Roadmap to Resilience

Reporting on the Ark of Safety Community Resiliency Summit

September 13, 2022

For

Building Resilient Communities

"Raising up the foundations of many generations" Is. 58:12

By

HARC

HEALTH ASSESSMENT AND RESEARCH FOR COMMUNITIES

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Acknowledgements

Thank you to all who attended the Ark of Safety Community Resiliency Summit; this report summarizes the deep value of information you shared.

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- Dan Coleman, Building Resilient Communities
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- Princess Davis, Building Resilient Communities
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- Camelia Joseph, Kingdom Works International Ministries
- Jenna LeComte-Hinely, HARC, Inc.
- Vincent McCoy, Luvicent, Inc.
- Salomeh Wagaw, Riverside University Health System – Public Health
- Debra Williams, Building Resilient Communities

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Executive Summary

Introduction

On September 13, 2022, the nonprofit organization Building Resilient Communities (BRC) brought together leaders from across the Inland Empire of Southern California for an event called the Ark of Safety Community Resiliency Summit, designed to be the start of a movement that builds long-lasting community resilience in our region. Event attendees included representatives from nonprofits, faith-based organizations, county agencies, funders, and local elected officials, among others. The event included three breakout groups focused on the following topics:

1. What is community vulnerability?
2. Solutions to reduce/eliminate community vulnerability
3. Actions and next steps to reduce/eliminate community vulnerability

This report, created by the nonprofit organization HARC, Inc. (Health Assessment and Research for Communities), summarizes the results from those breakout groups. It explores the themes and knowledge that the participants brought to the table and sets the stage for the next convening on January 12, 2023, to create a concrete action plan for implementing these solutions to vulnerability.

Results

What is Community Vulnerability?

Poverty negatively impacts our communities' ability to access important resources. People with low socioeconomic status are more vulnerable in almost every way, including poor-quality housing, limited access to transportation, and lack of internet access. People of color who have experienced systemic and/or overt racism are also more vulnerable. Environmental racism across the region has caused the disproportionate displacement of low-income communities of color by warehouses and factories. Gentrification and lack of affordable housing have also put our communities at risk. Isolation—whether it be geographic or emotional—can exacerbate vulnerability. Local politics and policies can inadvertently contribute toward community vulnerability, especially because many of us are not politically literate and cannot understand the ramifications of some measures and propositions on the ballot. As such, we are unable to make strong choices and can come to harm at the hands of biased or poorly-thought-out policies. COVID-19 amplified existing vulnerabilities; those who were already vulnerable were often made more vulnerable, and those

who had strong support systems were able to handle the adversities with relative ease.

Solutions to Reduce/Eliminate Vulnerability

We need to educate community members about the wealth of existing resources that exist to help address these vulnerabilities. To make education accessible, it must be delivered to the people in need, rather than requiring them to come to the resources. Backpack medicine delivered by physicians to people who are homeless is one example of bringing resources to the community rather than expecting the community to come to a clinic. Accessibility also extends to language—materials must be provided in multiple languages, as non-English-speakers are often more vulnerable than those for whom English is their first language. The ideal way to convey these resources to the community is to use trusted messengers, ideally those who come from the very same communities they are trying to help. This means having a diverse staff of educators who look like the people they serve and have shared experiences.

Listening to the community to determine their needs is an important first step to solving those problems. We cannot simply assume we know what an effective intervention will be—we need instead to hear from those people who are living with these barriers. Soliciting input and listening well is a key first step, but we also need people in power to listen to us. Elected officials should be in the room when we come together, should hear our voices and our concerns, and should make those things a priority when they are enacting policy and making decisions that affect our communities.

No single organization can or should be responsible for reducing vulnerability in the Inland Empire. We must all join together to have a real impact. Many organizations are already doing great work, and by connecting and communicating together, we can have an even greater impact. Nonprofit organizations—including community-based organizations (CBOs) and faith-based organizations (FBOs)—are often the ones providing the services necessary to reduce vulnerability. This is sometimes necessary because there is a distrust of the government. However, nonprofits can be hampered by rules, regulations, and funders with outdated restrictions. The key to change is to offer nonprofits general operating support with few restrictions, and to let them do what they do best.

We must encourage our community members to register to vote, understand the voting process, understand how to research the issues on the ballot, and

thus understand how to make sound decisions at election time. Too often, our communities don't understand how important voting is, and even if they do vote, they tend to stick to party lines rather than thoughtfully researching the issues and making informed decisions. Anything we can do to make that voter education simpler will be beneficial to us all.

Assistive technology has helped people with disabilities to be more included in our society, but there still is a long way to go before we reach full accessibility. Lastly, we need to have open and frank conversations about racism, even though they are often uncomfortable. If we are to join together to eliminate vulnerability, we cannot do it with the elephant of racism in the room unaddressed.

Actions and Next Steps
We must engage in advocacy, especially with trusted messengers, to help get our community engaged in politics. We must participate in voter registration, voter education, and getting people to vote. We must educate community members about the resources that do exist in our communities, even if it starts small, with just modeling good behavior as a role model for friends and family. Education is best done by the community, for the community, so we must engage in models like the *promotores* to truly be accessible. Sometimes, if we don't see proper representation, we need to step up and be the trailblazers.

As mentioned in the previous sections, true accessibility means bringing resources to people in need, not expecting them to come to where the resources are housed. Any education and outreach that is being conducted needs to take into account the needs of the community in order to be successful—whether that's holding events after working hours, providing childcare during events, providing food at events, or other efforts to make participation in the education possible.

We must share our stories with others, even if it is uncomfortable. By humanizing our struggles, we make these issues matter to others who have not gone through the same experiences. This can be eye-opening to many, opening the door to compassion, empathy, and understanding. By the same token, we need to listen to the stories of others without judgment or criticism—everyone's experience is valid.

We need to push our elected officials to go beyond public statements that racism is a public health crisis and urge them to take action to remedy the issue.

We need to hold officials accountable and strive for systems that do not include implicit or explicit racism. Only then can we take steps towards becoming racism-free.

Lastly, representation matters—we need people in public offices who have lived experience going through these vulnerable experiences. We need our elected officials to look like the people they serve and to represent them with authenticity. However, the current system makes that challenging because it requires a substantial time commitment for very little compensation. As a result, many of us who work hard to provide for our families cannot make the sacrifice to serve in public office, and the seats are filled by those who are wealthy and/or retired, who may not have the lived experience that matches what their constituents are going through. The move to elections by district has helped somewhat to increase true representation, but there is a long way to go.

Conclusion

These results provide us with the foundation we need to develop an action plan to move forward with these solutions and actions. At the next Ark of Safety Community Resiliency Summit, to be held January 12, 2023, we will take this information into action by identifying short-term and long-term goals, key players, sources of funding, areas for collaboration, and measures of success.

Introduction

About the Inland Empire

The Inland Empire region of Southern California is made up of two counties: San Bernardino and Riverside, as illustrated in the map below.

Map of the Inland Empire
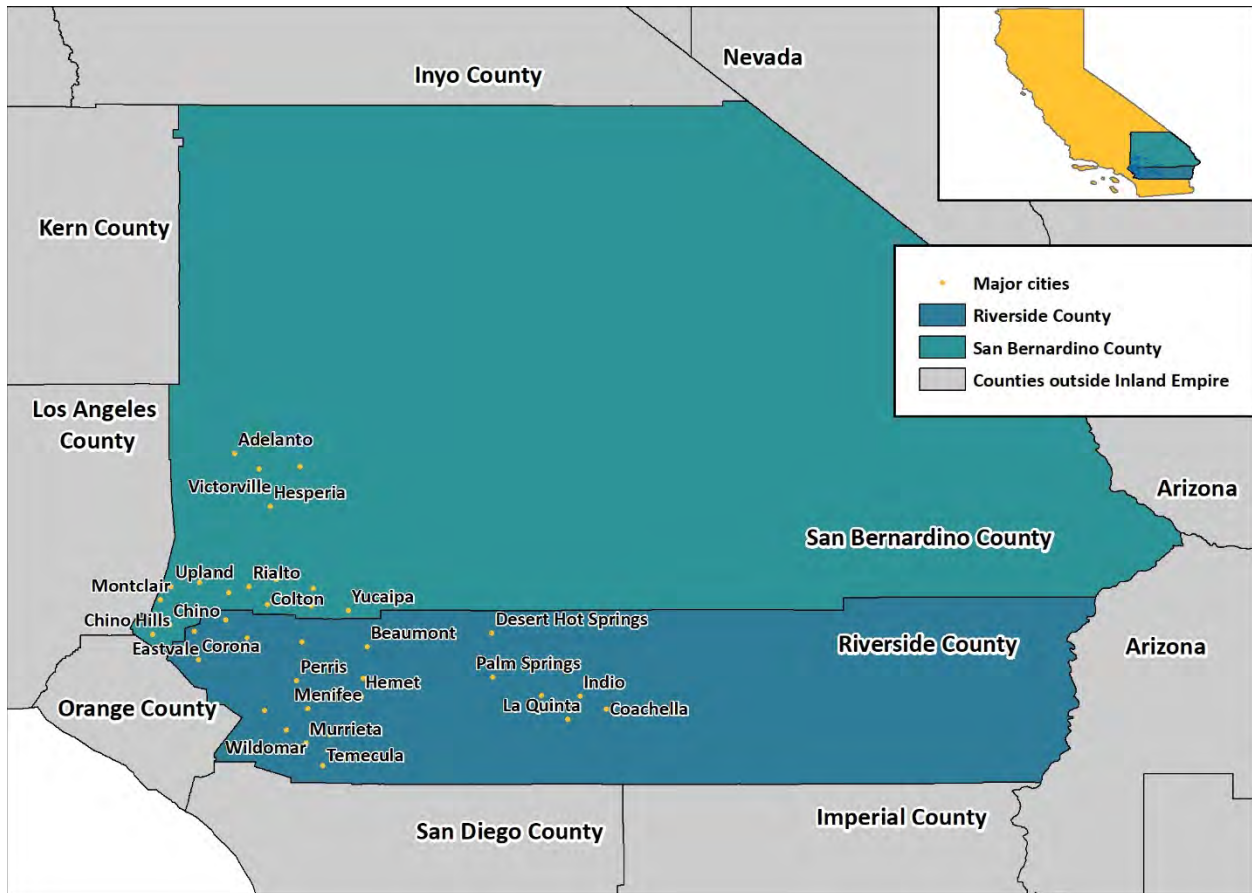
Originally home to the Tongva, Serrano, and Cahuilla peoples, the Inland Empire is now home to more than 6.5 million people. The majority of residents are people of color, and there are extreme wealth differentials across the region. At more than 27,000 square miles, this region is larger than 10 U.S. states. The largest cities include Riverside, San Bernardino, Moreno Valley, Fontana, Ontario, Rancho Cucamonga, and Corona, each home to more than 150,000 residents. However, the region also includes some incredibly rural and isolated communities as well.

About Building Resilient Communities

Building Resilient Communities (BRC) is a nonprofit based in Redlands, California. BRC's mission is to advocate for and provide resources, tools, and education to disadvantaged and vulnerable communities to prepare for and overcome disasters. BRC strives to mitigate systemic disparities that are based on climate conditions, environmental impacts, racial bias, and economic conditions that cause people to be disadvantaged and vulnerable in times of disaster. BRC equips families and youth, community and faith-based organizations, small businesses and government. Since 2012, BRC has provided training and resources for more than 600 faith-based and community organizations and continues to serve the most vulnerable populations.

About HARC

HARC, Inc. (Health Assessment and Research for Communities) is a nonprofit research and evaluation organization based in Palm Desert, California. HARC is a nonprofit that advances quality of life by helping community leaders use objective research and analysis to turn data into action. HARC and BRC partnered to create this report, "Roadmap to Resilience," which summarizes the Ark of Safety Community Resiliency Summit hosted by BRC on September 13, 2022. This report also outlines the next steps for the movement.

About the Ark of Safety Community Resiliency Summit

The goal of the Summit was to come together as partners to start a movement that builds long-lasting community resilience throughout the Inland Empire by addressing underlying obstacles.

Community resilience is the capacity of individuals, families and organizations to prepare for—and to recover from—the physical, health, social, and economic impacts of a disaster so they are less vulnerable to disasters and able to recover sooner. FEMA ranks California as having the second-highest number of natural disasters in the US since 1953. We cannot control when disasters happen, but we can control our communities' ability to withstand a disaster.

The Ark of Safety Summit was designed to be not simply an event, but rather the start of a movement. The goals of this summit were to identify what can be done across the major sectors of the population to help people be more resilient and less impacted by all types of disasters. The event sought to identify a common vocabulary, data, and metrics that can be used to identify the root causes, their impact, and ways to remove those barriers.

The leaders who attended the event explored how common social vulnerability characteristics (e.g., race and ethnicity, education, gender and household composition, income and poverty, housing tenure, and age) all lead to differences in community capacity, information, power and control and resources, and which ultimately results in disparities in response to, and recovery from, disasters.

Summit Sponsors

The following agencies contributed greatly to making this event happen (presented in alphabetical order):

- Academy for Grassroots Organizations: https://academygo.com/
- Building Resilient Communities: https://www.brcus.org/
- Earthquake Country Alliance: https://www.earthquakecountry.org/
- Edison International: https://www.sce.com/
- HARC: https://HARCdata.org/
- Inland Empire Health Plan (IEHP): https://www.iehp.org/
- Kingdom Works Int'l Ministries
- Public Health Alliance of Southern California: https://www.thepublichealthalliance.org/
- Riverside University Health System – Public Health: https://www.rivcoph.org/
- San Manuel Cares – A Program of San Manuel Band of Mission Indians: https://www.sanmanuelcares.org/
- United Way – Inland SoCal: https://inlandsocaluw.org/
- We Are One United: https://weareoneunitedinnovation.org/

Summit Event Details

The Summit was moderated by Salomeh Wagaw, MPH, the Program Director of Health Equity with RUHS – Public Health and Dr. Jenna LeComte-Hinely, the Chief Executive Officer of HARC.

The event occurred on September 13, 2022 at the University of Redlands. It was a hybrid event with participation opportunities both online (via Zoom) and in person in Redlands. There were more than 80 attendees who participated in person and more than 70 who participated online.

Agenda:
- Introductory Keynote: Debra Williams, BRC
- Panel 1: What is Community Vulnerability?
  - Moderator: Michelle Burroughs, University of California Riverside School of Medicine, Center for Healthy Communities
  - Panelists:
    - Economic Disparities: Damien O'Farrell, Parkview Legacy Foundation
    - Public Health: Dr. Marshare Penny, RUHS – Public Health
    - Disaster Preparedness: Dan Coleman, BRC
- Breakout Session 1: What is Community Vulnerability?
- Lunch
- Plenary Keynote: Working Together to Make a Difference: Kim Saruwatari, Director, RUHS – Public Health
- Panel Discussion 2: Identify Solutions to Reduce/Eliminate Vulnerability
  - Moderator: Jonathan Buffong, San Bernardino County Department of Behavioral Health
  - Panelists:
    - Strategy: Dana Sherrod, Public Health Alliance
    - Collaboration: Cesar Armendariz, Inland Empire Health Plan
    - Advocacy: Debbie Cannon, Academy for Grassroots Organizations
    - Funding: Michelle Decker, Inland Empire Community Foundation
- Breakout Session 2: Identify Solutions to Reduce/Eliminate Vulnerability
- Breakout Session 3: Identify Actions that we can take after the Summit
- Closing

The remainder of this report will focus on summarizing the results of the convening and next steps for moving forward.

Event Results

What is Community Vulnerability?

The first round of breakout groups explored the question, "What is community vulnerability?"

Poverty negatively impacts access to resources

The most dominant theme that came through the first breakout groups was that **poverty has far-reaching implications for community vulnerability,** impacting housing, transportation, internet access, access to resources, and much more.

> "Community vulnerability, to me, are those populations most in need. Those could be [those] most at risk of hunger, those who are struggling to be able to afford a place to live or living on the streets. Those who have no network of support or family or friends. Those who could be struggling with addictions."

Many local families are living in extreme poverty and have to make difficult decisions on what to do with their limited funds.

> "When they call into 211, the top three needs are housing, food, and utilities. Quite honestly, oftentimes families are having to decide, 'Do I pay my house bill, do I pay my utility bill, or do I get my family some food?' They're having to make those tough decisions because that's poverty. We're having to make those tough decisions."

People with low socioeconomic status are **trapped in poor-quality housing** because there are no affordable alternatives.

> "I find [vulnerability] is the low-income people and those living in some of those really poor housing areas, a hut or some of those houses that are really run down and it's like they're trapped because of educational level and income level and so many find themselves in situations where they—for example, I had to deal with a client last week and believe me, she has 12 children and [was] living in a really poor condition."

Poverty also limits transportation options severely, which can make it hard to access resources, keep jobs, and obtain necessary medical care.

> "I just noted that there was a lot of people that didn't have the finances to go to the places they needed to go. They

> had a home, but they took off [a] day to get to where they needed to go to get their medications."

> "We actually had a customer at one of our sites who was constantly late. They were starting to write her off as a no-show, [thinking] she's not interested. Well, nobody had bothered to ask her why was she late. She was having to take three buses and having to drag kids and they were ready to basically write her off."

Historically, internet access was something that many people could manage to go without, but the COVID-19 pandemic and related quarantine/social distancing rules made it an absolute necessity for all households. **Those who had no access to the internet struggled to effectively educate their children, do their jobs, schedule their COVID-19 vaccinations, order food delivery, or access a variety of resources.**

> "I was one of them [people who had no access to broadband internet at home]. I had to pay $5,000 to bring internet into my home. $5,000 to bring internet into my home because the internet company will only bring it up to certain feet, and that's pretty much it. My property is a larger property, and I own a back house. That's where I live. I had to pay 300 feet to get internet to my house. Satellite system was not an option. It didn't work. If you got kids, you need internet just for their education purposes."

Participants expressed that we need to **direct resources to these low-income and vulnerable communities** to address the wealth disparity.

> "What is community vulnerability? It's naming root systems and root causes and addressing those because we can raise as much money to invest, we have many resources from churches. We can come together collectively to take care of each other, but none of that is actually going to actually stop the flood of greed and wealth disparity that's perpetuated by the gap between those who have and those who don't have."

Experiences with racism can make us vulnerable

Experiences of systemic and/or overt racism have also made our communities vulnerable.

> "As a person of color and being a sister, I could tell you that it has a lot to do with psychology, your mental wellness. Seeing what is going on on TV, how people of color are treated badly by the police and how even in the school, because you are a person of color, the standard of dealing with you or reacting to you is different from the other people. Naturally, you lose that self-confidence, you lose that sense of freedom, you lose that sense of belonging."

Communities of color that include **undocumented immigrants have a unique set of vulnerabilities, given that many fear deportation.** This is detrimental to their ability to participate actively in the community and to address the injustices they experience.

> "I think that I've observed a lot of our communities where—especially when it comes to Hispanics or Latinos—where they're afraid to speak up because of retaliation, or they're afraid to speak up because they're illegal, and they feel that they're going to be somewhat noticed. Their voice is very low when it comes to being involved with the community. I feel that that's a social or race [issue] that contributes to that factor."

Environmental racism and displacement/gentrification is a major issue for our region

A specific effect of racism that is relevant in our region is **environmental racism, specifically building warehouses in low-income communities of color**.

> "For cities like Bloomington, an unincorporated city, and the county of San Bernardino, we're seeing an influx of warehouses coming in right on top of their homes. They just sold an elementary school to a developer so he can build a warehouse. This warehouse is coming up for a vote next week. As we're mobilizing the community in Bloomington, I realized that 95% of the residents are Latino. They're purposely targeting this community because they're Latino. It makes it vulnerable because they're a hardworking community. They can't get involved in politics, they can't show up to meetings. The meetings are at 9:00 AM when everybody's working. How can they fight back? They can't. That's why we have organizations like ours [are] helping them through the process. We're telling them, 'Hey, you're going to have to take a day off to fight for your community or a hundred homes and the school are going to be wiped out, a third of our community.' That's what makes Latino and Black communities vulnerable when they know that they can target them because they cannot get involved. They just cannot."

Some may justify the influx of industrial business as a good thing for jobs and the economy, but that's not how the local community feels. **Community members don't necessarily want warehouse jobs**; they want to retain their relatively rural way of life.

> "You have these white developers coming into our communities thinking they're doing us a favor by building a warehouse and even has low-wage jobs when in fact, we want to keep our lifestyle, we want that rancher rural life to stay in place. That doesn't mean that we're poor or that we're bad, or that we need a concrete box that's going to bring more heat to our community. I think all of these issues fall under environmental justice because you talk about immigration, you talk about how things are being built in our

> community, and how we used to be a community of
> orchards and citrus trees and it's all gone."

While industrial buildings are of great concern to our participants, **residential gentrification is also of great concern**. Wealthier families are displacing vulnerable families who then have no affordable place to go and reiterates the need for affordable housing.

> "Now we have the new people who are now moving up
> there [to Morongo Basin, Yuca Valley, Joshua Tree],
> displacing them all. Homelessness and affordable housing is
> becoming the problem, particularly for seniors because
> people are coming up and paying big money for those little
> houses that people bought for $20,000 and $30,000 and
> they're paying a hundred and something thousand, but now
> they have no place to go. It's very sad. The community is
> having a hard time."

Isolation and apathy exacerbate vulnerability

Many participants considered community vulnerability through the lens of disaster preparedness. One principle of disaster preparedness is to **know your neighbors**, as they will likely be your first resource in a disaster (and you will be theirs as well).

> "[I went through my neighborhood] To go and knock on everybody's door to find out what their names were, if there were seniors in the house, if there were pets in the house, if there were needs that they had. That was something that I thought necessary for me to know for the people that live around me because I retired out of nursing, so it was my mindset, 'You need to know who's around you. You need to know what's the needs of the various homes.' I didn't know I had a neighbor right across the street who was paraplegic. I didn't know that until I got out and knocked on the door. I knew the family, but I didn't know they had a family member there that was incapacitated in that way. I was glad that I did that. It was one of the most rewarding times for me to connect with my own community."

However, **multiple participants commented on how hard it is to get to know their neighbors in some of our regions**.

> "How do you get to know your neighbors when they don't want to be known? I had one neighbor that come straight out and told me, 'I don't want to know my neighbors. Leave me alone.' Until it comes down to the disaster and then they come running into you."

> "Our vulnerability for us is people don't live next door to each other. They don't want to know their neighbor. They're survivalists, they know everything." (Regarding Morongo Basin, Yucca Valley, Joshua Tree)

Other participants spoke to the issue of **apathy, disengagement, and frustration at not being heard**.

> "Our volunteerism is way, way down. We have people who [have] apathy. They don't want to be involved."

> "I was going to speak on the continuum of disengagement versus engagement. I think our vulnerability is we're not strong individually. That we allow the disengagement to happen because we didn't get our way. For example, if you, which I did, wrote my legislator what I think should happen with the college loans, they didn't follow _any_ of my advice. I thought my advice was brilliant. They didn't follow any of it. My message on this continuum of engagement versus disengagement, I actually think we go further than that, we actively disengage. It's even further south than what we need to do, is to realize our mission is to just influence the decision every time we can, to color it a little better. Not right or wrong but just change it a little bit, just add a little bit of clean water to it, if you would, just a little another drop of clean water, because we're all really vulnerable."

In short, participants emphasized that **giving in to this apathy/disengagement has made our communities more vulnerable**.

> "I was taught by my community when I go in and I'm having conversations with them. [I say] 'If they're not _at_ the table, they're _on_ the table'."

One solution to isolation is strong communication. However, when **communication is limited, vulnerability is sharply increased.**

> "My understanding of war is one of the first things that opposing factor wants to dismantle is communication. Because if your opponent can't communicate, then they can't resist. I think that is one thing that's contributing to our vulnerability right now is the inability to communicate with one another, especially across differences. We're so divided in so many ways."

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The mechanics of politics can contribute to community vulnerability

Several participants mentioned that **voting and participating in local politics is key to empowering our communities.** But the mechanics of politics are not always conducive to encouraging participation. For example, **policy literacy is specified as a major issue for our communities**.

> "I think politics and policies are really the groundwork of how our communities are shaped. The panel made a great point on becoming politically literate, having policy literacy. I think that's not for all of us, but us as community organizations and community leaders, we need to make it a duty for us to be literate, to talk to our politicians."

Even educated people struggle to understand politics and the process of civil engagement, which makes us all vulnerable.

> "Sometimes we complicate things. I think the powers that be do that. You heard this morning, that some of our ballots and the language in regards to certain proposition, who can understand that stuff? It's designed to confuse and very successfully. Why are we vulnerable? Probably because we're not in that class that is highly educated in power and government should be able to distribute resources."

Vulnerabilities were amplified by COVID-19

Many participants mentioned that **the COVID-19 pandemic highlighted and exacerbated existing vulnerabilities in our region**. There was a sharp demarcation between white collar workers who were often able to work from home and avoid high-risk in-person interaction and those deemed "essential workers" who had to be continually exposed to the public to make our world run smoothly.

> "COVID. Those of us who were able to stay at home and work at our computers, we were safe, but others that were environmental workers and porters and cleaners and CNAs or whatever else, they had to put their life on the line, or they wouldn't eat, or their rent wouldn't get paid. It really was a separator for us."

One of the more drastic disparities emerged in children. Young students were forced to attend school online and while some families were somewhat capable of pivoting, others were left struggling because of a lack of familiarity with computers/the internet and a lack of internet access.

Many families struggled because both parents worked; therefore, they couldn't afford to quit their job to stay home with children. This is strongly related to socioeconomic status; **students with means were more prepared for the pivot to online learning and had more supports in place such as internet access and computer proficiency. Conversely, students with fewer means and resources often struggled to participate and had fewer systems in place to support that transition.**

> "I think when you talked about COVID happening and all these changes with COVID, you're completely right. From my vantage point or from my experience, what happened with us in the field with homelessness is in some of the low-income housing complex that we were helping with after-school programs and tutoring, is if the kids are now out of school, and they have to be online with their families. Some of the families can't afford the internet. Therefore, how are they learning? How are they able to pivot and adjust like that really fast? I think COVID exposed a lot of these vulnerabilities that maybe people didn't think about before."

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Being safe during COVID-19, especially before the vaccine was widely available, meant staying socially isolated. This meant that **people who were already vulnerable and struggling, especially those experiencing domestic violence, had even fewer choices than before the pandemic**.

> "Another thing that COVID helped expose was the urgency with domestic violence issues. If people are locked up in their homes during COVID, and they can't go anywhere, and everything's closed down, how are those in need going to be able to find safety? Or to know that they can leave the house? Or where is it that they would go? How can people check on them in a diplomatic way without raising flags if that person could be vulnerable to domestic violence?"

One participant mused that **the COVID-19 pandemic has made us all realize how vulnerable we are**, no matter how strong our support system is.

> "It's interesting since the pandemic, I think this is for all of us, I just really opened up my understanding, we all really are vulnerable, at some point in time in our lives in different situations. I say that because the pandemic reflected to us that it's really less to do about your race and your age, because at any given point, you could be vulnerable, especially when the stress is large enough."

Solutions to Reduce/Eliminate Vulnerability

The second round of breakout groups were focused on the topic of solutions to reduce/eliminate vulnerability.

Educate people about resources and connect them

Participants were very vocal about **the need to connect those who are vulnerable with resources**. There are many support services aimed at helping the vulnerable, but often the two don't connect, for a variety of reasons. Providing information on those resources and connecting those in need to those with solutions is critically important.

> "Then there are others [who are homeless] who have been displaced and they have nowhere else to go and they don't know how to get the services but then, our police department is collaborating with the social services and instead of kicking them out of a homeless encampment they'll tell them you have 30 days and they'll bring in the social services to offer them housing, mental health, and all of that. Sometimes they can help. Sometimes not."

It is important to **bring the resources to those in need**, rather than hoping that those in need will come to the agencies providing resources.

> "Go to them when we are out there talking to the homeless community, bring to them as we're listening, bring to them the resources, the social workers that can help connect them to the resources that they need."

Resources and information have to be accessible, especially in terms of language. Many great resources are available in English, but there are fewer in other languages, and that makes non-English-speakers more vulnerable and less able to break free from vulnerable situations.

> "A lot of the systems are primarily English. I know that during the COVID or at the height of the COVID pandemic, having our partners do the translation and provide us information in their language, like, Spanish, Tagalog. I think that was a crucial component for the education that we want to provide to the communities. Addressing the issues of language access, it's really necessary. When we're providing the education in the language that the community prefers, is needed. Providing flyers and just being able for them to call someone, and for them to speak the language, is needed."

Language issues aren't always about the literal language of the messaging; sometimes it is about **tailoring the messaging to individuals to help them put it in context and understand.**

> "What I say to a 20-something-year-old and what I say to a 40-year-old—almost every decade has to be different to get them to vote. When you start talking about George Floyd, you're going to get young people. If you start talking about school loans, things that mean something important to them, but we have to understand the whole scope of how many issues are on these ballots and what does it say to get the person to the ballot box."

The use of trusted messengers is key to effective communication. It is especially effective when those doing the messaging are from the same community that they're working in—they look like those they're trying to help.

> "Ideally, have people from that community, from that skin color, from that language be the connection point. Nobody's going to be able to connect better than somebody that you identify with."

> "Right now, I'm experiencing in the community that we're working out of, if you don't know somebody that gives you legitimacy here, I don't care what services you're bringing, we don't want you here. A whole community. They have to have somebody—that was a very good point, have somebody that they are familiar with that looks like them, that they trust to be the lead, in other words, for you to partner with them."

Diversifying to make sure that organizations look like the people they serve is just generally a good practice overall. Many of our organizations are making good progress in this fashion, but there remains much to be done.

> "In our C-suite, before it was predominantly white, now, we're starting to see we have a new CEO. Although he's mainstream white dominant culture, he has been slowly bringing on minorities of color that are able to change the look of our marketing to reflect the people that we serve."

We need to listen to better understand root causes of problems

Participants were very clear that **solutions to reduce vulnerability need to be driven by thoughtful examination of the issues**, and that starts with **listening to others, gathering input, and assessing the needs**.

> "We see a need and we think we have a solution for that need to be met. Sometimes it's not what the people of that community believe that they need, or want… We have to hear the stories in order to identify what people want and get them into a place of 'okay, what does that look like now?'"
>
> "It's the data, inviting people to come to the table, not assuming what people need, asking them what they need."
>
> "I've worked in COVID response for the last couple of years, and through that effort, I think the importance of relationships and partnerships with community organizations, and definitely, everyone here on the call and at the conference today, is really important in understanding what are the barriers for different communities. I think it's about listening to what those barriers are, whether they're actual barriers or maybe thoughts about engaging with different types of institutions to address some of the upstream drivers of health."

Just **listening to each other is important**—every one of the participants in the summit had important perspectives and information to share and acknowledging and listening and learning from each other is incredibly important.

> "A solution to even what you're saying is we have to learn to listen to one another. We have not done that part of communicating well. What it is that we are wanting from the government or otherwise?"
>
> "Listen, listen. The solution is listening to one another, coming into the grassroots organizations, being a part of what structure can we create to help identify these areas of need."

Listening goes both ways—We need people of power to listen to us

Listening to each other is important and powerful, but **we also need to ensure that people in power, those with the ability to make widespread changes, are also listening to us**. This may involve inviting them to participate in efforts like the summit or bringing our findings to them at public meetings, but having people in power listen to our messaging is an essential step in the process of reducing vulnerability.

"I think it's important to be intentional about the solutions, we plan, and we meet, but what is the action behind it, and who is in the room? For instance, I keep going back to the COVID relief coalition that was developed by Michelle at Inland Empire, and then I think [unintelligible], from UCR. They have all the stakeholders, the key players at the table, and I think that's important. We listen to each other. We could talk all day among ourselves as nonprofit leaders about what we need and what needs to change, but if we're not actually impacting the people who have the power to make that change, then what are we doing?"

"We can complain about each other, but nothing happens because we don't have resources to help each other, right? If we're complaining and the people that have resources that's in the room with us, and they are sincere about being there, then we have the probability of something happening and then providing the resources for us."

No single organization can do it all: Join together

Participants were very clear that **collaboration is key to reducing vulnerability in the Inland Empire**. No single organization can (or should) be responsible for doing it alone; having multiple agencies pull together is critical.

> "It needs to be a community or collaborative effort. It can't be on one entity to get it done. It has to be a community approach. I think really looking at all the solutions that we've heard is it has to be the voices of the community and the community working to do that."

> "We need to move away from a competitive model to a cooperative model for finding solutions in our vulnerable communities."

Many organizations and collaborations are already doing great work to reduce vulnerability in our communities. By connecting and communicating, we can amplify those impacts and reduce redundancies and workload for all.

> "I think it's very important to streamline the collaborations we already have and to keep in communication. Maybe we're not on the same ground, but just stay in contact. 'What are you doing? How can we help out? How can we advocate for you?' Because all of our goals to make our communities healthier, to make it a better place, and I think with collaboration, that eases a lot of the workload for all of us."

Collaborations are important because different partners bring complementary capabilities and services to the table which can help those who are vulnerable. But if we work in silos and don't communicate, we never realize it, and that handicaps our ability to identify gaps in services, best serve the vulnerable communities, and connect them to resources.

> "I was thinking that how critical it is for us to identify which strategic partner needs to be doing the heavy lifting when. I say that because if anything I've learned in the last 18 months, is I was just totally ignorant on how many other agencies, state level, national level that are working on the same things but have different jobs. I think we need to do a

> better job… A lot of us have the same things in our toolbox, and we're not sharing them, we're not sharing them. I've been retired, I've been in the system, but I've learned so much about, why we're missing these, how these silos are not connecting in significant places to change public policy and how it's all tied together. I guess I'm just reaching out to people here saying, we need to connect better, and know who needs to do the heavy lifting on what. We can't do politics and we can't do medicine and we can't do healing, and we can't do—we need to figure out where it connects, and get people, I guess the right people in the right room with the right table, the right conversation."

One lens that can be used to understand this collaboration is the lens of collective impact, which is something the Ark of Safety Community Resiliency Summit can continue to pursue in future convenings.

> "It makes me [think] of the collective impact model and trying to bring together cross-sector partners working on the same issue from different angles and making sure that all of our efforts are really aligning to achieve the same things. I think that can be really difficult, especially when we're talking about competing priorities, maybe for different groups around the same issue, but I think those are the difficult conversations that we need to start having collectively, to have the maximum impact with the resources that we have."

Nonprofits are critically important to implementing solutions to vulnerability

Community-based organizations (CBOs), including faith-based organizations (FBOs) are often the provider of the resources to people who are vulnerable. Many of these organizations are doing an outstanding job of providing services.

> "That's a big impact, us because we've done outreach, and I've seen a lot of our faces out there. Once you build that consistency, they're used to seeing you, and they start trusting in you. When you're communicating, you're communicating something that they're going to trust you when you're saying it because they're used to you. When our organizations are consistent with our communities, becomes that trust. If you tell them, 'It's okay to receive this, it's okay for rental assistance, it's okay we're not a reporting agency,' all that stuff it becomes okay, but we have to be consistent with our communities."

Sometimes it falls to nonprofits to provide these resources because **local residents do not trust the government.**

> "A lot of our friends in our communities do not have access to media or to know where to get flyers, and having our CBOs, FBOs be boots on the ground to actually pass out physical flyers, that also does help with disseminating information, and actually having the right language on there, and even look down to the color of the flyer... I remember mainly during COVID, just the impact of getting people to healthcare access, getting them to get vaccinated, and there was a little bit of a barrier and a little bit of hesitancy due to being a government entity, community telling them to get vaccinated. That trust wasn't there. I guess maybe I could say cross over those barriers by having our CBOs come in and address the needs of the community, become translators, where we as public health officials were not able to translate."

However, **nonprofits are sometimes hampered in their abilities to help people in vulnerable situations because of the dynamics of the funder-nonprofit relationship.** Too many funds are given out with unrealistic restrictions or reporting requirements, which limits the capacity of nonprofits to do the important work.

> "The government is saying they have to be accountable for this funding. It's not just free money. They have to be accountable to the taxpayers and all the sources of where they get that funding from. They need documentation approved, 'These dollars went to this program for this particular service.' On the other hand, you're like, 'You're giving me peanuts and I got to be in my office 16 hours doing admin. You want me to do $100,000 worth of work with $10,000.'"

The key to making change is for funders to provide nonprofits with general operating support with few restrictions.

> "They had a focus group, a couple years ago, Inland Empire focus group, where they asked us as nonprofit leaders, 'What do you need from funders? Where is the disconnect?' We said, 'We need more discretionary funds, we need more unrestricted funds, we need to increase the indirect percentage.' I'm starting to see that happening with certain foundations, Black community foundations, like, what is it, TCE. *[Note: likely references The California Endowment.]* Really providing that capacity-building support without all of the restrictions on it."

Often, because of the way the nonprofit funding world works, funders aren't equipped to shift funding priorities when things change. As a result, **innovative community-based solutions to current problems go unfunded. Many nonprofits try to make-do and implement the solutions without funding**, which only further strains these organizations.

> "We have a choice. We could say, 'I'm not getting funded for it.' We don't do that. It's something that we know that our community needs. It's in our nature, somebody's going to get

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> out there and do it with or without the money, and we make it happen, don't we?"

> "We have solutions, but we're not getting funded to do that. We have to do that for free."

One participant eloquently described that **there are different standards for for-profit versus nonprofit organizations**, and the shifting tides of funder expectations that nonprofits are required to adapt to satisfy.

> "Funders might provide us with funding for a particular project. I remember when I first founded the organization I currently serve, I remember the funders were asking, 'Collaborate, share resources,' which was a cultural shock because most nonprofits are in their little silos, and they covet their funding. Now, we're asked to collaborate and share, then they shift it to evaluation. 'Now, we want you to evaluate your impact to the community. How many? Let's hear some numbers.' Now, they transferred to sustainability. 'Now, that we give you some dollars, how are you going to survive after our dollars—' You write in their grant applications. I always write I'm going to come back to the appropriate funding source that you're designing to get to. This country does give nonprofits some tax-exempt benefits. That's where it begins and that's where it ends, in my opinion, because we otherwise have to hustle and always searching for resources. They don't ask Pepsi and Coke to collaborate. Someone said this morning talking about different detergents, even though they do the same thing, but we get punished if we duplicate services, the for-profit entity doesn't. There's some type of disconnect there the way they treat nonprofits. Yet, some nonprofits are huge, churches, hospitals, very huge, big-time employers. Especially when we have to report on the funding we get, oh my goodness, we have to show them our bill, the check that's written, the canceled check. We have to report like crazy. I was told if I sell you a hundred pizzas, and you buy them, and we're done. I don't have to know what you're going to do with the money I gave you for buying the pizzas."

Encouraging civic engagement and voter education is key to reducing vulnerability

Working to "get out the vote" is often treated as less important than more immediate needs such as sufficient food, housing, and healthcare, but **voting underpins all these issues**.

> "One of the things I'm realizing [is] more critical is that the whole civic engagement of voting is so critical. That is such a not really a big thing to do, but out of your to-do list, when you're trying to feed your bills, feed your kids, stay healthy, get your insulin, the normal things we have to do in life. As an agency… I think the one thing that crystallized it for me, this iceberg is huge at the top, has all these little things underneath the water. One key thing that I think any agency should be engaged in and really understand is that… getting people to fill out the paper and to vote and understand that. Understanding all the policies, that will come, but you got people that can do that. The one thing you can do at the bottom is to get out there to vote. I think as an agency, we got to put more focus on that part of voter education."

Civic engagement is especially important for immigrants and people who don't speak English as their primary language.

> "I know for me—this is coming from my background and my family where my parents, English is their second language and it's not even spoken well. Us, as first generations, how do we come into the system trying to learn who's going to make that way for us? We are the ones who are going to have to start learning, that are going to have to start breaking down these barriers. For me, what I've tried to do, and what I've learned is, even if it's just changing the mindset or not even the mindset, just having someone explain to them, understand the system. I think that is a gain. Having them understand how to register, understand what is the importance of actually doing the research, how to get in contact. I think the education aspect does come in here or we can all help one another even if it's just one person at a time."

It is important to note that participants are not saying that it's important to persuade community members to vote one way or another—just to **teach them how to research the issues and make informed decisions.**

> "I'm not telling you how to vote, I'm just telling you that research tells us that when people vote, better outcomes come out for everyone. That's what this republic is built upon in this country."

There are various ways that we could engage the community in understanding ballot measures and elections together, whether it be a "boot camp," a hotline, or town halls/community forums. The need for **trusted messengers and communication about resources is once again highlighted as critically important** to making change happen.

> "I feel like what's emerged for me in this conversation is the need for this measure boot camp. Having somebody hotline or some way to navigate the measures that you can just call if you're working or whatever. I'm just imagining out loud. The 24-hour hotline where you can just have somebody break these things down or have some measure boot camp that can be hosted online or on YouTube where somebody's explaining it and going through these measures so that things don't get voted on, that hasn't shown up is one thing, but also not really knowing what the measures are."

> "It made me think like there aren't any town halls that address some of these issues because I am one of those college educated, but you're watching the commercials and you're like, 'Yes, I should vote no because X, Y, and Z.' Then you hear the other side and it's like, 'Oh, shoot, I got to vote yes.' I'm reading the books and sometimes it gets daunting. It would be nice to have some community forum where we can get together and discuss these issues with the experts."

Participants in one breakout session suggested that **community members could form "study groups" to better understand ballot measures** without imposing too much of a burden on any one individual.

> "There was actually because of this ambiguity in terms of what is given on the ballot and even us as educated, what are they talking about? I heard that there's people who form groups and in that group, in a sense, it's a study group. You get measures and you do your own research. That way it's not that daunting. Then as a group, you're all informed, all aware of what's occurring, and you make your own choices."

> "I really love that idea of the study group. Doing that online or something. What a great idea to just task everyone with spending a little time because I know when I'm sitting with my daughter, she seems to be, 'You're spending all day on studying this stuff.' I said, 'Yes, that's going to be your job. It's very important for you to know what you're voting for and voting against.' Having a study group would certainly lessen the load, that thing we talked about stress and load earlier."

While civic engagement is important for everyone, **it is especially important for youth to engage in the voting system**. Youth often bring a powerful and unique perspective to discussions about local issues.

> "I think having youth voices there is really critical, because they have great questions that is, ideas that may be a little bit different than we're used to, and having these conversations with them and with the community. I think when you talk about civic engagement, youth voices is also a critical component of it."

> "Just to talk about civic engagement a few years ago, our public health land use, a planner, he was leading an effort called Land Use Planning Awareness Project, LUPAP for short. We were engaging youth to think critically about the intersection between land use and public health, and having the conversations about like, what is happening within their community. I don't know if you all may be aware of CV Link in the Coachella Valley. When it was first happening and the

conversations about the health implications of it and the health benefits that it would bring, and how much money that required in the funding, and individuals not wanting it in their backyard. The nimbyism about it. Youth from Coachella were thinking critically about this project, asking really great questions. I think one of the things that we encountered, since I was also working on that LUPAP project, it was like the pushback from our elected officials and saying like, I think they were scared because they were asking really great questions, them being the youth."

Technology has helped include people with disabilities, but there's still room for improvement

People with disabilities can often be vulnerable and can have an especially difficult time accessing resources. **In recent years, technology has advanced to develop a wealth of assistive technology options that make it easier for people with disabilities to be included** and to access resources.

> "I'm talking about 30 years after the passing of the Americans with Disabilities Act. When that act was passed, it may address the mobility impaired community. That's why when you go park somewhere, you see a handicap [sign], and you look at a person sitting in the wheelchair. For a person using one of these things, no. We've been working with that for years now, making some strides. Technology has reduced some of the system barriers. I could use a talking computer, a talking iPhone that has voiceover or screen-reading programs. Technology has helped in addressing barriers that disenfranchised people experience."

However, **the systems and the structures in our society need to catch up with the advanced technology** in order to truly be effective and helpful.

> "When it comes to people with disability, say, for example, I go to the doctor's office for whatever reason. I go to the front desk and the young girl asks me, 'Can you fill out this paperwork?' I know I can't fill it out. It's not that I'm illiterate. It's just not accessible to me. 'You're going to have to come back.' 'Why? I got a toothache.' 'We can't help you.' That's changed. Now, they will come to the lobby, sit by you, but then they ask you all these questions that are confidential. 'Do you have AIDS?' All this stuff because they don't have any space in their building to accommodate that."

We need to have the conversation about racism

Several participants noted that **although the broader societal conversation about racism can be uncomfortable for many, it needs to happen**.

> "A better solution would be for people to be able to own it, and that I think also connects to what we're talking about, that the burden of responsibility isn't on the individual. I think the gentleman who spoke finally with the comment about the low-vision community, that it's up to the people of dominant culture to recognize that they're not being personally attacked, but instead that what's being addressed is whiteness and that whiteness is toxic and that it is harmful and it's violent to communities of color, and that in order to have those conversations, they have to own that. They don't have to take responsibility for the ways that things have happened before they came here. I'm hearing you say in order to have hard conversations, it's like having reconciliation conversations of owning and validating that what you share about your experience is true and that it's not a debate."

As one participant succinctly summarized that **there is a need to have those conversations about race that are particularly difficult**:

> "Racial reckoning conversations are uncomfortable, but we have to have them in all the workplaces to get the heavy lifting done."

Actions and Next Steps

The third and final breakout groups were focused on what we as a group can do to move forward after the summit.

Engage in advocacy

In this session, participants once again reiterated **the need to engage in advocacy in our communities, especially with trusted messengers within community-based organizations.**

> "Advocacy with the trusted messengers, with the community leaders, with the CBOs, and they're the ones that are providing that civic engagement, training, and education to the community to empower them to go out and speak for themselves."

There is a common belief that nonprofit 501(c)(3) organizations are not allowed to advocate for political causes. Several participants mentioned that if the nonprofits can't engage in advocacy, **we need to find ways around that**, because it is so critically important.

> "If our churches can't put their 501c3s on the line and our nonprofits can't, then let's support a political action organization that can speak out. Let them do the voter education, and we get the people there."

In reality, advocacy by nonprofits is complex, and few truly understand the nuances around this topic. This would be an ideal topic for a workshop or intervention; **there is a need to educate nonprofit leaders on how much advocacy they can engage in without putting their nonprofit status at risk**.

The importance of registering to vote, getting voters to understand the voting system and processes, and showing them how to make educated choices on voting choices was emphasized once more.

> "One key thing that I think any agency should be engaged in and really understand is that basic thing to understand, of getting people to fill out the paper and to vote and understand that."

Educate others about resources

The theme of **educating others who may be unaware of resources** was another theme that carried from the second session to the third. Participants noted that educating others didn't have to be an organized, systematic project—it was enough to **start small, in our own homes, by educating our friends and family**.

> "There's another point that was brought up, where we could start within our community. We could start educating my parents and our neighbors and all that stuff. Just like I mentioned to you, it starts in a home, how we treat other people, how we do checkups, how we go to the doctors, if we choose not to, or all that stuff, it starts within your home, and how do we educate our communities to do so?"

One method of education that was emphasized in the presentations was the *promotores*, a model where people from the community are trained to educate their neighbors and colleagues on an important topic such as the importance of voting or health education. **This type of education/outreach, that is, provided by friends and neighbors who have similar lived experiences and background, is especially effective.**

> "They talked about the *promotores*. I think they would be natural colleagues to help push all this information and networking out."

Lastly, participants mentioned that **if there aren't already people who look like you who are doing this education and advocacy, perhaps it should be _you_ who steps up to be that example to others.**

> "I think something that really resonated with me and part of the speakers and facilitation that occurred today was being that stepping or that setting that trailblazer moment. Just because you don't see someone that's looking like you, is representing you, you have to be able to feel comfortable and make those changes—because someone has to start it… If, at the end of the day, it's you who starts that conversation, it's you who's going to be able to lead the path for others who feel that they don't have a place at the table. Really, just gathering that courage."

Access means bringing resources to people, not people to resources

Participants emphasized once again that **when serving vulnerable communities, it is most effective to bring services to the people where they are** rather than requiring that people come to us to access those services.

> "I loved what the keynote speaker shared about Riverside County's project equity teams. Pulling together different county departments to work together as teams to go out actually into the communities, to bring the resources directly to the people rather than hoping they come to you. Frankly, for some people who, let's just say are lower income, it's a real hardship for them to take even an hour off of work to try and go somewhere to take care of something or get resources. Just like people have comfort zones, organizations have comfort zones too."

Barriers to access may be based in transportation, childcare, or many other aspects of life, which makes it all the more **important to make accessing these resources blend seamlessly into their lives**.

> "I know that some of those barriers include access issues, just getting services and understanding how difficult it is with work schedules and transit situations, being able to get to services. Just being able to get to services, get to places to drop your kids, all of these kinds of things. I don't think that's often understood. The larger system of the stress that comes from having to get, so you want to vote, but you have to pick up your child and you have to get from work or get the time off of work and kinds of different things. That system of understanding and how do we break down and make eligible to others how difficult and challenging it is just to get place-to-place."

Education and outreach are important, but **this same principle of bringing resources to the people needs to be at the heart of any planning efforts if they are to be successful.**

Organizations that hold training events should consider ways to make the events easier to attend: position events within communities, provide food, transportation, and childcare, and take community members' schedules into account when planning the event.

> "I agree regarding transportation being a barrier to a lot of the communities, especially in rural areas. The lack of childcare, for example, just talking about as an example emergency preparedness and trainings. We are asking community members to engage in, for example, eight hours of their time, but we still have to take into account the implications, when will these trainings take place? If they're working during the morning, we can't schedule them in the morning. If we schedule them in the afternoon, we have to provide childcare, we have to provide food. Sometimes some of the funding doesn't provide money for that."

> "I think another barrier is, how can we get more community members involved in terms of participating and attending different meetings. There might be for example, a town hall meeting, but how do we get individuals to attend? I think it's still asking those questions where it's like, okay, you meet them where it's best for them, or going out to the schools. It's doing that community outreach that Kim Saruwatari, Public Health Director, was talking about, and being out in the community, which is crucial. Also, it's events that are happening on the weekend after work hours, or normal 9:00 to 5:00, sometimes, it's not really reaching the individuals, since they're at work as well."

Share your story—and listen to others' stories with empathy

It sounds simple, but one common theme expressed by participants was the need to **share your story with others**.

> "One of the things I learned through my exploration was I heard loud and clear from people of color that it's not our responsibility to teach white people about racism and what's wrong with it, et cetera. That's their responsibility. But on the other hand, telling that story can be the catalyst for someone like me who needed to learn and have their eyes opened."

Sharing our stories can sometimes be uncomfortable, but it's often what's needed most for true education.

> "Being the child of an immigrant and a disabled parent, I have to, it's uncomfortable and sometimes it feels like a heavy burden, but I have to leverage my personal lived experience so that the people in those rooms [elected official chambers] know that it matters and that people die. People literally die when you don't address those inequities."

Hearing personal stories can be life-changing for others in the room.

> "I keep thinking of this one experience I had. I was very ignorant about racism and bias. I was in a meeting with a dozen folks and one person said something and two of the other people in the meeting immediately jumped on it and started sharing, actually a pretty decent amount of their story. They were both Black and they opened up and were vulnerable. I was like, 'Wow. That was a real eye opener for me.' This was about four years ago. Then I got involved with another group and same thing where people were just opening up and telling their story. It just really opened my eyes to a lot."

We need to be open, empathetic, and without judgement if we want people to feel comfortable enough to share their stories.

> "It's important to listen to the stories. I think we have this on our recap, for listening to the stories that people, their voice, allow them to tell you in truth what they have experienced without judgment, so that they are comfortable with talking to us."

We should all proactively seek to share our stories with one another, as one participant eloquently stated.

> "When you don't have the resources, reach out to the people who do. If you are not of color, reach out to someone who is, listen to their stories."

Listening is the first step, and one that is important to take prior to taking action.

> "On an individual level, we listen actively with empathy and curiosity to the lived experiences of those who have been most impacted by historical inequities and then we take action."

Go beyond racism as a public health crisis

Many of our local cities and counties have taken the important first step of naming racism as a public health crisis. But that simple statement is not nearly enough. Participants stated the importance of **holding elected officials accountable for their public declarations related to racism and the actions that must go along with it.**

> "Going to the people that they're making the decisions and holding them accountable, especially for what they've already declared… It is going back to city council or board of supervisors per say, 'back in such and such time you said this and so I want to know what's the game plan.'"

> "The first part is to systemically hold our officials accountable for what they said they would do."

> "We hold our elected officials accountable for enacting these policies, set their general plans to address these inequities."

Some recommended **there is a need to assemble a taskforce or staff member to go through policies one by one to check for racism**. This person or taskforce would have to be literate about ordinances, bylaws, resolutions, etc. This would allow us to **move towards going beyond "racism as a public health crisis" to "racism-free."**

> "My goal is to be systematic racism free, could not you as a city council member or someone elected official, put it out we want a set a goal and a target that five years from now, we can publicly get up and say we are a city that is 100% racist free, as far as our system."

Representation matters for elected officials, but the current system makes it difficult for many to participate

Having leadership that is representative of the population being served is critical, whether that's as a city, a county, or a nonprofit.

> "We identify solutions by bringing people to the table through authentic representation of excellence to address how our proximity to power impacts policies that address the inequities in our communities."

> "I think right now that we were speaking earlier, how many nonprofits have boards that aren't representative communities? Or even when you're looking at politics, look at our board of supervisors. Does that represent our community? You look at it from that perspective, who are we voting into office? Is it representative of the communities that we serve?"

However, **the design of the current system puts up barriers for the average person to be able to participate as a leader.** For example, the immense time commitment of being an elected official is an enormous ask of people who have multiple competing responsibilities such as family and work.

> "Something I see a lot of, it's like these board packets go out and they are _hundreds_ of pages long. People aren't going to read that… They have jobs, they have families, and do the packets really go out a week in advance when they—at least there should be a week in advance, but a lot of them are day before, two days before. It's not realistic, and then the meetings are too long. You cannot have a productive meeting—I mean, a meeting should not be longer than an hour and a half, two hours max."

Additionally, the **compensation elected officials receive for that immense time commitment is very low**.

> "In Redlands, for example, the stipend for being a city council member is $500 a month or maybe it's almost $600 but after taxes, it's $220 per week."

The combined effect of the enormous time commitment and the low compensation make it unlikely that low-income residents will be able to fill those roles—instead, it makes it likely that wealthy people and/or those who are retired are the only ones who are able to fulfill those obligations. This sets up our systems for a lack of fair and equal representation.

> "When we're talking about representation and equity, how are you going to get people who've had the lived experience of being touched by poverty, of being touched by community violence, of vulnerabilities in our communities who are in there making those decisions if you're not providing resources for them to be able to do that work?... I want to make a difference but how do you have the stamina? How do you expect someone to be able to be a true representation of America or of our cities if you're not providing them substantial resources to be able to do that? Because then what you get, is you get retired folk, you get people who have their own source of independent wealth or their own income that they have somewhere which is immediately going to put them out of touch with the communities to write policies for."

The switch to voting by district instead of at-large is making some progress towards enabling proper representation of elected officials, but there's still a long way to go.

> "One good thing in California that's happened as a solution to that is the elimination of elections at large. The community I lived in until about 10 years ago, that's how all the elections were done. Your city council people were all elected at large, so anybody in the community could run for council. You might end up with four people from the affluent corner of the community being elected to the city council, nobody being elected to represent the poor parts. Through a lot of legal cases, lawsuits and whatever an advocate in California was able to get the laws changed, so now you have to vote by district."

Conclusion
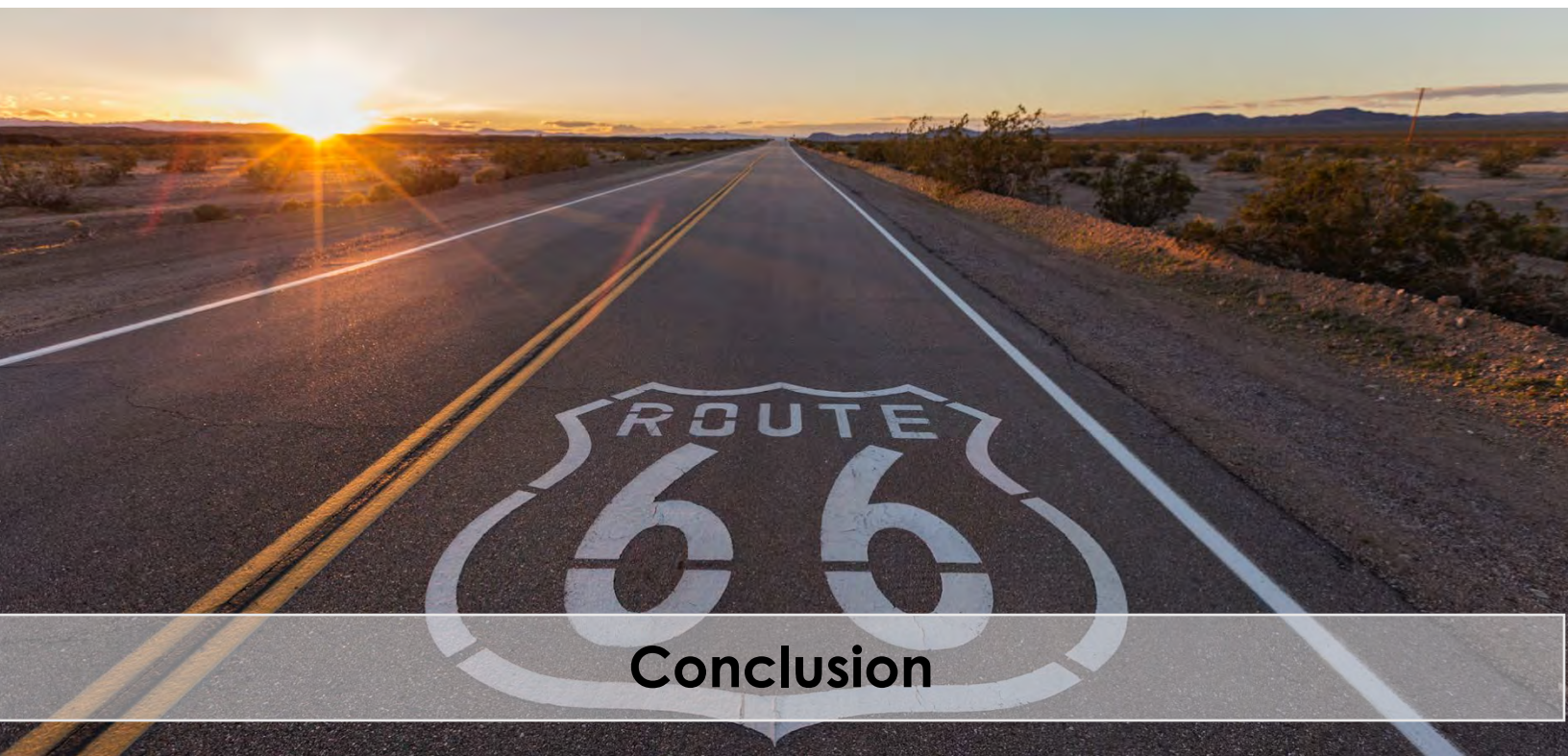
Conclusion

The knowledge summarized in this report identifies many areas where we can focus our work to reduce vulnerabilities.

For example, we can initiate conversations with funders about the importance of providing funding with fewer restrictions and requirements, so that nonprofits can be free to provide innovative solutions to emerging issues.

We can also educate nonprofits about how to approach advocacy without endangering their 501(c)(3) status.

When we are trying to provide community education and resources, we can learn from these best practices, bringing the resources to the communities and using trusted messengers to get the messages across in culturally competent ways.

Additionally, we can connect with other local organizations to provide our complementary services to vulnerable communities in a joint effort rather than trying to do it in isolation.

Importantly, we can share our stories with others, even when it is uncomfortable, and we can listen to others' stories with open minds and open eyes. Along those lines, we can discuss racism in a frank, honest, respectful, and productive manner.

Lastly, we can hold our elected officials accountable for taking steps and making real progress towards eliminating racism in our systems. We can also vote for and support candidates who have the lived experiences to authentically represent our communities.

The insight gleaned from this report will be utilized in the next Ark of Safety Community Resiliency Summit convening, scheduled for January 12, 2023. At this convening, a facilitator will lead the group in creating an action plan, including short-term and long-term goals, key players, potential sources of funding, timelines, goals, and measures of success. This will help activate our community leaders to work together to reduce vulnerability and build resilience in our community.

Appendices

Appendix A: List of Acronyms
Appendix B: Data Sources

Appendix A: List of Acronyms

The following acronyms were utilized in this report and are included here in alphabetical order for reference.

- BRC: Building Resilient Communities
- CBOs: Community-based organizations
- FBOs: Faith-based organizations
- HARC: Health Assessment and Research for Communities
- NGOs: Non-governmental organizations
- RUHS: Riverside University Health System (e.g., County of Riverside)
- UCR: University of California, Riverside

Appendix B: Data Sources

This appendix lists freely available and reliable data sources that can be used to document community health, wellness, and quality of life. This list is by no means comprehensive, but was compiled by BRC and HARC to provide data that readers can use to make positive impacts in their communities. Resources are presented in alphabetical order.

Asian Americans and Pacific Islanders (AAPI) Data is a nationally recognized publisher of demographic data and policy research on AAPI.
https://aapidata.com/

Cal-Adapt is an online tool that provides detailed projections for future climate-related conditions in California, including factors such as temperature, precipitation, and sea-level rise. These projections can help inform future hazard events and explain how hazard conditions are expected to change.
https://cal-adapt.org/

California Department of Education DataQuest provides meaningful data and statistics about California's K-12 public educational system that supports a wide variety of informational, research, and policy needs. Summary and detailed data reports are available for multiple subject areas at the school, district, county, and state levels.
https://dq.cde.ca.gov/dataquest/

California Department of Health Care Access and Information (HCAI) produces over 150 datasets and products taken from reports submitted to HCAI by approximately 8,000 individual, licensed healthcare facilities including hospitals, long-term care facilities, primary care clinics, specialty clinics, hospices, and home health agencies. This page includes a list of all available datasets. For a list of featured visualizations and other curated content, please visit the A-Z Content Page:
https://hcai.ca.gov/data-and-reports/a-z-content/

California Dream Index is a socioeconomic mobility measurement tool designed to help policy and decision-makers learn more about the level of access that Californians have to education, health, jobs, and opportunities. The Index includes an interactive data platform measuring 10 indicators by year, region, county, race and ethnicity, income and educational attainment, and serves as our "North Star" to guide our work in building an equitable economic recovery.

Indicators include: Affordable rent, air quality, broadband access, income above cost of living, clean drinking water, early childhood education, home ownership, college and CTE certification, prosperous neighborhoods, short commutes.
https://www.cadreamindex.org/

California State Hazard Mitigation Plan (SHMP) is the state's hazard mitigation guidance document and provides an updated and comprehensive description of California's historical and current hazard analysis, mitigation strategies, goals, and objectives. More importantly, the SHMP reflects the state's commitment to reduce or eliminate potential risks and impacts of natural and human-caused disasters by making California's families, homes, and communities better prepared and more disaster-resilient.
https://www.caloes.ca.gov/HazardMitigationSite/Documents/002-2018%20SHMP_FINAL_ENTIRE%20PLAN.pdf

CalEnviroScreen 4.0 is a screening methodology that can be used to help identify California communities that are disproportionately burdened by multiple sources of pollution. The results are available as a mapping tool. Published by the California Office of Environmental Health Hazard Assessment (OEHHA).
https://oehha.ca.gov/calenviroscreen/report/calenviroscreen-40

California Health Interview Survey (CHIS) is an online health query system that allows you to quickly search for health statistics on your county, region, and state. AskCHIS draws upon the responses of more than 20,000 Californians interviewed each year by The California Health Interview Survey (CHIS) - the largest state health survey in the United States.
https://ask.chis.ucla.edu/

CHIS Neighborhood Edition is available at the census tract/city/zip code levels, but older data than what's in Ask CHIS.
https://askchisne.ucla.edu/

California Healthy Places Index is a powerful tool, developed by the Public Health Alliance of Southern California, to assist you in exploring local factors that predict life expectancy and comparing community conditions across the state. The HPI provide overall scores and more detailed data on specific policy action areas that shape health, like housing, transportation, education and more. This website offers other resources everyone will find useful, including an interactive

map, graphs, data tables, and policy guide with practical solutions for improving community conditions and health.
View interactive map at: https://healthyplacesindex.org/

Centers for Disease Control and Prevention/ATSDR Social Vulnerability Index The CDC/ATSDR Social Vulnerability Index uses 15 U.S. Census variables to help local officials identify communities that may need support before, during, or after disasters. Social vulnerability refers to the potential negative effects on communities caused by external stresses on human health. Such stresses include natural or human-caused disasters, or disease outbreaks. Reducing social vulnerability can decrease both human suffering and economic loss. The CDC/ATSDR SVI ranks each census tract on 15 social factors, including poverty, lack of vehicle access, and crowded housing, and groups them into four related themes. The databases and interactive maps can be used to estimate amount needed supplies (e.g., food, water, medicine and bedding), how many emergency personnel are required to assist people, identify areas in need of emergency shelters, plan the best way to evacuate people and accounting for those who have special needs (e.g., people without vehicles, the elderly, or people who do not understand English well), and identify communities that will
https://www.atsdr.cdc.gov/placeandhealth/svi/index.html
https://data.cdc.gov/Vaccinations/Social-Vulnerability-Index/ypqf-r5qs

CDC PLACES is a collaboration between CDC, the Robert Wood Johnson Foundation, and the CDC Foundation, allows local health departments and jurisdictions regardless of population size and urban-rural status to better understand the burden and geographic distribution of health-related outcomes in their areas and assist them in planning public health interventions. PLACES provides model-based population-level analysis and community estimates to all counties, places (incorporated and census designated places), census tracts, and ZIP Code Tabulation Areas (ZCTAs) across the United States. PLACES is an extension of the original 500 Cities Project that provided city and census tract estimates for chronic disease risk factors, health outcomes, and clinical preventive services use for the 500 largest US cities.
https://www.cdc.gov/places/index.html

Climate Change and Health Profile Report San Bernardino County (2017) prepared by the California Department of Public Health and University of California, Davis. The Climate Change and Health Profile Report seeks to provide a county-level summary of information on current and projected risks from climate change and potential health impacts. This report represents a synthesis

of information on climate change and health for California communities based on recently published reports of state agencies and other public data. The content of this report was guided by a cooperative agreement between CDPH and the CDC Climate-Ready States and Cities Initiative's program Building Resilience Against Climate Effects (BRACE). The goals of BRACE are to assist state health departments to build capacity for climate and health adaptation planning. This includes using the best available climate science to project likely climate impacts, identifying climate-related health risks and populations vulnerable to these impacts, assessing the added burden of disease and injury that climate change may cause, identifying appropriate interventions, planning more resilient communities, and evaluating to improve the planning effort. Communities with economic, environmental, and social disadvantages are likely to bear disproportionate health impacts of climate change. https://www.cdph.ca.gov/Programs/OHE/CDPH%20Document%20Library/CHPRs/CHPR071SanBernardino_County2-23-17.pdf

Coachella Valley Community Health Survey Every three years, HARC conducts a random-digit-dial telephone health survey of more than 2,500 households in the Coachella Valley. The survey covers topics such as healthcare coverage, healthcare utilization, health behaviors, major disease, mental health, socioeconomic needs, and more. Results are provided to the community at no charge in written reports and an online searchable database. Data includes comparisons to Riverside County, California, and the U.S., changes over time, and differences based on race/ethnicity, gender, and age, among others. Data is provided for 2007, 2010, 2013, 2016, 2019, and 2022 (to be released in January 2023). https://HARCdata.org/coachella-valley-community-health-survey/

County Health Rankings & Roadmaps The County Health Rankings & Roadmaps, a program of the University of Wisconsin Population Health Institute, works to improve health outcomes for all and to close the health disparities between those with the most and least opportunities for good health. This work is rooted in a deep belief in health equity, the idea that everyone has a fair and just opportunity to be as healthy as possible, regardless of race, ethnicity, gender, income, location, or any other factor. Data for over 60 ranked measures in the categories of health outcomes, health behaviors, clinical care, social and economic factors, physical environment. https://www.countyhealthrankings.org/

EPA's Climate Change Indicators in the United States EPA partners with more than 50 data contributors from various government agencies, academic institutions, and other organizations to compile a key set of indicators related to the causes and effects of climate change. These indicators also provide important input to the [National Climate Assessment](https://www.globalchange.gov/) (https://www.globalchange.gov/) and other efforts to understand and track the science and impacts of climate change. https://www.epa.gov/climate-indicators

Esri ArcGIS Solutions for Resilience: Ten free configurable maps and apps that provide tools for community engagement, business resilience, community hazard assessments and more. https://www.esri.com/en-us/arcgis/products/arcgis-solutions/overview#s=0&q=resilience

Esri Nonprofit Organization Program provides low-cost access to the tools you need to bring location intelligence to support your organization's mission. https://www.esri.com/en-us/industries/nonprofit/nonprofit-program?rsource=https%3A%2F%2Fwww.esri.com%2Fen-us%2Fsolutions%2Findustries%2Fsustainability%2Fnonprofit-program%2Foverview

Esri Performance Management: These configurable, open-source apps can be used by government agencies to monitor key performance metrics and communicate progress made on strategic outcomes to the general public and other interested stakeholders. https://doc.arcgis.com/en/arcgis-solutions/latest/reference/introduction-to-performance-management.htm

Esri Racial Equity GIS Hub is an ongoing, continuously expanding resource hub to assist organizations working to address racial inequities. The Racial Equity GIS Hub includes data layers, maps, applications, training resources, articles on best practices, solutions, and examples of how Esri users from around the world are leveraging GIS to address racial inequities. https://gis-for-racialequity.hub.arcgis.com/

Esri Social Equity Analysis solution delivers a set of capabilities that help state and local governments understand community characteristics, analyze community conditions and actions, and generate an equity analysis index that can be used to educate internal external stakeholders. Equity offices want to understand where community condition rates may be high or low so programs and investment can be adjusted when appropriate. Social Equity Analysis helps

equity analysts load asset, condition or outcome data, aggregate it into geographic reporting areas, and calculate a community condition rate for each given geography. Esri is providing several resources to help organizations address racial inequities. The [Racial Equity GIS Hub](https://gis-for-racialequity.hub.arcgis.com/) (https://gis-for-racialequity.hub.arcgis.com/) is the place to access additional resources and to request GIS assistance from Esri. https://www.esri.com/arcgis-blog/products/arcgis-solutions/local-government/social-equity-analysis-solution-released/

Esri Survey123: This is one of the simplest and more powerful ways to start the community engagement process. Citizens can access your intuitive surveys on any device, providing you with spatially-referenced feedback. https://www.esri.com/en-us/arcgis/products/arcgis-survey123/

FBI's Crime Data Explorer aims to provide transparency, create easier access, and expand awareness of criminal, and noncriminal, law enforcement data sharing; improve accountability for law enforcement; and provide a foundation to help shape public policy with the result of a safer nation. Use the CDE to discover available data through visualizations, download data in .csv format, and other large data files. https://crime-data-explorer.fr.cloud.gov/pages/home

FEMA 2020 Community Resilience Indicator Analysis: County-Level Analysis of Commonly Used Indicators from Peer-Reviewed Research In 2018, the Federal Emergency Management Agency (FEMA) National Integration Center (NIC) Technical Assistance (TA) Branch tasked Argonne National Laboratory (Argonne) with analyzing current community resilience research to provide a data-driven basis to prioritize locations for TA investment and to inform community resilience–related TA content. Argonne's analysis identified 20 commonly used indicators from peer-reviewed research. Fifteen of the 20 indicators use the American Community Survey 5-year average. The original analysis, released in 2018, was based on the ACS 5-year average data for 2012–2016. This paper presents Argonne's analysis methodology, updates the data to the most current ACS census data available ACS 5-year average 2013-2018, and modifies the colors of the chloropleth maps. https://www.fema.gov/sites/default/files/2020-11/fema_community-resilience-indicator-analysis.pdf

FEMA Future of Flood Risk Data (FFRD) initiative provides a more comprehensive picture of the country's flood hazards and risk by leveraging new technologies to include more efficient, accurate, and consistent flood risk information across the nation. The Flood Insurance Rate Maps (FIRMs) are the most prevalent cartographic tool used to help communities understand their flooding risks and provide the backbone of effective floodplain management. However, FIRMs are primarily representative of a single flood hazard, the one-percent-annual-chance of flooding, rather than a more comprehensive picture of flood risk. FFRD is an agile series of exploratory projects designed to help define the future direction of the mapping program. Providing more comprehensive hazard and risk information complements the improvements in flood risk communication being advanced through Risk Rating 2.0 and offers a basis for a range of outcome-oriented regulatory and non-regulatory products.
https://www.fema.gov/fact-sheet/future-flood-risk-data-ffrd

FEMA Hazus Program provides standardized tools and data for estimating risk from earthquakes, floods, tsunamis, and hurricanes. Hazus models combine expertise from many disciplines to create actionable risk information that increases community resilience. Hazus software is distributed as a GIS-based desktop application with a growing collection of simplified open-source tools. Risk assessment resources from the Hazus program are always freely available and transparently developed. The Hazus Program is managed by FEMA's Natural Hazards Risk Assessment Program (NHRAP), within the Risk Management Directorate.
https://www.fema.gov/flood-maps/products-tools/hazus

FEMA National Household Preparedness Survey (2020) tracks progress in personal disaster preparedness through investigation of the American public's preparedness actions, attitudes, and motivations. The survey includes a nationally representative sample as well as hazard-specific oversamples which may include earthquake, flood, wildfire, hurricane, winter storm, extreme heat, tornado, and urban event. FEMA delays publishing the data until approximately the release of the summary results for the subsequent NHS iteration. For example, FEMA published the 2017 data package at approximately the same time as the publication of the 2018 NHS Summary. Each zip file may include an analysis summary, the survey instrument, raw weighted and unweighted data, aggregated data analysis, and a codebook with weighting overviews.
https://www.fema.gov/about/openfema/data-sets/national-household-survey

FEMA National Risk index for Natural Hazards is a new, online mapping application from FEMA that identifies communities most at risk to 18 natural hazards. This application visualizes natural hazard risk metrics and includes data about expected annual losses from natural hazards, social vulnerability and community resilience. The National Risk Index's interactive web maps are at the county and Census tract level and made available via geographic information system (GIS) services for custom analyses. With this data, you can discover a holistic view of community risk to natural hazards.
https://www.fema.gov/flood-maps/products-tools/national-risk-index
Access data: https://hazards.fema.gov/nri/data-resources

FEMA Resilience Analysis and Planning Tool (RAPT) is a free GIS web map that allows federal, state, local, tribal and territorial emergency managers and other community leaders to examine the interplay of census data, infrastructure locations, and hazards, including real-time weather forecasts, historic disasters and estimated annualized frequency of hazard risk.
https://www.fema.gov/emergency-managers/practitioners/resilience-analysis-and-planning-tool

Inland Empire Roadmap for an Inclusive and Sustainable Economy (IE RISE). IE RISE is a two-county wide collaborative that works towards amplifying community voices around a unified vision and activating shared values to reform systems to make them truly equitable. Our vision is grounded in racial, gender, and LGBTQ equity, and gives explicit attention to communities historically excluded by immigration status, ability, age, or other factors. Data site coming soon: https://ierise.org/

Inland SoCal United Way/Inland SoCal 211+ Online Database This online database covers both Riverside and San Bernardino Counties and can be searched by keyword or agency name. Data categories to help find information quicker include: Housing, Food, Legal Assistance, Children & Families, Mental Health, Health Care, Transportation, Substance Abuse, Utility Assistance, Education, Older Adults, Income, Holiday Resources.
https://inlandsocaluw.org/211

Kids Data is a program of Population Reference Bureau (PRB), promotes the health and well-being of children in California by providing an easy-to-use resource that offers high-quality, wide-ranging, local data to those who work on behalf of children. Allows users to easily find, customize, and use data on more than 750 measures of children's health and well-being. Data are available

across California counties, cities, school districts, and legislative districts and are broken down by age, gender, income, race/ethnicity, special health care needs status, sexual orientation, and other demographic descriptors.
https://www.kidsdata.org/

NOAA's National Weather Service Storm Prediction Center Severe Weather Database Files for tornadoes, hail and damaging winds starting from 1950 to present day.
https://www.spc.noaa.gov/wcm/#data

Regional Opportunity Index (UC Davis Center for Regional Change) is a mapping tool to identify census tracts lacking in opportunities and needing investment is the Regional Opportunity Index (ROI) from the UC Davis Center for Regional Change. The goal of the ROI is to help target resources and policies toward people and places with the greatest need. The tool incorporates both a "people" component and a "place" component, integrating economic, infrastructure, environmental, and social indicators into a comprehensive assessment of the factors driving opportunity.
https://interact.regionalchange.ucdavis.edu/roi/data.html

Riverside County COVID-19 Needs Assessment Created by HARC and RUHS – Public Health, this report gives insight into COVID-19-related experiences and needs for residents of Riverside County. The random sample includes data from more than 9,200 Riverside County residents and will be repeated in 2023.
https://HARCdata.org/wp-content/uploads/2022/06/Public-Health-COVID-19-CHNA-Report_6-8-22.pdf

Riverside County Department of Public Health Data Both current and archived reports are available online from 2007 to present day.
https://www.rivcohealthdata.org/

Riverside County Point-in-Time Homeless Count and Subpopulation Survey
https://harivco.org/Portals/0/Documents/2020-homeless-point-intime-count-report.pdf?ver=2020-08-06-121417-817

Riverside County Strategic Health Alliance Pursuing Equity (SHAPE Riverside) has health indicators presented in dashboards and compared against state averages, county values and target goals. More than 100 economic, social and health indicators.
https://www.shaperivco.org/indicators

San Bernardino County Community Indicators Report is an annual report to support the development of a countywide vision by providing an annual assessment of how the county is faring across a range of indicators, including economy, education, environment, housing, income, safety, transportation, wellness.
https://indicators.sbcounty.gov/

San Bernardino Community Vital Signs Initiative is a community-wide initiative supporting the Wellness element under the Countywide Vision. Vital Signs provides a community health improvement framework and basis for aligning resources to improve the health and wellness of county residents. Vital Signs efforts are community driven and guided by the San Bernardino County Community Transformation Plan, which provides a common understanding of key issues and how social determinants impact health. Our priority areas are health and wellness, education, economy and safety.
https://communityvitalsigns.org/
https://data.communityvitalsigns.org/

San Bernardino Point-in-Time Homeless Count and Subpopulation Survey
https://wp.sbcounty.gov/dbh/sbchp/wp-content/uploads/sites/2/2019/05/2019-homeless-count-and-survey-report.pdf

Spatial Hazard Events and Losses Database for the United States (SHELDUS™) includes all counties in the US and 18 different hazard types. SHELDUS™ is a county-level hazard data set for the U.S. and covers natural hazards such thunderstorms, hurricanes, floods, wildfires, and tornados as well as perils such as flash floods, heavy rainfall, etc. The database contains information on the date of an event, affected location (county and state) and the direct losses caused by the event (property and crop losses, injuries, and fatalities) from 1960 to present. SHELDUS™ was developed by the Hazards and Vulnerability Research Institute at the University of South Carolina and originally supported by grants from the National Science Foundation (Grant No. 99053252 and 0220712) and the University of South Carolina's Office of the Vice President for Research. Since 2018, the Arizona State University Center for Emergency Management and Homeland Security supports and maintains SHELDUS™.
https://cemhs.asu.edu/sheldus/

U.S. Census Bureau American Community Survey (ACS) helps local officials, community leaders, and businesses understand the changes taking place in their communities. It is the premier source for detailed population and housing information about our nation.
https://www.census.gov/newsroom/press-kits/2018/acs-5year.html

U.S. Census Bureau Community Resilience Estimates In the summer of 2020, the Census Bureau launched a new and innovative data tool for national agencies and local communities, the Community Resilience Estimates (CRE). The CRE tracks how at-risk every single neighborhood in the United States is to the impacts of COVID-19 and other local disasters, by measuring the capacity of individuals and households at absorbing, enduring and recovering from the external stresses of the impacts of a disaster.
The Community Resilience Estimates (CRE) provide an easily understood metric for how at-risk every neighborhood in the United States is to the impacts of disasters, including COVID-19.
https://www.census.gov/programs-surveys/community-resilience-estimates.html

U.S. Census Bureau Center for Economic Studies Data
https://www.census.gov/programs-surveys/ces/data.html

U.S. Census Bureau Center for Economic Studies on The Map is an interactive mapping tool for communities to better understand their economies.
http://onthemap.ces.census.gov

USDA Food Environment Atlas is an interactive mapping tool with the following objectives: a) to assemble statistics on food environment indicators to stimulate research on the determinants of food choices and diet quality, and b) to provide a spatial overview of a community's ability to access healthy food and its success in doing so. Food environment factors—such as store/restaurant proximity, food prices, food and nutrition assistance programs, and community characteristics—interact to influence food choices and diet quality. The Atlas currently includes more than 280 indicators of the food environment. The year and geographic level of the indicators vary to better accommodate data from a variety of sources. Some indicators are at the county level while others are at the State or regional level. The most recent county-level data are used whenever possible.
https://www.ers.usda.gov/foodatlas