoe. The population is predominantly white, with a higher proportion of people with disabilities and older adults than the statewide average. It has high fire risk, as well as risk for localized flooding.

Approach: The Center on Disability at the Public Health Institute (PHI) focused first on people with disabilities and older Californians. It sought to mobilize a team of community-based organizations to reach these populations and allowed those organizations to apply their own strengths to their approaches. With a scarcity of service providers operating in the county, PHI was limited to two partners. Those partners started with education of their existing clients by integrating distribution of messages within their prevailing planned programming.

Key Activities: PHI provided discretion to its funded subgrantees to implement the strategies that would best reach their targeted audiences. Piggybacking on existing service delivery efforts was a key strategy. Sharing information at the Food Bank of El Dorado County's food distributions and clients of the Placer Independent Resources Center were two of the most impactful strategies employed.

Innovative Strategy: PHI leveraged the Food Bank of El Dorado County's existing infrastructure, established reputation and expansive consumer base to get connected to their targeted vulnerable populations.

CBO Learning: Facilitate early and active planning among community-based organizations representing all socially vulnerable groups.

Awarded Budget: \$502,887



Emergency Preparedness Engagements



People in Poverty
Target = 7,141
Actual = 8,125



People with Disabilities
Target = 7,099
Actual = 12,404



Limited English
Target = 2,625
Actual = 5,531



Non-White or Hispanic
Target = 6,341
Actual = 7,707



Older Californians
Target = 6,145
Actual = 10,307



Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



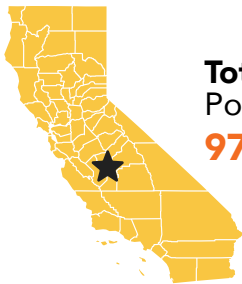
Additional COVID-19 Communications Activities = 0

Sub-Grantees:

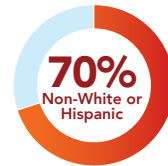
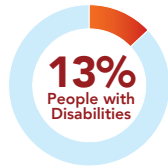
Food Bank of El Dorado County
Placer Independent Resource Services

FRESNO COUNTY

Primary CBO: United Way Fresno and Madera Counties



**Total
Population:**
971,616



County Context: Fresno County is located in the heart of California's Central Valley. It is agriculturally oriented, with the City of Fresno serving as a more urban hub, and other smaller communities – some very rural and isolated – spread throughout the county. The population is younger than the state average. There are higher proportions of people who are non-white or Hispanic, limited English speakers, people with disabilities and people in poverty. It has high wildfire risk on both its eastern and western sides, as well as some flooding risks. Fresno County's western edge also has moderate earthquake risk.

Approach: United Way Fresno and Madera Counties integrated Listos California messaging within existing programs and services where connections and face-to-face conversations could be created and linkages to other needed services could be provided. Additionally, United Way coordinated multiple farmworker resource fairs that drew more than 2,000 participants.

Key Activities: United Way reached targeted audiences by connecting through existing activities, such as free tax preparation, CENSUS2020, internet broadband access and adoption services, and information and referral services (211). It also leveraged outbound calling through participation in the Social Bridging Project, conducted direct outreach through tabling, and provided virtual workshops. Additionally, United Way coordinated multiple farmworker resource fairs that drew more than 2,000 participants.

Innovative Strategy: United Way works to find the best ways to meet clients where they are. One such strategy was partnering with Amazon to plan food distribution events that reach and prioritize the vulnerable communities. United Way also deliberately embedded direct service in outreach events to more fully meet community needs and illustrate the impact and importance to the community.

CBO Learning: Investing in outreach methods that already have a strong infrastructure, such as 211, enables entities to tap into an immediate pool of engagements. It is more efficient to use what exists and make cultural and linguistic adjustments rather than reinvent the wheel.

Awarded Budget: \$496,764



Emergency Preparedness Engagements

TARGET: 10,000

ACTUAL: 64,025

People in Poverty

Target = 3,200

Actual = 49,916

People with Disabilities

Target = 3,240

Actual = 4,047

Limited English

Target = 720

Actual = 28,350

Non-White or Hispanic

Target = 1,595

Actual = 53,143

Older Californians

Target = 1,245

Actual = 5,477

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 1,656,043

Sub-Grantees:

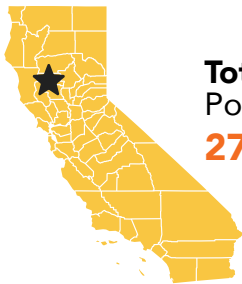
Hands On Central California
Resources for Independence
Central Valley

Jakara Movement
Binational of Central California
Education & Leadership
Foundation
Mi Familia Vota

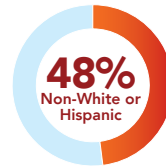
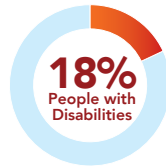
Centro Binacional para el Desarrollo
Indígena Oaxaqueño (CBDIO)

GLENN COUNTY

Primary CBO: Catholic Charities of California / Northern Valley Catholic Social Service



**Total
Population:**
27,935



County Context: Glenn County is located in Northern California, covering territory from the Sacramento River in the east to the Mendocino National Forest in the west. It is a rural, agriculturally oriented area. The hard to reach populations face challenges including poverty, unemployment, underemployment, low literacy levels, and undocumented families. It has high wildfire risk in its western region, and flood risk in the east.

Approach: Northern Valley Catholic Social Service (NVCSS) partnered with public agencies, such as Public Health and Schools, as well as charitable organizations, such as emergency food providers, to reach targeted audiences. Among its targets were people in poverty, people with mental illness, people with disabilities, older adults, and immigrant populations. NVCSS leveraged materials developed by the campaign and augmented with incentives it thought would appeal to its target audiences (such as fanny packs with emergency preparedness supplies).

Key Activities: NVCSS participated in both virtual and in person events, including providing education at community fairs, faith-based events, and service delivery events (such as food distributions), as well as visiting apartments and residential centers for older adults. Bi-lingual services and working with Latinx community groups were key in reaching the Glenn County Latinx population.

Innovative Strategy: NVCSS collaborated with Glenn County Public Health and Local Emergency Managers to help signal the importance of emergency preparedness and help best reach community leaders. Working with and through community leaders led to education of more community residents.

CBO Learning: CERT is not available in Glenn County, but would be a beneficial resource and asset for the community as it has been received and utilized well by neighboring Butte County.

Awarded Budget: \$461,146



Emergency Preparedness Engagements

TARGET: 5,745

ACTUAL: 10,372

People in Poverty

Target = 1,125

Actual = 3,420

People with Disabilities

Target = 1,006

Actual = 1,785

Limited English

Target = 580

Actual = 5,585

Non-White or Hispanic

Target = 2,326

Actual = 7,614

Older Californians

Target = 708

Actual = 1,514

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 1,385,339

Sub-Grantees:

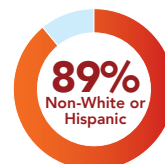
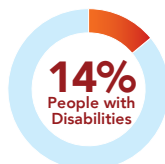
None

IMPERIAL COUNTY

Primary CBO: Catholic Charities of California / Catholic Charities Diocese of San Diego



**Total
Population:**
179,957



County Context: Imperial County, a rural and agriculturally oriented area, is located on California's southern border. In addition to a very high proportion of non-white residents, with most being Latino and/or Hispanic. The hard to reach populations face challenges including poverty, unemployment, underemployment, low literacy levels and undocumented families. There is also a large migrant worker population. It has areas of moderate to high wildfire risk, high earthquake risk in its most populated areas and some flooding risk to the southwest of the Salton Sea.

Approach: Catholic Charities Diocese of San Diego (CCDSD) identified which vulnerable populations were already being served by existing organizations and selected subgrantees that would focus on the remaining target demographics. They started with classes for older Californians at congregate meal sites and school health fairs in Imperial County.

Key Activities: CCDSD met people where they were by providing direct outreach at markets, apartment complexes, care and medical centers, family resource centers, faith-based locations, food distributions and other key locations. CCDSD also created effective interactive social media posts to share emergency preparedness and health and safety information.

Innovative Strategy: CCDSD developed a five-part webinar series with interactive games to specifically engage the community of people with disabilities, a population that was particularly hard to reach and provide with critical emergency preparedness information. CCDSD also made sure to deliver guides to participants before classes began to level-set and encourage engagement.

CBO Learning: It is more effective to take the time to establish a connection with members of the community and make them feel seen, rather than simply handing out information.

Awarded Budget: \$502,102



Emergency Preparedness Engagements

TARGET: 50,000

ACTUAL: 79,652

Youth
Target = 2,000
Actual = 4,982

Migrant Farmworkers
Target = 2,000
Actual = 9,655

Non-White or Hispanic
Target = 44,000
Actual = 76,267

Older Californians
Target = 2,000
Actual = 4,981

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



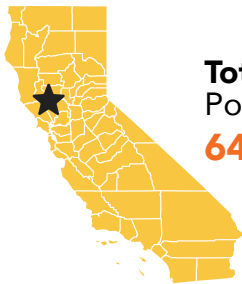
Additional COVID-19 Communications Activities = 260,440

Sub-Grantees:

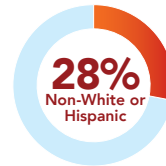
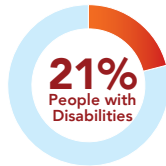
None

LAKE COUNTY

Primary CBO: North Coast Opportunities



**Total
Population:**
64,095



County Context: Lake County is located in Northern California, on the eastern side of the Pacific Coast Range. Clear Lake is at its center. It is a rural area with most of the population living in small towns. It has high proportions of people living in poverty, people with disabilities and older adults. It has very high wildfire risk throughout the county, flood risk to the south and east of Clear Lake, in particular, as well as high risk for earthquake. The area is also subject to mudslides. It has experienced eight major fires in the past five years which have resulted in nearly three-quarters of the land mass being burned and all major neighborhoods having been evacuated at least once.

Approach: North Coast Opportunities (NCO) sought to partner with a diverse set of community-based organizations to best reach the range of needs of the target populations. On-the-ground outreach through more than 40 “Neighborfest” events had been planned, but the degree and scale were greatly reduced due to social distancing requirements. Emergency preparedness information was delivered through direct and virtual training sessions, tabling and interactive media outreach.

Key Activities: NCO leveraged food distributions and deliveries to reach targeted audiences. Drive-through resource fairs and neighborhood presentations were also effective engagement strategies. Interactive social media posts provided additional access to the targeted audiences, as did videos that showcased local issues, terrain and the people of Lake County.

CBO Learning: Subgrantees that are already serving these communities and have pre-existing relationships with targeted populations are effective partners.

Awarded Budget: \$517,886



Emergency Preparedness Engagements

TARGET: 23,000

ACTUAL: 40,098

People in Poverty

Target = 6,000

Actual = 14,604

People with Disabilities

Target = 5,000

Actual = 8,254

Limited English

Target = 1,000

Actual = 14,202

Non-White or Hispanic

Target = 6,000

Actual = 16,109

Older Californians

Target = 5,000

Actual = 11,969

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 3,058

Sub-Grantees:

Adventist Health
American Red Cross
Any Positive Change
Big Valley Band of Pomo Indians
Catholic Charities
Clearlake Keys POA
CLERC
Cobb Firewise Group 1
Cobb Firewise Group 2

Dancing Tree People
Lake County Fire Safe Council
Lake Family Resource Cntr
NCO Gardens Project
NCO Head Start
NCO Rural CommChildCare
NCO Volunteer Network
New Paradigm College
Polyphonics

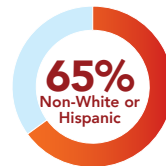
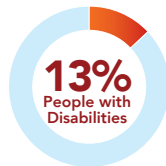
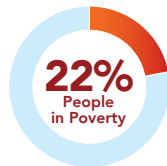
Redwood Empire Food Bank
Seigler Springs Redev Asso
Spring Valley Lakes POA
Sunrise Special Services
Sutter Lakeside Hospital

MADERA COUNTY

Primary CBO: United Way Fresno and Madera



**Total
Population:**
154,440



County Context: Madera County begins on its west side in the Central Valley and continues into the Sierra Nevada Mountains on its east side. It is located north of Fresno. It has a varied topography, from valley to mountainous. It has high proportions of people living in poverty, as well as non-white residents. It has very high wildfire risk in its eastern areas, and high flood risk in its western areas.

Approach: United Way looked at the demographic population of the county and devised strategies that focused primarily on reaching the historically underserved Eastern Madera community. It leveraged existing relationships and strengthened new partnerships with emergency preparedness and Volunteer Organizations Active in Disaster (VOAD) groups and Yosemite Sequoia Resource Conservation and Development Council (RCDC) to successfully reach targeted audiences.

Key Activities: United Way Fresno and Madera Counties focused its efforts in Madera County on pre-existing events that drew targeted audiences. These included tax preparation events and integrating emergency preparedness education into existing service programs, such as counseling sessions and emergency food delivery and housing assistance providers.

Innovative Strategy: United Way integrated Listos California outreach into all its programs and services to ensure that all the individuals and families it served received emergency preparedness and disaster readiness education. United Way also trained and deployed AmeriCorps NCCC teams throughout Eastern Madera county at two points in the campaign and worked with local food banks and housing authorities to identify and engage the hard to reach populations.

CBO Learning: Leveraging elected officials and existing stakeholder groups is an effective strategy for brokering new relationships with entities such as food banks, first responders and task forces, and disseminating resources and tools to the community.

Awarded Budget: \$137,749



Emergency Preparedness Engagements

TARGET: 2,000

ACTUAL: 8,062

People in Poverty

Target = 1,000

Actual = 5,680

People with Disabilities

Target = 440

Actual = 489

Limited English

Target = 130

Actual = 3,278

Non-White or Hispanic

Target = 155

Actual = 4,351

Older Californians

Target = 255

Actual = 297

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



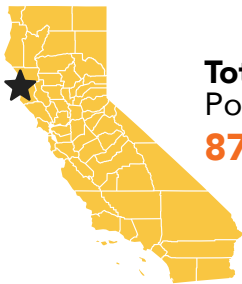
Additional COVID-19 Communications Activities = 18,336

Sub-Grantees:

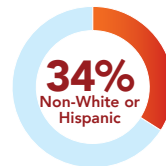
Hands On Central California
Resources for Independence Central
California
Jakara Movement
Binational of Central California
Education & Leadership Foundation
Mi Familia Vota
Centro Binacional para el Desarrollo
Indígena Oaxaqueño (CBDIO)

MENDOCINO COUNTY

Primary CBO: North Coast Opportunities



**Total
Population:**
87,497



County Context: Mendocino County is located on California's northern coast, bordered by the Pacific Ocean and moving eastern into the Pacific Coast range. It is a rural, forested community with several small towns/communities. It has higher rates of people in poverty and people with disabilities than state averages. It has high wildfire risk throughout the county, as well as high earthquake risk along its coast, running from the southeast corner to northwest corner of the county.

Approach: Drawing on findings from its Biennial Needs Assessment, North Coast Opportunities (NCO) identified fire survivors and Latino/a populations as its primary targets. NCO partnered with local organizations to create projects, like evacuation trainings and community meetings, to support disaster preparedness.

Key Activities: NCO reached targeted audiences through existing venues, such as farmers markets, food distributions and testing sites, as well as virtual engagements through workshops and interactive social media posts.

Innovative Strategy: NCO partnered with a local arts council to put preparedness steps and local landscape mosaics on all the trash cans in the town square. Not only did residents feel a deeper connection to the message, it also inspired a sense of community and place.

CBO Learning: Prioritize organizations who have existing relationships with diverse and vulnerable groups and train them on how to share emergency preparedness information, rather than trying to equip emergency preparedness organizations with knowledge and relationships within the diverse and vulnerable communities.

Awarded Budget: \$505,808



Emergency Preparedness Engagements

TARGET: 17,500

People in Poverty
Target = 4,000
Actual = 37,512



People with Disabilities
Target = 2,500
Actual = 13



Limited English
Target = 1,000
Actual = 35,914



Non-White or Hispanic
Target = 6,000
Actual = 48,740



Older Californians
Target = 4,000
Actual = 12,726



Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 17,469

Sub-Grantees:

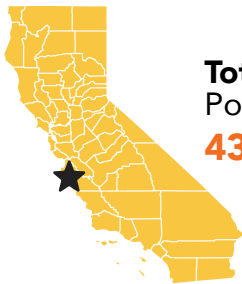
Action Network
Advocates Supporting Coast Kids
Arts Council of Mendocino County
Caring Kitchen
Coastal Seniors Center
Friends of the Round Valley Public Library
Hopland Band of Pomo Indians
Listos Mendocino
Mendocino CERT

Mendocino County Aids and Viral Hepatitis Network
Mendocino County Fire Safe Council
Mendocino Mask Awareness Project
Mendocino Prepared
MendoLake Complex Fire Relief – NCO
MendoLake Food Hub
NCO Head Start Child Development Program
NCO Volunteer Network

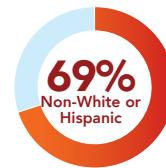
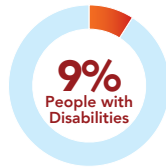
Nuestra Alianza de Willits
Plowshares
Potter Valley Volunteer Fire Department
Raise & Shine-The Sandbox
Sherwood Band of Pomo Indians
Sherwood Firewise Communities
The Gardens Project
Ukiah Vecinos en Acción (UVA)
Williams Ranch Road Fire Safe Council

MONTEREY COUNTY

Primary CBO: Community Emergency Response Volunteers of the Monterey Peninsula



**Total
Population:**
433,168



County Context: Monterey County is located on California's central coast. It is an agriculturally rich area that is socio-economically diverse. Its residents experience slightly higher rates of poverty than seen in statewide averages. It is home to a significant number of limited English speakers and migrant farmworkers. It has high wildfire risk throughout much of the county, flooding risk around the Salinas River and high earthquake risk along its eastern boundary.

Approach: Community Emergency Response Volunteers of the Monterey Peninsula (CERV) drew on past experiences working with disasters, vulnerable populations, culturally distinct populations and local leaders to set its goals and methods. CERV devised several guiding principles including the concept of "cultural humility," and consciously targeted the most vulnerable as well as difficult to reach populations.

Key Activities: CERV of Monterey worked through several carefully selected partners to reach audiences in direct and virtual venues. Strategies included linking with personal protective equipment (PPE) distribution, senior residences, interactive mailings and social bridging calls. CERV also sought to link emergency preparedness education to other topics to reach audiences that would otherwise have been missed.

Innovative Strategy: To provide more advanced and actionable opportunities, CERV of Monterey sponsored and supported online workshops on topics like health and communication passports (in English and Spanish), fire and wildfire safety and emergency preparedness for people with disabilities. It also produced and distributed detailed manuals on specific topics like power outages, sheltering and pet preparation to subgrantees.

CBO Learning: Publicizing a campaign in the nonprofit world is very different than in the commercial sphere. It requires a proactive, targeted approach that cannot simply rely on word of mouth.

Awarded Budget: \$838,450



Emergency Preparedness Engagements

TARGET: 1,820

ACTUAL: 31,333

People in Poverty

Target = 270

Actual = 14,477

People with Disabilities

Target = 190

Actual = 2,997

Limited English

Target = 465

Actual = 14,262

Non-White or Hispanic

Target = 390

Actual = 19,649

Older Californians

Target = 405

Actual = 8,048

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 29,574

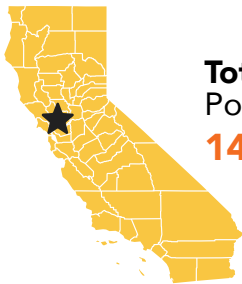
Sub-Grantees:

Central Coast Center for Independent Living
Coastal Kids Home Care
Deaf and Hard of Hearing Services
ITN Monterey County
Meals on Wheels
Mujeres en Accion
Rancho Cielo
Special Kids Connect
YWCA of Monterey County

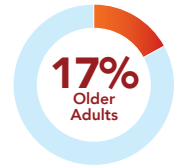
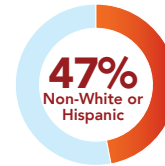
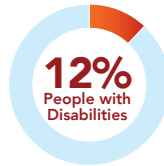
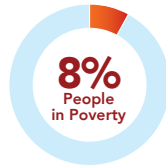
CHISPA
Starfish: Safe Parking
Pajaro Valley Prevention and Student Assistance.
Fire Safe Council For Monterey County
Gathering for Women
Alliance on Aging.

NAPA COUNTY

Primary CBO: Catholic Charities of California / Catholic Charities Diocese of Santa Rosa



**Total
Population:**
141,005



County Context: Napa County is located north of the San Francisco Bay Area. It is an agricultural area with a high volume of migrant workers. It has a significant population of limited English speakers and older adults. The county is at risk for wildfire, flooding and earthquakes.

Approach: Catholic Charities Diocese of Santa Rosa (CCDSR) leveraged strong relationships with subcontractor agencies and the Napa Valley Community Organizations Active in Disaster (COAD) to assist with disaster preparedness training in order to reach people living in poverty, the Latino/a community and older Californians throughout Napa County.

Key Activities: Partnering with several community-based organizations, CCDSR utilized a variety of tactics, including targeted small educational sessions at apartment complexes, mobile home parks, family resource centers and places of faith. CCDSR also had success using virtual sessions and interactive digital engagements, as well as outbound phone contacts.

Innovative Strategy: CCDSR subcontracted with two local agencies that directly serve access and functional needs populations to help raise consciousness about disaster preparedness issues. This was especially needed as social distancing requirements took hold and these populations became even more isolated due to lack of digital connectivity. During the pandemic, they engaged their clients as well as other community members at a number of food distribution sites, drive-through COVID-19 testing and flu-shot administration sites and PPE distribution sites that were held throughout the county regularly.

CBO Learning: Creating a culture of preparedness in Napa County is a long-term project, not a short-term one. CCDSR is committed to this effort in partnership with the Napa Valley COAD and its nonprofit member organizations, as well as the Napa County Office of Emergency Services.

Awarded Budget: \$476,602



Emergency Preparedness Engagements

TARGET: 40,000

ACTUAL: 46,364

People in Poverty
Target = 2,857
Actual = 27,052

People with Disabilities
Target = 4,571
Actual = 7,945

Limited English
Target = 6,000
Actual = 24,710

Non-White or Hispanic
Target = 20,000
Actual = 35,695

Older Californians
Target = 6,572
Actual = 11,311

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



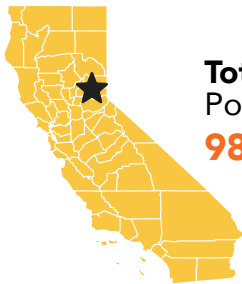
Additional COVID-19 Communications Activities = 218,562

Sub-Grantees:

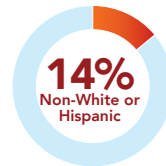
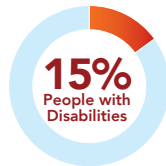
On The Move
UpValley Family Centers
Napa CERT
Napa Valley COAD

NEVADA COUNTY

Primary CBO: The Center on Disability at Public Health Institute



**Total
Population:**
98,838



County Context: Nevada County is in the eastern portion of Northern California. It spans from foothills to mountainous territory in the Sierra Nevada range. It is a rural area with many geographically isolated areas and communities. It has higher proportions of older adults and people with disabilities than is seen in statewide averages. It experiences high wildfire risk throughout the county.

Approach: The Center on Disability at the Public Health Institute's (PHI) approach was to start by partnering with community-based organizations serving people with disabilities and older adults in order to assure that these populations' needs were met. Subgrantees applied their own strengths to their approaches. This provided reach into existing client bases, as well as new audiences through broader outreach. Some partners bolstered their efforts by communicating en masse to the disperse, rural community using radio shows and local press.

Key Activities: PHI and its partners leveraged existing activities, such as the 211 information and referral service "In Home Supportive Services" and food distributions. Mass communication through direct mailings, radio, webinars and other interactive virtual engagements were key steps to connecting with populations that might have otherwise been missed.

Innovative Strategy: PHI utilized online media and radio to target Nevada County's rural population, in addition to coordinating with the county Emergency Management Office to incorporate the 4 Steps emergency preparedness information in mailers distributed to the entire county. These efforts prompted needed exposure and opened opportunity for more thorough emergency preparedness engagements.

CBO Learning: Put local CBOs, who are already rooted in the community and better receptive to key needs, in the driver's seat.

Awarded Budget: \$500,149



Emergency Preparedness Engagements

TARGET: 18,000

People in Poverty

Target = 875

Actual = 1,763

People with Disabilities

Target = 8,000

Actual = 15,543

Limited English

Target = 250

Actual = 473

Non-White or Hispanic

Target = 875

Actual = 3,668

Older Californians

Target = 8,000

Actual = 11,661

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



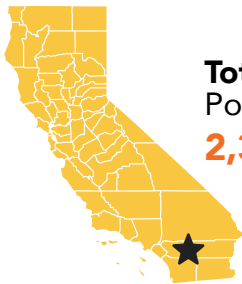
Additional COVID-19 Communications Activities = 46,790

Sub-Grantees:

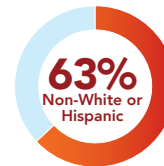
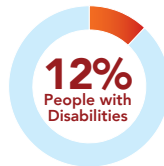
FREED Center for Independent Living
Gold Country Community Services
Neighborhood Center of the Arts
Nevada-Sierra Connecting Point Public Authority
Sierra Foothills Village
The Food Bank of Nevada County

RIVERSIDE COUNTY

Primary CBO: Inland Empire Community Foundation



**Total
Population:**
2,355,002



County Context: Riverside County covers a large geographic area in Southern California, covering territory from the Arizona border to within 20 miles of the Pacific Ocean. The western portion is urban, while the eastern portion is rural and sparsely populated. It has higher proportions of people in poverty and people with disabilities than is reported in statewide averages. Much of its western areas have high wildfire risk. The county also has three major fault lines (San Andreas, San Jacinto and Elsinore) which contribute to high earthquake risk.

Approach: The Inland Empire Community Foundation (IECF) overlaid demographic information with its constituents' regional needs for emergency preparedness, focusing on those living in mobile homes, limited English speakers, older Californians, youth and Latino/a and Black communities. It also identified nonprofit organizations with the capacity and community experience to serve as trusted messengers of critical emergency preparedness information to these groups.

Key Activities: IECF and its partners used both in-person and virtual environments to reach its audiences. Webinars, existing community meetings, drive-through events, school-based outreach, food distributions, home visits and incoming call intercepts were among key activities leveraged.

Innovative Strategy: IECF reached over 12,000 vulnerable people by hosting drive-through events that targeted populations where they already were and by distributing PPE and emergency preparedness information at mobile parks and agricultural fields.

CBO Learning: To effectively meet the needs of vulnerable populations, it is critical to be adaptable and identify strategies to meet individuals where they are.

Awarded Budget: \$2,117,122



Emergency Preparedness Engagements

TARGET: 243,000

ACTUAL: 427,111

People in Poverty
Target = 25,000
Actual = 166,034

People with Disabilities
Target = 15,000
Actual = 39,925

Limited English
Target = 25,000
Actual = 146,012

Non-White or Hispanic
Target = 150,000
Actual = 191,147

Older Californians
Target = 15,000
Actual = 46,521

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 669,924

Sub-Grantees:

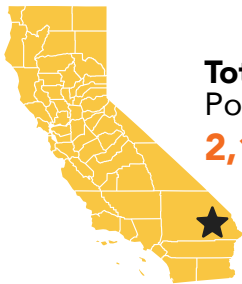
American Red Cross, Riverside County
Autism Society Inland Empire
Big Brothers Big Sisters of the Inland Empire
Boys & Girls Club of Southwest County
Catholic Charities Riverside/ San Bernardino
Coachella Valley Disaster Preparedness Network
Coachella Valley Housing Coalition

Community Access Center
Council on American-Islamic Relations
Fair Housing Council of Riverside County
Feeding America Riverside/San Bernardino
Habitat for Humanity Inland Valley
Life Lifters International
Michelle's Place, Breast Cancer Resource

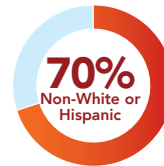
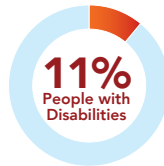
Nehemiah Charitable Fund
Pueblo Unido Community Development Corporation
Reach Out West End, Inc.
Sigma Beta Xi, Inc.
The Carolyn E. Wylie Center
TODEC Legal Center
VIA Immigration Advocacy Group

SAN BERNARDINO COUNTY

Primary CBO: El Sol Neighborhood Educational Center



**Total
Population:**
2,121,220



County Context: San Bernardino County is California's largest geographic county covering more than 20,000 square miles. Its southwestern corner is densely populated, but the rest of the territory is more rural in nature, with numerous small towns and communities spread throughout. The county has higher proportions of people in poverty, people with disabilities and non-white residents than is reported in statewide averages. It has high wildfire risk, particularly in the southwestern portion, as well as earthquake risk in the same area.

Approach: El Sol Neighborhood Educational Center (El Sol) leveraged its strong community and governmental agency relationships, as well as its expertise implementing culturally and linguistically appropriate strategies, to serve communities most negatively impacted by natural disasters like monolingual and limited English speakers.

Key Activities: El Sol practiced many creative approaches for reaching its targeted audiences. It reached individuals virtually through webinars, phone banking and interactive social media posts; in-person through drive-through events, food distributions and essential businesses, like laundromats and markets; and essential services, like schools, health clinics and consulates.

Innovative Strategy: To reach children under five years old, El Sol developed unique outreach events like the Listos California Superhero Puppet Show, a virtual family emergency preparedness scavenger hunt and an art contest for children. All these creative, interactive efforts were well received and helped engage this vulnerable group.

CBO Learning: Partnering with school districts allows you not only to reach children, who are excellent ambassadors of health promotion messages, but also gives you opportunities to connect directly with the parents and share emergency preparedness information

Awarded Budget: \$1,935,195



Emergency Preparedness Engagements

TARGET: 210,000

ACTUAL 1,286,271

People in Poverty
Target = 81,500
Actual = 176,433



People with Disabilities
Target = 7,000
Actual = 30,651



Youth
Target = 4,000
Actual = 208,389



Non-White or Hispanic
Target = 100,500
Actual = 961,718



Older Californians
Target = 10,000
Actual = 66,932



Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 1,171,026

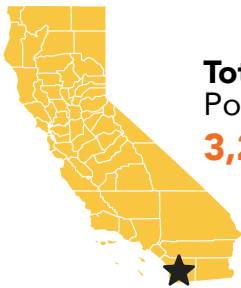
Sub-Grantees:

Barstow Community College
Foundation
Big Brothers Big Sisters of the Inland
Empire
Building Resilient Communities
Community Health Action Network
Young Visionaries Youth Leadership
Academy
Inland Empire Economic Partnership
Reach Out

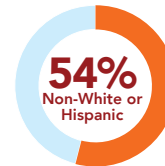
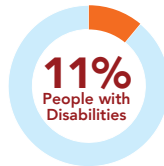
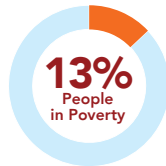
Inland Empire Community
Collaborative
MALO

SAN DIEGO COUNTY

Primary CBO: Catholic Charities of California / Catholic Charities, Diocese of San Diego



**Total
Population:**
3,283,665



County Context: San Diego County is California's southern-most county, bordering Mexico. Much of its population resides in the western portion of the county. The county has higher proportions of people in poverty, people with disabilities and immigrant and refugee residents. It has high wildfire risk through the Laguna Mountains area, as well as in its northwest corner. There is also some earthquake risk in the eastern portion of the county and to the west, along the Rose Canyon Fault.

Approach: Catholic Charities Diocese of San Diego (CCDSD) built upon its existing programs and efforts that were already reaching particularly hard to reach, vulnerable communities like people experiencing homelessness, immigrants, refugees, youth and older Californians. CCDSD also extended engagement opportunities to other community-based and faith-based organizations to increase both participation and dissemination of emergency preparedness information.

Key Activities: CCDSD reached out through many faith-based institutions to engage targeted communities. These institutions provided trusted messengers to introduce emergency preparedness information to their constituencies. Other key strategies included interactive social media posts and emergency food distributions.

Innovative Strategy: CCDSD partnered with faith-based organizations that provided translation services and served as a conduit of reliable emergency preparedness information between the Listos California campaign and vulnerable communities. The language access and cultural proficiency provided by these partners was critical to reaching many of the targeted populations.

CBO Learning: Faith-based organizations play a major role providing services for people in need. These organizations have the public's trust, which is a strong asset for reaching underserved communities.

Awarded Budget: \$1,443,459



Emergency Preparedness Engagements

TARGET: 250,000

ACTUAL: 484,938

Immigrants/Refugees

Target = 60,000

Actual = 37,847

Homeless

Target = 2,500

Actual = 9,935

Youth

Target = 15,000

Actual = 122,403

Non-White or Hispanic

Target = 157,500

Actual = 401,799

Older Californians

Target = 15,000

Actual = 49,065

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 2,103,415

Sub-Grantees:

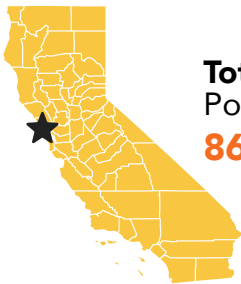
Birth line of San Diego
Chicano Federation
Corpus Christi Parish, Bonita
Echoes of Faith
Feeding San Diego
Hope for Iraqi Christians
Knights of Columbus, San Diego Chapter
Lions, Tigers & Bears

Mission San Luis Rey, Oceanside
Neighborhood House Association
Our Lady of Guadalupe, Chula Vista
Salt & Light Council
San Diego East County Chamber
San Diego Oasis
Salvation Army El Cajon Corps
St. Anthony of Padua Parish, National City
St. Charles Church, Imperial Beach

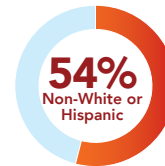
St. Jude's Shrine of the West
St. Pius X Church, Chula Vista
St. Rose of Lima Church, Chula Vista
The Resource Conservation District of Greater San Diego County
The Rock Church
The Institute for Effective Education
Well Versed

SAN FRANCISCO COUNTY

Primary CBO: San Francisco Community Agencies Responding to Disaster (SF CARD)



**Total
Population:**
864,263



County Context: San Francisco County has a forty-nine square mile geographic footprint for almost 900,000 residents and is entirely urban in nature. It has high rates of non-white residents as well as limited English speakers. Its poverty rate is comparable to the state; however, the cost of living is considerably higher than elsewhere in the state, creating adverse circumstances for its residents. Earthquake is San Francisco County's most significant natural disaster risk.

Approach: San Francisco Community Agencies Responding to Disaster (SF CARD) had planned on extensive use of in-person outreach at neighborhood events. Strict stay-at-home orders forced a redesign of outreach strategies, including recruitment of new partners and introduction of entirely new tactics to reach the target. Efforts focused on partnering with organization to train their staff, clients, volunteers and other constituents.

Key Activities: SF CARD partnered with schools, food distributions, homeless service providers and Neighborhood Emergency Response Teams to engage targeted populations. Efforts were offered virtually as well as in-person when appropriate.

Innovative Strategy: SF CARD directed resources to support the state's Project Roomkey program. In partnering with this effort, SF CARD provided disaster preparedness awareness education and materials to over 17,000 residents who were either homeless or at risk of homelessness as a result of the pandemic.

CBO Learning: It is important to remain aware of partners' capacities and adjust plans accordingly. The COVID-19 pandemic reduced the staff headcount at subgrantee partner agencies by as much as 50%, resulting in a loss in their service operations by around the same amount, which had a direct impact on potential reach. But by continually identifying new partners and modifying approaches, the target number of engagements was still exceeded in four of five social vulnerability target areas: people in poverty, limited English speakers, non-white or Hispanic Californians and older Californians.

Awarded Budget: \$2,045,475



Emergency Preparedness Engagements

TARGET: 250,000

ACTUAL: 144,252

People in Poverty

Target = 40,000

Actual = 65,250

People with Disabilities

Target = 27,500

Actual = 4,157

Limited English

Target = 50,000

Actual = 84,569

Non-White or Hispanic

Target = 95,000

Actual = 134,574

Older Californians

Target = 37,500

Actual = 44,922

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 247,946

Sub-Grantees:

Bayview Senior Services
Community Youth Center (CYC)
of SF
Conard House
Jewish Family & Children's
Services
Livable City
NERT/Listos
NICOS
Richmond Sr. Center

Support for Families of Children
with Disabilities
United Council of Human
Services - Mother Brown's
Kitchen
United PolicyHolders
San Francisco Interfaith Council
St John Coltrane Church
Mission Graduates

Good Samaritan Family
Resource Center
Glide Foundation
Meals on Wheels, San Francisco
SOMA West Community
Development Center
Interfaith Power and Light
Bayanihan Equity Center
First Unitarian Universalist
Church

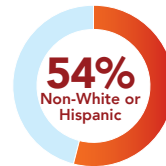
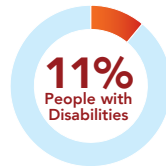
First United Lutheran Church
Recess Collective
Sunset Co-Op Nursery School
Self Help for the Elderly
North East Medical Services
All Care Plus
Chinatown Community
Development Commission
Rebuilding Together
Wu Yee Children Services

SANTA CRUZ COUNTY

Primary CBO: Volunteer Center of Santa Cruz County



**Total
Population:**
273,263



County Context: Santa Cruz County has a varied topography, with a coastal western border as well as significant agricultural areas and mountainous communities. It has higher rates of poverty and people with disabilities than is reflected throughout the state. It also has a high cost of living, meaning that even more residents are in poverty when taking into account adjusted poverty index calculations. The county is at risk for a variety of disasters, with major earthquake fault lines, development in river and tidal floodplains and fire risk in the mountain and canyon areas.

Approach: Volunteer Center of Santa Cruz County (Volunteer Center) prioritized older adults, people with mental health conditions and low income, single parent households. To reach these targets, the Volunteer Center leveraged existing relationships with direct service organizations that specialized in these populations.

Key Activities: The Volunteer Center leaned on several key strategies to reach its audiences. Among them were food distributions, directing outreach to clients of partner organizations, phone calls to targeted households, online classes, home visits and interactive social media posts.

Innovative Strategy: Volunteer Center convened providers that serve their three target groups to learn, collaborate and strategize in real time. This allowed partners to replicate successful strategies very quickly. For example, when one agency began handing out disaster preparedness information alongside food distribution, their method was scaled quickly with other subgrantees. In addition, the Volunteer Center's partners that serve isolated older Californians worked together to ensure that every older participant in a food delivery program (Meals on Wheels and Grey Bears) received at least one phone call to review their emergency plan.

CBO Learning: Working closely with trusted non-profits allowed for outperformance of stretch goals. The selected partners were successful because of their deep experience in the community, and quickly picked up the tenants of emergency preparedness.

Awarded Budget: \$545,307



Emergency Preparedness Engagements

TARGET: 11,500

ACTUAL: 20,409

People in Poverty

Target = 1,725

Actual = 6,316

People with Disabilities

Target = 1,265

Actual = 1,589

Limited English

Target = 1,495

Actual = 9,005

Non-White or Hispanic

Target = 5,290

Actual = 11,125

Older Californians

Target = 1,725

Actual = 3,261

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 21,170

Sub-Grantees:

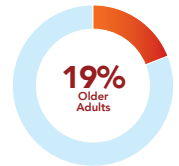
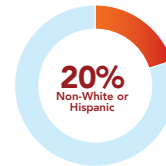
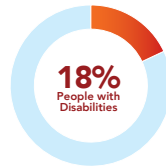
Community Action Board
Community Bridges (Meals on Wheels
and Family Resource Collective)
Families In Transition
Grey Bears
Mental Health Community Action
Network (MHCAN)
Pajaro Valley Prevention & Student
Assistance (PVPSA)

SHASTA COUNTY

Primary CBO: Catholic Charities of California / Northern Valley Catholic Social Service



**Total
Population:**
178,919



County Context: Shasta County lays at the northernmost end of the Sacramento Valley. Much of its territory extends into the Cascade Mountain Range. Its residents experience higher rates of poverty than the state as a whole, and there are also more people with disabilities and older adults than the statewide average. It has high wildfire risk throughout the county and some localized flooding risks around its natural waterways.

Approach: Northern Valley Catholic Social Service (NVCSS) used local census data to identify the vulnerable populations and focused its efforts on non-white/Hispanic communities, limited English speakers, people without transportation, older adults and people with disabilities.

Key Activities: NVCSS emphasized going to where the people are. It participated in outreach events and essential businesses and services to meet the targeted audiences. Examples included food distributions, apartment complexes, grocery stores, health/wellness clinics and webinars.

Innovative Strategy: NVCSS instituted the Helping Neighbors program which empowers community leaders to involve and educate individuals from their community on actionable steps towards emergency preparedness. NVCSS worked with its community partners to disburse the 5 Steps to preparedness information with Disaster Ready Guides in large quantities. It also pushed this vital information through in-person giveaways, social media outlets, TV advertisements and Zoom classes.

CBO Learning: Adaptability brokers success in changing and challenging circumstances. The close timing between the release of the Listos California curriculum and COVID-19 lockdown orders forced a pivot to online approaches. It was crucial to remain flexible, especially during COVID-19, to continue efforts to educate vulnerable communities.

Awarded Budget: \$469,690



Emergency Preparedness Engagements

TARGET: 20,475

ACTUAL: 35,766

People in Poverty

Target = 4,063

Actual = 6,486

People with Disabilities

Target = 2,869

Actual = 3,449

Limited English

Target = 2,390

Actual = 6,035

Non-White or Hispanic

Target = 4,780

Actual = 9,703

Older Californians

Target = 4,780

Actual = 6,948

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



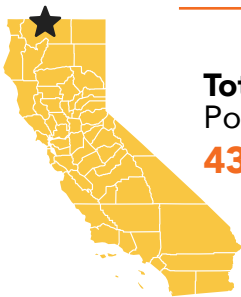
Additional COVID-19 Communications Activities = 2,547

Sub-Grantees:

None

SISKIYOU COUNTY

Primary CBO: United Way of Northern California



**Total
Population:**
43,530



County Context: Siskiyou County is a rural area with both agricultural and mountainous areas along California's northern border. The residents have high rates of poverty, disability and a much higher proportion of older adults than exists elsewhere in the state. Wildfires are its greatest risk for natural disaster.

Approach: United Way of Northern California (United Way) identified subgrantees working in remote areas to focus their efforts on communities who are often difficult to reach and may lack access to broadband, such as older Californians, people in poverty, Latinos/as and rural communities.

Key Activities: United Way used both virtual and in-person strategies to reach its targeted audiences. Interactive social media posts and virtual as well as in-person workshops were used extensively. It also reached clients at existing service delivery sites, such as resource centers and health and wellness centers.

Innovative Strategy: United Way encouraged participation in trainings by involving residents to assist with training. Trainings were highly interactive, calling on participants to share their knowledge and experiences to shape emergency preparedness.

CBO Learning: It is important to cultivate a deep understanding of one's audience and empower advocates who work directly with those populations to deliver the message to ensure effectiveness and authenticity.

Awarded Budget: \$393,601



Emergency Preparedness Engagements

TARGET: 2,600

People in Poverty

Target = 500

Actual = 9,007

People with Disabilities

Target = 400

Actual = 4,142

Limited English

Target = 300

Actual = 7,873

Non-White or Hispanic

Target = 200

Actual = 3,759

Older Californians

Target = 500

Actual = 16,676

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



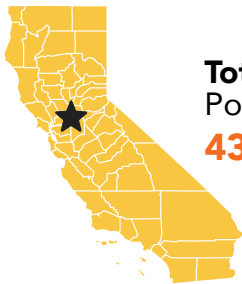
Additional COVID-19 Communications Activities = 80,136

Sub-Grantees:

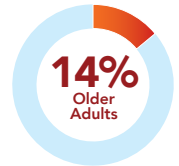
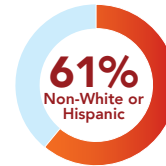
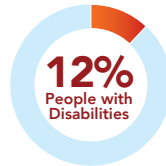
Hammond Ranch
Happy Camp Community Action
Northern Ca. Resource Ctr.
NVCSS Six Stones
Ore-Cal
Rescue Ranch
Siskiyou Community Resource Col
T.E.A.C.H.
YMCA

SOLANO COUNTY

Primary CBO: Center for Volunteer & Nonprofit Leadership



**Total
Population:**
434,981



County Context: Solano County, a hybrid of urban, rural and agricultural areas, is positioned between the San Francisco Bay Area and California's capital region. Its diverse population includes a high proportion of foreign-born residents. The county experiences high wildfire risk on its western side and high flood risk across its southern and western boundaries, as well as moderate earthquake risk in its southwestern areas. It has fewer financial and organizational resources than its Bay Area neighboring counties, which inhibits its ability to provide residents with needed support resources.

Approach: Center for Volunteer & Nonprofit Leadership (CVNL) prioritized people experiencing homelessness and poverty as well as those from diverse ethnic communities. CVNL targeted a core group of partners with meaningful reach into the targeted communities. Trust with small, local community-based organizations was key in achieving Solano County's goals.

Key Activities: CVNL and its partners targeted audiences in the locations they were already gathering. This included activities such as faith organization events; food, mask and backpack distributions; as well as virtual engagements through interactive social media posts. In addition, because of the familiarity in these tight-knit communities, the CBO's relationships with marginalized residents were a key element of success.

Innovative Strategy: CVNL prioritized identifying nonprofit organizations that had an established connection to the vulnerable populations being targeted and the ability to implement the program or further partner with other nonprofits to increase capacity.

CBO Learning: As with all grant programs, there is a learning curve, and there are often several moving parts in the early stages that resulted in a delayed launch.

Awarded Budget: \$279,266



Emergency Preparedness Engagements

TARGET: 55,000

ACTUAL 57,167

People in Poverty

Target = 6,325

Actual = 46,100

People with Disabilities

Target = 3,200

Actual = 0

Limited English

Target = 6,270

Actual = 30,122

Non-White or Hispanic

Target = 33,550

Actual = 46,555

Older Californians

Target = 5,655

Actual = 8,178

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 4,748,537

Sub-Grantees:

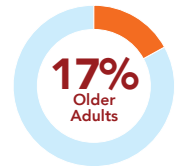
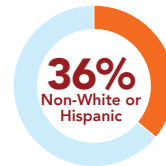
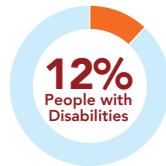
BrandGov
Project Blessing Bags
Centro Latino
Meals on Wheels Solano

SONOMA COUNTY

Primary CBO: Catholic Charities of California / Catholic Charities Diocese of Santa Rosa



**Total
Population:**
500,943



County Context: Sonoma County is located north of the San Francisco Bay Area. Much of the population resides in or around its valley areas, but much of the terrain is hilly and mountainous. The county has higher rates of people with disabilities and older adults when compared with statewide averages. Wildfire risk is present through much of the county. Flood risk is present around the Russian River which runs from the north to the south end of the county. There is also high earthquake risk, most notable along its western coast and through its Central Valley area.

Approach: Catholic Charities Diocese of Santa Rosa (CCDSR) initially planned to utilize its bilingual staff in its Community Connections Department to conduct Listos Education and Training sessions with various vulnerable population groups that had been identified in the Sonoma County Community Investment Plan. 23 agency staff were trained in a three-day Train the Trainer Course by a master trainer from the LISTOS Santa Barbara program.

Key Activities: CCDSR employed a variety of efforts to reach its targeted populations, from comprehensive 1-hour Listos trainings at low income housing complexes and other locations to briefer encounters at food distribution sites and COVID-19 testing sites. In addition, CCDSR mobilized its Outreach, Housing Counseling and Disaster Case Management teams to provide outreach engagements during their regular programmatic activities such as CalFresh outreach and food distributions. Social media – particularly Facebook live and Facebook ads – were also effective tools that generated engagements. CCDSR's primary subcontractor agency, Nuestra Comunidad, a trusted messenger in the Latino/a communities throughout the county, had great success creating connections with farmworkers, growers and vintners in the wine industry.

Innovative Strategy: Many farmworkers in Sonoma County speak several indigenous languages common to Southern Mexico. Thus, CCDSR collaborated with a local organization that created and distributed videos of the Listos Disaster Preparedness and COVID-19 campaign material in the farmworkers' indigenous languages. These materials became a broadly utilized state resource, beyond just Sonoma County.

CBO Learning: Creating a culture of preparedness in Sonoma County is a long-term project to which CCDSR is committed in partnership with the Sonoma County COAD and its nonprofit member organizations as well as the Sonoma County Department of Emergency Management.

Awarded Budget: \$937,744



Emergency Preparedness Engagements

TARGET: 90,000

ACTUAL: 80,319

People in Poverty

Target = 11,880

Actual = 42,426

People with Disabilities

Target = 12,780

Actual = 2,005

Limited English

Target = 11,880

Actual = 34,706

Non-White or Hispanic

Target = 35,280

Actual = 59,669

Older Californians

Target = 18,180

Actual = 17,276

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



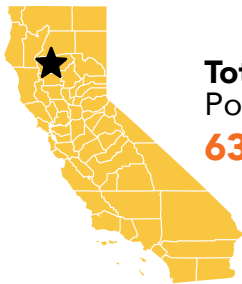
Additional COVID-19 Communications Activities = 1,086,852

Sub-Grantees:

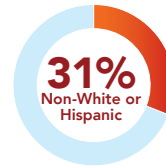
Northern Sonoma CERT
Nuestra Comunidad
Sonoma County COAD

TEHAMA COUNTY

Primary CBO: United Way of Northern California



**Total
Population:**
63,247



County Context: Tehama County is a predominantly rural area located in Northern California and is the gateway from the Sacramento Valley to the more mountainous territory to the north. The county has large populations of people in poverty, people with disabilities and older adults. It has high wildfire risk, particularly in its mountainous areas, as well as flood risks surrounding the Sacramento River.

Approach: In addition to serving those affected by the Camp and Carr fire disasters, United Way of Northern California (United Way) partnered with nine subgrantees that had strong ties to rural populations, older Californians, Latino/a people, people in poverty, people with disabilities, indigenous people and LGBTQ communities.

Key Activities: United Way partnered with nonprofit organizations who delivered in person and virtual trainings to reach various populations. In addition, they helped to distribute training materials at locations where populations congregated, such as farmers markets, COVID-19 food distributions, Head Start programs and shelter sites. Interactive social media posts also contributed to reach into targeted audiences.

Innovative Strategy: United Way partnered with other CBO's to create a smaller, portable version of the Listos California Disaster Ready Guide that could easily fit into a pocket of a person experiencing homelessness, as those with unstable housing have a limited capacity for what they can keep in their possession.

CBO Learning: Educating people about evacuation of their pets is critical in most, if not all, communities because people often care deeply about their animals and a lack of knowledge on how to remove them safely can pose threats to timely evacuation.

Awarded Budget: \$407,209



Emergency Preparedness Engagements

TARGET: 4,800

People in Poverty

Target = 900

Actual = 2,778



People with Disabilities

Target = 900

Actual = 832



Limited English

Target = 400

Actual = 1,794



Non-White or Hispanic

Target = 700

Actual = 2,178



Older Californians

Target = 800

Actual = 1,172



Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 37,783

Sub-Grantees:

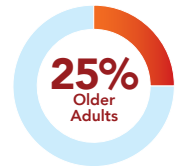
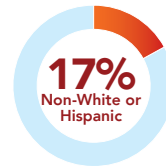
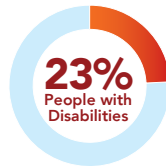
211 Northern California
Caring-Choices
Corning Community Foundation
Dignity Health Connected Living
Far Northern Regional Center
Latino Outreach Tehama County (LOTG)
NCCDI
PATH-Poor and the Homeless
Tehama County Neighborhood Watch - CERT
Tehama Together

TRINITY COUNTY

Primary CBO: Catholic Charities of Northern California / Northern Valley Catholic Social Service



**Total
Population:**
13,037



County Context: Trinity County is a rural, forested and mountainous county in northern California, located in the coastal range. The county is sparsely populated, but does experience very high rates of poverty, people with disabilities and older adults. Wildfire risk is high in all areas of the county.

Approach: Northern Valley Catholic Social Service (NVCSS) connected with governmental and non-governmental leaders in the county, and maintained presence at existing community events such as Fire Chief Council and Community Wildfire Protection Plan (CWPP) meetings to listen to needs and expand networks. Outreach led by promotores was critical to reaching some targeted populations.

Key Activities: NVCSS sought to reach people wherever they were. This included handing out information at food distributions, tabling outside of businesses, attending and presenting at community meetings, and connecting through in-home supportive services, churches, trailer courts and apartment units. NVCSS also delivered online webinars and interactive social media posts to spread educational information.

Innovative Strategy: NVCSS partnered with Trinity County Environmental Health to provide PPE and disaster preparedness information to local businesses and their customers. They also collaborated with Trinity County Food Bank to provide emergency preparedness material at distribution sites. One of their educators also had a long family history in the county, which fostered recognition throughout the community.

CBO Learning: Making connections and building trust, leveraging existing networks and supporting additional initiatives that meet other critical needs expedite success.

Awarded Budget: \$457,957



Emergency Preparedness Engagements

TARGET: 1,639

People in Poverty

Target = 343

Actual = 480



People with Disabilities

Target = 240

Actual = 234



Limited English

Target = 172

Actual = 302



Non-White or Hispanic

Target = 240

Actual = 922



Older Californians

Target = 446

Actual = 475



Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



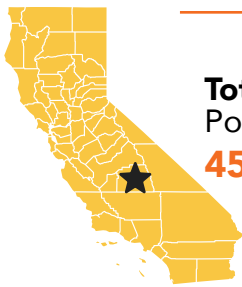
Additional COVID-19 Communications Activities = 3,216

Sub-Grantees:

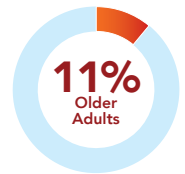
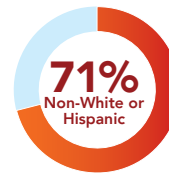
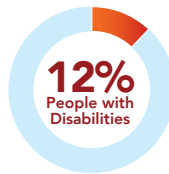
None

TULARE COUNTY

Primary CBO: Self-Help Enterprises



**Total
Population:**
458,809



County Context: Tulare County, located south of Fresno, is agriculturally rich on its western side and transitions to mountainous territory to its east. The county is demographically diverse with high rates of non-white residents and people who speak limited English. Tulare County also experiences high rates of poverty. Wildfire risk is high in the eastern portion of the county, and flooding risk exists around the waterways that carry water from the mountains to the valley floor.

Approach: Many residents of Tulare County depend on the agricultural industry. Accordingly, Self-Help Enterprises (SHE) focused efforts on serving farmworker and non-English speaking communities by distributing Go Bags, teaching the 5 Steps and delivering bilingual emergency preparedness materials. Outreach led by promotores was critical to reaching some targeted populations.

Key Activities: Among SHE's successful practices were phone banking, partnering with meal deliveries serving older adults and engaging youth through creative art projects. SHE also coordinated drive/walk-through resource fairs that drew targeted audiences. SHE had success targeting outreach to residents in remote rural areas.

Innovative Strategy: To target the farmworker community, SHE worked with utility districts to distribute information and organized hyperlocal drive-through (walk-through) "Prepare and Prevent Events" to provide services to individuals who lacked access to a vehicle. At the events, SHE offered COVID-19 testing and vaccines, flu shots and shared the 5 Steps of preparedness, Go Bags and pre-built Stay Boxes for those who lacked the resources to purchase one themselves.

CBO Learning: Identifying and connecting with local community pillars is instrumental to campaign success as they can provide information and insight on how best to reach the community they serve.

Awarded Budget: \$828,532



Emergency Preparedness Engagements

TARGET: 157,381

ACTUAL 24,593

People in Poverty

Target = 28,974

Actual = 8,193

People with Disabilities

Target = 13,151

Actual = 14

Limited English

Target = 28,440

Actual = 15,422

Non-White or Hispanic

Target = 75,376

Actual = 15,991

Older Californians

Target = 11,440

Actual = 16,226

Categories are not mutually exclusive. A single engagement may be reported in multiple categories.



Additional COVID-19 Communications Activities = 926,388

Sub-Grantees:

United Way of Tulare County
Friends of Tulare County
Mi Familia Vota
Vision Y Compromiso
Community Services Employment
Training

Additional Partners:

AmeriCorps
Tulare County Chambers
Tulare County Service Clubs
Red Cross of Central California
Tulare County Office of Education
Family Health Care Network
Tulare County Family Services
Tulare County Health and Human
Services

Tulare County Family Resource Centers
iHeart Media of Central California
OutFront Media of Central California
Community Care Coalition of Tulare
County
Community Collaborative of Tulare
County
Central Valley Business Forms
Central Valley Empowerment Alliance

Funded Partners: Volunteer and Service Teams

Volunteer and service teams partnered with Listos California to implement the campaign throughout the state. They included: AmeriCorps service teams; Community Emergency Response Teams (CERTs); California Fire Safe Council; and LISTOS, a Santa Barbara-based preparedness program administered by the Fire Services Training Institute. Additionally, the California Veterinary Medical Foundation implemented a statewide emergency animal preparedness project as part of the campaign.

These entities used their experience and knowledge of the communities they served to deliver the campaign's materials and messages to vulnerable people.



AmeriCorps

AmeriCorps

AmeriCorps is a network of national service programs that seek to improve lives and foster civic engagement within the nation. AmeriCorps members commit their time to address critical community needs such as increasing academic achievement, mentoring youth, fighting poverty, sustaining national parks, preparing for disasters and more. Listos California tapped two distinct AmeriCorps programs: AmeriCorps State and AmeriCorps National Civilian Community Corps (NCCC).

AmeriCorps State

AmeriCorps State members help solve community problems through direct and indirect service in the areas of education, public safety, the environment and other needs such as health and housing. Listos California, in partnership with California Volunteers (State Service Commission), established two AmeriCorps State partnerships including: American Red Cross – Los Angeles County (ARC–LA) and Bay Area Community Resources (BACR).

AmeriCorps National Civilian Community Corps (NCCC)

AmeriCorps NCCC is a team-based, residential program whose members range in age from 18 to 26 and serve for 10 months on various service projects. During their length of service, members serve on short-term 6- to 13-week projects and provide direct support to organizations through extra helping hands.

Below is a closer look at the efforts of these programs within the Listos California Campaign.

American Red Cross – Los Angeles County (ARC–LA)

Total Award: \$888,000

Emergency Preparedness Engagement Target: 35,000

Emergency Preparedness Engagements Achieved: 46,545

Approach and Key Activities

- ARC–LA utilized 30 AmeriCorps State members to deliver emergency preparedness materials to diverse and vulnerable people in Los Angeles County.
- ARC–LA identified 36 socially vulnerable communities for targeted outreach through American Red Cross programming including Homes Made Safe, Be Red Cross Ready, Prepare with Pedro and the Pillowcase Project. During the pandemic, members pivoted from door-to-door canvassing and classroom presentations to responding to the public health crisis and statewide wildfires, including supporting local food banks, school meal distributions and conducting phone calls.
- ARC–LA joined with Los Angeles Unified School District, Los Angeles Food Bank, YMCA, and KHALSA Care Foundation to distribute meals to people affected by COVID-19 while incorporating disaster preparedness materials in Grab-n-Go operations. ARC–LA AmeriCorps members also called existing in-person ARC appointments to provide preparedness remotely over the phone.
- Notable partnerships included: Daniel Morales and DAG Law Firm, Housing Authority of Los Angeles, I Did Something Good Today, Ink Spots N Dots, Los Angeles Unified School District, Montebello YMCA, and Southeast Rio Vista YMCA.

Bay Area Community Resources (BACR)

Total Award: \$1,751,988

Emergency Preparedness Engagement Target: 35,000

Emergency Preparedness Engagements Achieved: 50,900

Approach and Key Activities

- BACR received funding for 30 AmeriCorps State members to deliver emergency preparedness materials to diverse and vulnerable people in six counties: Lake and Shasta in Northern California, Fresno and Tulare in Central California, and Riverside and San Bernardino in Southern California.
- BACR identified partners in each region to host a team of AmeriCorps members: Lake County Office of Education in Lake County, The Fresno Center in Fresno County, and Youth Action Project in San Bernardino County. Each team provided outreach through door-to-door canvassing, presentations at local organizations, tabling, events, social media and a web-based virtual preparedness course. During the COVID-19 pandemic, they shifted to supporting local

food banks, meal distributions and COVID-19 testing locations and providing outreach through phone calls and online platforms.

- BACR leveraged in-person service opportunities, such as food banks, faith communities and meal distributions to provide emergency preparedness materials across all regions. Members creatively used social media and webinars to provide outreach virtually.
- Notable partnerships included: Lake County Office of Education; The Fresno Center and its partners: Central California Food Bank, Food Express Bus, and United Way of Fresno and Madera Counties; and Youth Action Project and its partners: Community Action Project San Bernardino County, The City of Loma Linda, Grace Chapel Church (San Bernardino, CA), Grandview Baptist Church (Grand Terrace, CA), Hemet Community Pantry (Hemet, CA), Immaculate Conception Catholic Church (Colton, CA), Pal Charter Academy (San Bernardino, CA), Senior Companion Program for City of San Bernardino, and Senior Companion Program for Central County United Way (Riverside County).
- BACR surveyed its program participants and found that 25,000 individuals felt more prepared for a disaster than they did before learning the Listos California curriculum.

AmeriCorps members supporting a farmworker resource fair



AmeriCorps National Civilian Community Corps (NCCC)

AmeriCorps NCCC Teams' Accomplishments:

- Made more than 25,000 disaster readiness phone calls
- Made more than 20,000 wellness check phone calls
- Distributed preparedness materials to more than 10,000 households.

Approach and Key Activities

- Listos California assigned AmeriCorps NCCC teams to CBO partners across the state with defined service opportunities and capacity to oversee the teams. The campaign provided a dedicated housing budget to cover the cost of teams' stays, allowing the campaign to place these teams based on maximum impact and ability to reach vulnerable populations.
- The teams of seven to 10 AmeriCorps NCCC members provided "people power" to projects, such as door-to-door canvassing, presentations and trainings, home hardening projects in partnership with Fire Safe Councils, and tabling events. During the COVID-19 crisis, efforts shifted to supporting emergency preparedness outreach at local food banks, Meals-on-Wheels, resource centers, grocery stores and pharmacies, and conducting welfare checks for older adults through phone calls.
- AmeriCorps NCCC members excelled at projects such as food distributions and food banks, presentations and trainings, door-to-door canvassing, and check-in calls with Californians. They played a substantial role in the Social Bridging Project to reach isolated Californians with wellness checks and emergency preparedness information.
- Notable partnerships included: Catholic Charities of San Diego, Catholic Charities of Santa Rosa, Center for Volunteer and Nonprofit Leadership, North Coast Opportunities, Inc., Volunteer Center of Santa Cruz County, Self Help Enterprises, the Social Bridging Project, and United Way of Fresno and Madera Counties.

AmeriCorps NCCC members serving in Solano County.





California Fire Safe Council

California Fire Safe Council (CFSC) serves as a master-grantor, selecting, managing and monitoring subgrants to local community groups such as local Fire Safe Councils, homeowner associations, local governments, fire departments and other entities working on wildfire prevention activities such as defensible space, community fire planning and education. It also provides technical assistance to grantees and other groups to assist in education on wildfire issues and in organizational issues related to capacity building and sustainability.

Total Award: \$1,999,120

Emergency Preparedness Engagement Target: 100,000

Local Fire Safe Councils receiving subgrants: 51

Purpose: Provide support for wildland fire safety by promoting emergency preparedness messaging.

Approach and Key Activities

Outreach toolkits

44 local Fire Safe Councils received outreach toolkits and educational materials for emergency preparedness events in their communities. The kits include pop-up tents, feather flags, table covers, media kits, and educational materials in four languages: English, Spanish, Chinese, and Tagalog.

Outreach trailers

CFSC purchased 13 tool cache trailers to be granted to 12 Fire Safe Councils across California, with one trailer remaining with CFSC. The 12 trailers will be geographically awarded – four in each of the three CFSC regions (Southern, Central and Northern California). These 12-foot, enclosed trailers will be stocked with tools, safety equipment and supplies for volunteer crew use. They will go to Fire Safe Councils in rural and underserved communities, increasing the local councils' capabilities in chipping programs and in homeowner defensible space and home hardening programs.

Key partnership

CFSC is partnering with the California Conservation Corps to provide home hardening events throughout the state. California Conservation Corps will assist in designing and constructing the outreach trailers' inside cabinetry and tool storage.

Social media

CFSC is working with local programs to engage 100,000 Californians. In addition to local efforts, CFSC launched a campaign to reach people on Facebook and Twitter, using materials developed by Listos California along with new CFSC materials in multiple languages.

Ribbon cutting for California Fire Safe Council trailers.



LISTOS Program



The LISTOS program is administered by the Fire Services Training Institute (FSTI). It began in 2009 when the Aware and Prepare Initiative in Santa Barbara County sought to provide vulnerable populations – particularly Spanish speakers – with information about disaster readiness. It emphasizes the sharing of preparedness skills and information with family and friends in a manner that is approachable and culturally relevant. The program was designed to fill a void in Spanish language disaster preparedness education.

The LISTOS program uses a conversation-based approach. Rather than follow a strict curriculum, it focuses on a set of topics and allows instructors to tailor training to participants' cultural and linguistic needs, using trust-based conversation and props to facilitate lessons through storytelling.

Total Award: \$2,899,133

Emergency Preparedness Engagement Target: 40,000

Emergency Preparedness Engagements Achieved: 44,605

Approach and Key Activities

Funding

Listos California provided three types of funding for the LISTOS program. (1) A statewide support grant was awarded to FSTI. (2) Six target counties (Fresno, Lake, Riverside, San Bernardino, Shasta and Tulare) received funding to create and grow the LISTOS program. (3) CERT programs receiving campaign grants also could request an added \$5,000 to support their LISTOS programs.

Building capacity

FSTI added staff to administer the LISTOS program statewide, including three regional program leads. LISTOS programs expanded from 30 to 59 and counties with LISTOS programs grew from 10 to 17, adding Lake, Mendocino, Orange, San Luis Obispo, San Mateo, Santa Clara and Ventura counties. Additionally, local programs received training and promotional materials.

Instructor development

FSTI held a two-day retreat for over 75 LISTOS program managers and instructors. Training covered professionalism, ethics, classroom management, and advanced delivery techniques. Additionally, FSTI developed a cadre of 12 LISTOS Master Instructors to help programs develop community leaders as LISTOS trainers.



Training and materials

While core content remained, the LISTOS curriculum was updated for easier instruction and learning. FSTI created a webinar training model to deliver the LISTOS Basic and Instructor Development courses, which allowed programs to function during the pandemic. It also created a library of short training videos. FSTI is working to translate materials into multiple languages including Korean, Vietnamese, Chinese, Tagalog, Armenian, German, French, Portuguese, Hebrew, Japanese and Russian.

Centralized website

A new website (<https://listos.awareandprepare.us>) was designed to provide LISTOS programs with centralized program information and resources, in English and Spanish. The website provides general information as well as resources and tools for use by LISTOS programs.



California

Veterinary Medical Foundation

The California Veterinary Medical Foundation (CVMF) was started by the California Veterinary Medical Association (CVMA) to help fund the California Veterinary Medical Reserve Corps for disaster relief efforts, training and preparedness information. In addition, it provides reimbursement for out-of-pocket expenses to veterinarians during disasters.

The CVMF was selected to implement a statewide emergency animal sheltering preparedness cache project to help counties prepare to help animals during disasters. California is home to seven million dogs, seven million cats, 800,000 horses and millions of livestock, poultry, exotic animals and wildlife. Past disasters have shown that animals cannot be overlooked, and often play a significant role in people's decisions about their own evacuation. In a survey of counties conducted by the CVMA inquiring about their level of animal disaster preparedness, responses indicated that counties were in need of supplies to fulfill the unique need of housing animals during a disaster.

Total Award: \$1 million

Emergency Animal Shelter Supply Caches Distributed: More than 60

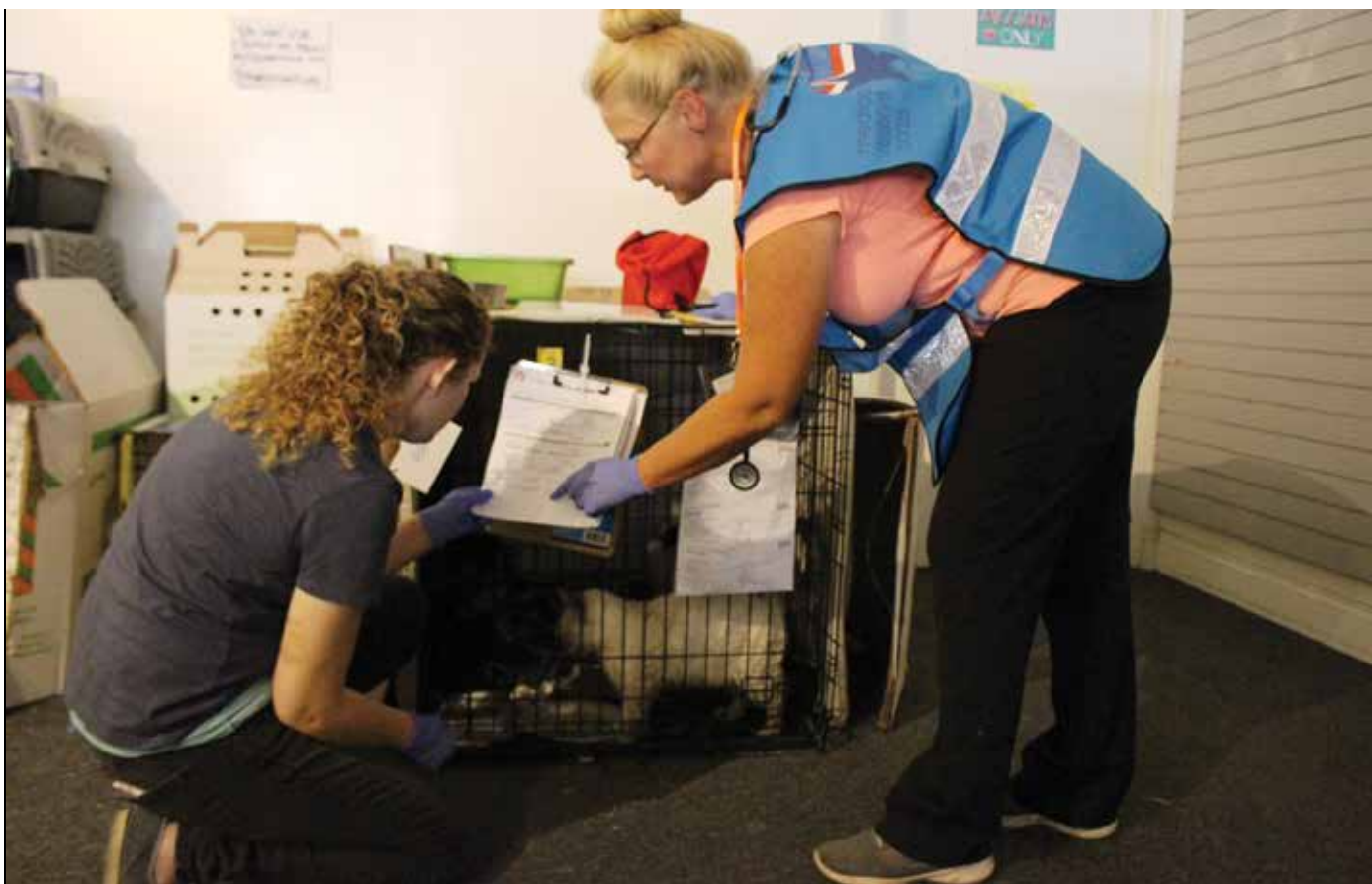
Approach and Key Activities

Building on Successful Pilot

The project built on a successful pilot project completed in 2013 by the CVMA in which non-perishable emergency animal sheltering supplies were procured, assembled and delivered to select counties for use during training and disaster responses. Since 2013, the pilot counties have not only utilized and retained the cache supplies, but added to them. Grant funds from Listos California were used to purchase additional supplies.

Supply caches

CVMF assembled more than 60 animal emergency shelter supply caches, which were distributed to all state counties. The caches provide local responders with supplies for animals during emergency response and recovery. Cargo containers loaded with large quantities of non-perishable items, such as ID bands, cages, and food and water bowls, were delivered to all California counties in 2019 and 2020. Additionally, CVMF used funds to purchase livestock fencing panels to house several hundred horses and livestock in the Central Valley and to send additional cargo containers to select counties.




Impact

Since the completion of this emergency supply cache project, several counties have used and shared the supplies to provide shelter for animals during disaster responses. These non-perishable supplies will serve animals in perpetuity and will help counties to be better prepared during future emergencies.


Equipping the Caches

Through the 60 animal emergency supply shelter caches, CVMF distributed these items:

 **114,000** disposable food & water bowls

 **261** 12x12-ft horse corrals
with gates

 **120,000** disposable plates
(for kitty litter pans)

 **4,500** pounds of kitty litter

 **60** 20x8x8-foot cargo containers

 **9,240** clipboards

 **60,000** zip ties

 **3,480** horse neck ID bands

 **60,000** dog/cat ID bands

 **3,120** 36" cages, 4,320 42" cages,

 **1,140** 48" cages

 **23,040** leashes

 **60** 25-inch wide supply carts

 **120** 30-gallon storage bins

Community Emergency Response Team (CERT) Program



The Community Emergency Response Team (CERT) program educates volunteers about disaster preparedness for the hazards that may impact their area and trains them in basic disaster response skills, such as fire suppression, light search and rescue, team organization and disaster medical operations. Volunteers are trained using standardized trainings and processes. The CERT program provides 20 hours of comprehensive training, including classroom-based lecture and hands-on skills demonstration and practice, culminating with a disaster simulation drill. As such, CERT offers a consistent, nationwide approach to volunteer training and organization that professional responders can rely on during disaster situations, allowing them to focus on more complex tasks.

CERT is a national program with more than 2,800 programs, but the teams are administered at the local level. California has the most robust CERT program in the United States, with over 400 CERT programs operating locally. CERT volunteers can be used to lead preparedness training within communities, as well as to fill needs during disasters, such as shelter staffing support, donations management, mass feeding support, volunteer management, call center support and other tasks.

Total Award: \$7,581,118 (includes capacity building, target county support, and statewide grants)

Emergency Preparedness Engagement Target: 289,160

Emergency Preparedness Engagements Achieved: 353,660

Approach and Key Activities

Funding approach

To ensure California CERT programs had the opportunity to build and equip a CERT volunteer cadre for preparedness and disaster response, Listos California provided CERT capacity building grants that awarded up to \$25,000 to each CERT program. Listos California awarded 56 CERT capacity grants, which supported 94 CERT programs (some grantees were awarded funding to support multiple programs under their jurisdiction).

Hybrid training

A hybrid CERT training (in-person and online) program was created for California CERT programs. It replaced the classroom lecture portion with online independent learning, giving access to much of the training to participants who preferred online learning. In-person training is scheduled for the hands-on training and disaster simulation. This allowed CERT training to continue during the pandemic.

CERT training coordinated by ITEMMA.



Capacity building

The grants were designed to increase local community capacity to respond to disasters by funding the three core components of a disaster volunteer program: proper personal protective equipment (PPE), medical liability coverage, and high-level background checks.

Equipment and development

Capacity was further enhanced through the purchase of equipment trailers for faster disaster deployment, additional training, and outreach to increase community preparedness. Some CERT programs purchased radio equipment, translated preparedness materials into other languages, and developed youth preparedness initiatives.

Impact

These grantees accumulated over 350,000 preparedness engagements and equipped 5,407 CERT volunteers with PPE, 3,700 with medical liability coverage, and 2,200 with high-level background checks.



CERT training coordinated by iTEMA.

Tribal Emergency Management Association (iTEMA)

California is home to 109 federally recognized Tribes and several unrecognized Tribes. Many do not maintain a specific emergency management program or possess first responder capabilities. The Tribal Emergency Management Association (iTEMA) is a national non-profit organization established to help provide Tribes across the country with training in emergency management and preparedness. Building capacity of Tribal communities through formalized structures, such as CERT and LISTOS programs, allowed iTEMA to use its knowledge and skills to encourage disaster preparedness while protecting Tribal culture, traditions and way of life.

Approach and Key Activities

iTEMA received Listos California funding through grants distributed to CERT and LISTOS programs. The purpose was to support existing Tribal CERT programs and cultivate new ones, to introduce the LISTOS program preparedness training to Tribal populations, and to purchase emergency preparedness equipment and supplies. Key activities included:

- Developing and expanding CERT and LISTOS programs within Tribal communities in Shasta and Tulare Counties.
- Supporting new and existing CERT and LISTOS programs throughout the state.
- Delivering 55 webinar trainings, new training videos, and a robust social media campaign.
- Purchasing two mobile trailers, stocked with training equipment and supplies, to function as “classrooms on wheels” to facilitate ongoing CERT training both in Northern and Southern California.





The Path Forward

Introduction

A new day of emergency preparedness has dawned in California. Listos California has demonstrated what an innovative communications campaign focused on the most diverse and vulnerable communities can do. How funding and equipping local community organizations to carry the message can vastly increase outreach. And how a simple message can be the best message.

This work must continue. Listos California charted a new course in emergency preparedness, but there is still much room to grow. Putting the needs of historically underserved communities at the forefront is both an imperative and a continual journey. This section will paint a hopeful yet urgent picture of the future of disasters and emergency preparedness in the state, as well as show how lessons from Listos California should impact future efforts across the disaster landscape and beyond.

In addition, this section will provide a tactical breakdown of how individuals and entities at any level can bring a Listos California-style campaign or approach into their own context. Taken together, the Blueprint and Path Forward provide a road map to those looking to replicate Listos California within the U.S. and around the world.

BRINGING LISTOS CALIFORNIA INTO YOUR OWN CONTEXT

Listos California took an innovative approach for an emergency preparedness campaign, and it succeeded in spreading the emergency preparedness message with vulnerable populations. Listos California's approach can translate individually or wholesale to other contexts. Funding and political influence will make it easier, but there are ways to bring Listos California into your own context even without these ingredients.

Individuals

- **Everyone has influence.** You can make a difference in how prepared your family and your community is for a disaster. Even one additional person or family taking preparedness steps frees up emergency resources for the people who need them most. Advocate for emergency preparedness in your own community by sharing what you've learned with your friends, family and neighbors. The Listos California campaign is teeming with stories of individuals who got prepared and took that message out to their communities to help their friends and neighbors get prepared as well.
- **In whatever spaces you occupy, identify opportunities to build up emergency preparedness in your area.** If you work in local government, are part of a community-based organization, or belong to a school or faith-based community, spread the emergency preparedness message where you are. Join a CERT program or a local LISTOS program to further build up your skills and knowledge.

Community-Based Organizations

- **Expand your vision for what your community-based organization can do to help prepare your community for a disaster.** As a trusted voice for the populations you serve, an emergency preparedness message from your organization is extremely powerful. Even if it feels like an unexpected message coming from you, know that trust and a relationship goes so much further than specific knowledge. Point people toward the right resources and reiterate the message: they need to be prepared and getting prepared can be simple. Don't miss this opportunity to help your community.
- **Use existing materials. The Listos California website has a repository of free, accessible materials that covers the basics of preparedness.** These materials were developed to be shared. Print and use these materials as you see fit, leveraging any content you find helpful. If you're writing up your own materials, simple and easy-to-follow is key.
- **Leverage the power of staff time.** If your staff have additional bandwidth, dedicate staff time to liaising with the community to build up their resilience. Even connecting people to the basics of emergency preparedness or helping them understand what to do in the event of an evacuation can save lives.

- **Get educated about emergency preparedness in your local community.**
- Reach out to your local emergency manager directly to set up a meeting and offer up your community-based organization's network as a resource. Use that meeting to develop a better understanding of one another and start a relationship. Explain the work your community-based organization does, how you support the community, and the populations you serve. Ask questions to build an understanding of what your emergency manager does and what they need. The CalOES website has a list of counties and their emergency management contacts to help you identify the right person to get in touch with - www.caloes.ca.gov/Cal-OES-Divisions/Regional-Operations.
- Review your local Emergency Operations Plan (EOP) to understand what it means. These plans can be found on your local OES website.
- Look up if you have a Voluntary Organizations Active in Disaster (VOAD) or Community Organizations Active in Disaster (COAD) in your community and join if you're interested. To learn more, visit www.nvoad.org.

States

- **Evolve emergency preparedness into building resilience.** Make the decision to go beyond emergency preparedness and build true resilience in your state. Learn from Listos California and other states about what building resilience looks like. Don't let your own biases, privilege and experience limit how transformational a focus on vulnerable and diverse populations can be.
- **Do what you can.** Many states will need to pick and choose elements of the Listos California campaign to adopt due to financial limitations or other priorities. You don't have to do everything to make a difference. Look at what your state needs and what assets you have. Identify where you can make the most impact and focus on that.
- **Understand what keeps people from being prepared.** It is the government's job to remove barriers and change systems to make it easy for people to get prepared. Addressing poverty, homelessness, unemployment, transportation, childcare, mental health, isolation and other challenges can lift some of the burden that keeps people from being able to focus on potential disasters and getting prepared.
- **Create connections between emergency preparedness efforts and other services supporting the vulnerable population in your state.** Identify potential champions in departments of social services, health and human services, emergency preparedness, education, race and equity, law enforcement and more. Ask them to work together to identify opportunities to improve resilience. Identify ways to incentivize participation (non-financial or financial).
- **Declare the importance of focusing on vulnerable populations.** Political statements

are an intangible and inexpensive way to signal what you value. The political will to focus California's emergency preparedness efforts on something fresh and new kept the mission at the heart of every decision the campaign made.

- **Use culturally competent translation services.** Translation and trans-adaption of your message into other languages helps make sure all communities in your state are receiving and hearing the same information and resources.
- **Make sure your communication materials are compliant with the Americans with Disabilities Act of 1990 (ADA).** ADA compliance ensures older adults, people with access and functional needs and people with disabilities of many kinds can understand your materials. Visit the "Planning Resources for Governmental Agencies and First Responders" section of www.adapacific.org/emergency-preparedness-publications-resources for a summary of resources, and reach out to the ADA National Network if you need assistance (1-800-949-4232 or www.adata.org).
- **Advocate for funding an emergency preparedness messaging campaign focused on the most vulnerable in your state.** Interest in emergency preparedness will likely be higher than typical while COVID-19 is ongoing; use this opportunity to ask for additional funds dedicated to this topic. Other disasters also increase the salience of this kind of messaging and can be used to spark interest both amongst state legislatures and the general population.
- **Invest in local partners who have credibility with the people you're trying to reach.** These relationships and their understanding of the vulnerable and diverse populations they serve are critical. Identify the right partners, and then train them on how to spread the emergency preparedness message.
- **Reiterate the importance of meeting the needs of vulnerable individuals, even outside of emergency preparedness.** Establish the importance of increasing equity in your state by balancing past efforts across government that may have neglected the needs of vulnerable communities. Communicate your interest in rectifying past injustices with increased funding and attention for these groups. Work with community-based organizations to learn more about these groups and reach them in a culturally competent way. Then follow through.

What's Next for Listos California

The future of Listos California is bright and there are multiple potential paths forward. Regardless, the impact the Listos California campaign made and the course it charted for a new kind of approach have made an indelible impact on the world of emergency preparedness. Yet to be understood is just how far this approach and these learnings can go. There are countless more disasters to come and many more vulnerable individuals who need help and support – even beyond emergency preparedness.

More disasters are coming.

There is an urgent and unmistakable need for more emergency preparedness efforts. California experiences a wide range of disasters, and it seems that each year there are not only more disasters, but there are more devastating disasters as well. It is imperative that all Californians understand how to prepare for a disaster and know what they need to do when a disaster strikes.

Disasters also stimulate increased motivation to get prepared. Using positive and empowering messaging to encourage people to take disaster readiness steps in the wake of an emergency can capitalize on this motivation.

Resilience and readiness are not just about emergency preparedness.

Emergency preparedness is not enough. There are four phases in a disaster – mitigation, preparedness, response and recovery. Listos California's emergency preparedness campaign can have positive ripple effects throughout these four stages. But what will create deep and broad resilience in California is a broad investment in infrastructure across all these phases to create an integrated disaster ecosystem. Community-based organizations are trusted sources of truth and support within their communities, and it makes sense to continue to build on the relationships they have by providing disaster mitigation, preparedness, response and recovery strategies. Support for vulnerable populations across all four phases of a disaster is needed to create a truly prepared population.

Listos California doesn't operate in a vacuum. Community-based organizations across all sectors that educate and assist vulnerable and diverse populations must be part of the integrated disaster ecosystem in California. Active partnership with these organizations will make disaster mitigation, preparedness, response and recovery better at reaching the populations that have been historically underserved. These relationships can also expand the reach and effectiveness of the government in these areas, as Listos California demonstrated.

Additional opportunities to build disaster resiliency remain. An assessment of how to build disaster resiliency in California was released in mid-2019, funded by the James Irvine Foundation. The culmination of this assessment was a report which detailed, among other things, the six opportunity areas that stand to amplify investments already underway, all aiming to build disaster resiliency in the state. Listos California was able to make significant changes to the readiness of vulnerable and diverse Californians in only 18 months, and by focusing only on one of these areas – nurturing community resiliency networks. Imagine where California could go if the other five opportunity areas were pursued in an intentional way. These include:

1. Developing disaster-wise funders - California funders could lead the country in fostering whole community disaster preparedness, response and recovery by developing more coordinated and proactive plans and processes for disaster funding.
2. Harnessing committed corporates - Private-sector organizations knowledgeable about disaster response and recovery could coordinate at the state level to more effectively and efficiently leverage their resources in support of affected communities.

3. Resourcing county-level coordinating bodies - A broad range of community stakeholders, including those not historically involved in disaster, could become part of local coalitions that effectively prepare and mobilize the whole community.
4. Strengthening the state coordination role to assist local communities - Local community capacity during times of disaster could be improved by strengthening the ability of California to coordinate volunteers and donations.
5. Nurturing community resilience networks - With sufficient support and coordination, California communities could better leverage local assets, as well as state and county resources, to prepare for and bounce back after a disaster.
6. Democratizing disaster learning and resilience - California could dramatically improve its whole community disaster preparedness, response and recovery by boosting the transparency, accessibility and community engagement around information about what works.

The impact of Listos California's approach can extend far beyond disasters and emergencies.

Vulnerable populations have needs that go far beyond emergency preparedness. The Listos California campaign has shown that vulnerable populations can be effectively reached using trusted community-based organizations as messengers. Using community-based organizations to connect vulnerable populations with resources and information could be a critical component of improving life for those who are low-income, non-English speaking, older adults and underserved due to their age, race, sexuality, disability, access and functional needs or immigration status.

In Closing

The approach of this campaign and what was learned throughout the journey can and should be applied elsewhere – throughout the United States and beyond. Take what you've learned in these pages and run with it. We would love nothing more than to see the Listos California message spread far and wide to support vulnerable populations everywhere.

The Listos California team - including funded partners, contractors and leadership - has gained vast experience with implementing the Listos California campaign, during a global pandemic no less. With copious lessons learned and expertise built, future iterations of the campaign will be able to hit the ground running. We look forward to continuing to give back to this state we call our home.

Now is not the time to lose momentum. There must be a sustained effort and consistent investment in these communities to truly become a resilient and sustainable California for all. A California that is truly “listos” for whatever comes next. 🌀



From left to right: Daniel Zingale, Justin Knighten and Karen Baker.

Acknowledgments

from Karen Baker and Justin Knighten, the co-chairs of Listos California

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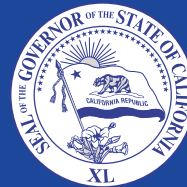
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Listos California, the state's landmark disaster preparedness campaign, reached 3.8 million vulnerable people – including older Californians, people with disabilities, those living in poverty, and people with language barriers – to help them prepare for wildfires, earthquakes, floods, and other emergencies. Through the commitment and creative efforts of community-based organizations, the campaign exceeded all expectations in making diverse and vulnerable populations safer and more resilient in the face of disasters. Notably, these accomplishments occurred during a pandemic and one of the worst wildfire seasons on record.



listoscalifornia.org