



Revised Date: September 30<sup>th</sup>, 2025

# AFTER ACTION REPORT

*JANUARY 2025 EATON & PALISADES WILDFIRES*

# TABLE OF CONTENTS

Executive Summary.....	3
Purpose.....	9
Incident Response and Management.....	9
Evolution of Program Areas Response.....	20
Protocol Implementation.....	24
Successes.....	27
Program Challenges.....	34
Operational Learning.....	43
Funding and Donations.....	51
Conclusions and Key Takeaways.....	52
Appendix A. 211 LA Disaster Operations Overview.....	54
Appendix B. 211 LA Care Coordination Data Story.....	55
Appendix C. Data Dashboard Methodology.....	57
Appendix D. Agencywide Contact Volume.....	58
Appendix E. Contact Volume by SPA/Zip Codes.....	61
Appendix F. Top Service Needs Following Fires.....	63
Appendix G. Airbnb.org/Hilton Referrals Household Composition.....	64
Appendix H. Social Media/211 LA Website Data.....	65
Appendix I. Acronym Glossary.....	68

## 1. Executive Summary

This After Action Report (AAR) highlights the disaster response efforts of 211 LA in its coordination of disaster information call handling, housing support, and care coordination program for residents affected by the 2025 Eaton and Palisades wildfires. This AAR covers actions taken by 211 LA and lessons learned from their disaster activation response and recovery protocols along with the collaborative support process with its emergency management partners. This AAR also offers specific recommendations for strengthening and improving preparedness, response, and recovery efforts essential to future 211 LA disaster operations.



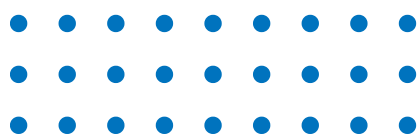
*Maribel Marin, Executive Director, 211 LA*

### About 211 LA

211 LA is Los Angeles County's most critical community infrastructure, an independently operated 501(c)(3) nonprofit organization and hotline connecting Angelenos to vital resources and real-time assistance, 24/7. For over 40 years, 211 LA has helped residents navigate the most challenging crises, from homelessness to the COVID-19 pandemic, to the devastating LA wildfires. We work with public, private, and civic sector partners to provide the Los Angeles County community with connections to every service available to them, including disaster recovery, housing assistance, food programs, mental health support, healthcare, employment resources, and emergency crisis intervention.

211 LA is the hub for community members and community organizations looking for all types of health, human, and social services in Los Angeles County. We provide information and referrals to the services that best meet individual needs, through our 24 hour 2-1-1 call line, or through our website and chat. Our online community calendar connects people to local events that offer services and community connections. Our special programs provide outreach and education, service navigation, or care coordination to assist people with accessing and obtaining services. Our technology services allow community organizations to refer, track, and collaborate on their clients' care. We maintain and update Los Angeles County's official comprehensive database of close to 50,000 health and human services.





211 LA has served the people of Los Angeles County since 1981 when it was formed under the name of The Information and Referral Federation of Los Angeles (also formerly known as InfoLine of Los Angeles). 211 LA's services are funded through partnerships with the LA County Board of Supervisors, the County Chief Executive Office (CEO) and Departments; with contracts with the State of California, LAHSA, SoCal Gas, Southern California Edison, AARP, and others; and with grants from foundations including the National Institute of Health (NIH). Our purpose is to link people to community services, so that people in LA can survive, thrive, and be empowered, no matter their situation or background.

### **Wildfire Event**

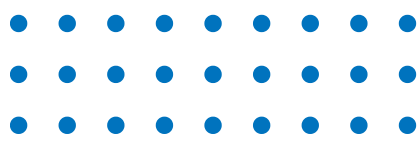
Fueled by powerful winds and dry conditions, a series of ferocious wildfires erupted on January 7 and roared across the Los Angeles area, killing at least 29 people. The Palisades Fire erupted the morning of January 7 in Pacific Palisades, a Los Angeles neighborhood east of Malibu, as a brush fire. The blaze grew to 23,448 acres before it was declared 100% contained on January 31, according to the California Department of Forestry and Fire Protection, known as Cal Fire. Cal Fire said the fire damaged or destroyed more than 6,800 structures.

The Eaton Fire ignited hours after the Palisades Fire near a canyon in the sprawling national forest lands north of downtown Los Angeles. It had exploded to 14,021 acres and was also 100% contained on January 31, according to Cal Fire. The agency reported that 10,491 structures were damaged or destroyed in the blaze.

As firefighters were battling the largest blazes, additional fires broke out in the Los Angeles area. Crews were able to stop the forward spread and contain the blazes. Those blazes included the Lidia, Archer, Woodley, Sunset, Kenneth, Hurst and Auto fires. Between them, the fires scorched 2,399 acres.

At one point there were close to 150,000 people under evacuation orders as crews tried to battle back the fires. In the days and weeks after the fires, officials announced the limited repopulation for some areas evacuated amid the Palisades and Eaton fires.

211 LA is contracted by the County of Los Angeles to provide disaster information to the public and was activated by the Los Angeles County Office of Emergency Management (OEM) to support wildfire impacted persons on January 7 at 10:17 p.m. 211 LA utilized overtime, surge partners, 211 national network partners and County Disaster Workers (DSWs) to handle the needs of fire impacted persons that were reaching out and connecting with 211 LA through the 2-1-1 dial code, 211 LA.org website, web-chat, and at the Disaster Recovery Centers (DRCs).



Within 20 days of activation (by January 27th), 211 LA had:

- Managed three simultaneous disaster activations: wildfire response under LA County OEM, by Southern California Edison for Public Safety Power Shutoff (PSPS) mitigation (supporting 491 households with batteries, generators, and food support), and by the Los Angeles Housing Services Authority (LAHSA) for Winter Shelter augmentation, issuing 445 motel vouchers to unhoused individuals during evacuations.
- Registered over 51,000 households for wildfire-related assistance, representing 107,893 adults, 35,744 children, 4,661 infants, and 36,294 pets.
- Placed more than 17,000 households in alternate evacuation housing within the first 20 days, leveraging partnerships with Airbnb.org and Hilton to ensure safe, non-congregate sheltering options.
- Built a care coordination program from the ground up, launching with no dedicated staff at activation, scaling to 10 Care Coordinators within the first 20 days, and quickly expanding by an additional 30 (total of 40) as new funding and demand grew. These coordinators provided direct support to households that lost their homes, helping with FEMA registration, housing navigation, and long-term recovery services.

Care coordination is committed to guiding individuals and communities through every phase of disaster recovery with compassion, equity, and inclusion. We prioritize access to critical services including safe and stable housing for those impacted, especially individuals with functional needs, limited resources, or heightened vulnerability. Our goal is to empower survivors to rebuild their lives with dignity, resilience, and lasting stability.

211 LA realized the need for a more immediate and intensive assistance process for survivors of the wildfires. With such extensive damage and destruction, it became clear that survivors would require long term recovery counseling. To assist the survivors, 211 LA initiated a care coordination program whereby care coordinator staff could work directly with households by assisting them in their recovery efforts. 211 LA organized an initial team of 10 care coordinators that was supplemented by American Red Cross volunteers to expand our reach. On January 10, the American Red Cross reached out to 211 LA to discuss a partnership in assisting the wildfire survivors. Over the next several months, this partnership provided assistance for wildfire survivors and allowed 211 LA the time needed to build up the care coordination team to 40 care coordinators and the management support needed to guide and support the work.

The County of Los Angeles, American Red Cross partnerships and other funding partners helped 211 LA overcome the challenges posed by rising operational costs to sustain and scale disaster response and recovery efforts. This infusion of resources and financial support enabled key investments to:

- Fund 211 LA staff fire-related call handling and staffing at DRCs.
- Expand staff capacity and infrastructure to provide comprehensive care coordination.
- Cover additional technology and data analytics expenses, including licenses, expanded capacity, and usage to meet both immediate and long-term needs.
- Maintain essential tools and staff for seamless communication and resource coordination across platforms and agencies.

### Disaster Recovery Centers

On January 13, LA County OEM activated the 211 LA team to staff the DRCs for the Palisades Fire (UCLA location) and Eaton Fire (Pasadena City College location) starting January 14.

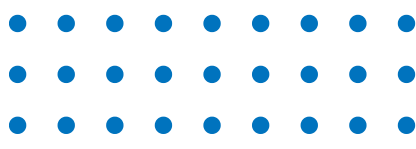
211 LA assigned 2-4 staff per day to Westside UCLA Research Park West site and 4-8 staff per day to the Eastside Pasadena City College (PCC) Community Education Center. Assigned staff were trained, certified, and experienced Information and Referral professionals. 211 LA staff at the LACs also signed people up for care coordination services. A third DRC opened January 27 in Altadena. 211 LA assigned a minimum of 2 staff per day to the Altadena site.

### Public Safety Power Shutoff (PSPS) Activation/Response

In addition to activation for fire response by LA County OEM, Southern California Edison activated 211 LA for its PSPS program on January 3, in anticipation of power shut-offs due to extreme winds forecasted for the following week. The 211 LA team provided critical support to households identified as having Access and Functional Needs (AFN) and affected by power interruptions.



**Prior to the 2025 LA Wildfires, 211 LA served as a disaster response helpline for several emergencies, including the Sayre and Marek Fires in 2008, the H1N1 flu outbreak in 2010, the severe windstorm in 2011, the Fruitland and Sand Fires in 2016, and the COVID-19 pandemic in 2020.**



A total of 491 AFN households received various forms of assistance, including:

- Batteries
- Generators
- Temporary housing connections
- Food support

This proactive response helped mitigate the immediate impacts of power outages for affected communities, ensuring that families had access to essential services during this critical period. The period of concern concluded on January 26 at 6:00 AM.

### **Augmented Winter Shelter Activation**

211 LA was also activated by LAHSA on January 7 to provide emergency crisis motel placement for unhoused people. The City of Los Angeles allocated a total of 210 vouchers and the County allocated 235 vouchers to 211 LA, which were all issued to unhoused clients. 211 LA is contracted with 64 motels throughout Los Angeles County including two motels in Castaic, to provide motel voucher placement to Augmented Winter Shelter (AWS) participants.

On January 22 a new wildfire, the Hughes Fire, began in Castaic, CA. 211 LA had placed AWS participants in these motels and participants were affected by evacuation orders on January 22. 211 LA began evacuating participants from the sites using Lyft Concierge service; however, rides were either cancelled or frequently declined due to the evacuation notice that redirected traffic away from affected areas and prevented Lyft drivers from reaching the motels.

211 LA sought assistance from LAHSA for emergency transportation out of the evacuation areas for AWS participants at these sites. LAHSA was able to provide some assistance via their Homeless Engagement Teams (HET). They provided transports for 9 participants to 4 different motel locations.

211 LA was able to outreach to participants affected by the evacuation via phone calls and SMS text blasts. Some participants also organically called in to the Winter Shelter phone line to seek transportation assistance. 211 LA was able to successfully relocate 79% of participants through independent engagement. With the remaining participants choosing not to evacuate the motels.

## Wildfire Response Partners

The overall response effort was a successful joint operation between response and recovery partners and 211 LA. The collaboration of these organizations and the implementation of new operational procedures produced a number of noteworthy successes, but also revealed areas for improvement that require a more robust planning and implementation process. These include:

- the need for investment in service gaps such as care coordination immediately post-disaster.
- increased public awareness and access to disaster information and damage reporting.
- training of partners in preparation and in advance of an activation.
- early activation of 211 services by LA County OEM.
- establishing guidance for future housing assistance.

For a full list of funding, donation, and operational partners please see section 9. Recommendations for improvement and key takeaways can be found in section 10.

## Overall Assistance Provided by 211 LA

Since the Los Angeles wildfires erupted in January in which 150,000 people were evacuated, 211 LA responded to over 42,000 contacts from residents seeking wildfire recovery information and services. Over 54,000 households in need of housing support during the evacuation process were identified through our emergency intake process.

About 43% of all fire-impacted households contacted 211 LA for housing and other fire recovery support. Since being activated by the LA County OEM to support wildfire-impacted persons on January 7, 211 LA has referred nearly 15,000 households to temporary housing through Airbnb.org and Hilton and actively supported over 7,000 households through its care coordination program. Overall, 33% of fire-impacted households in care coordination have a household size of 5 or more people.

*Behind every data point is a person still recovering from unimaginable loss.*

**Maribel Marin, Executive Director, 211 LA**





## 2. Purpose

The purpose of this report is to detail 211 LA's response efforts and its assistance to the residents of Los Angeles County who were affected by the wildfire event. The report details operational elements along with providing examples of response efforts that may be classified as overall accomplishments or issues needing attention. Lastly, this report offers recommendations for more effective protocols and improvements that can be incorporated into future planning efforts and for infrastructure improvements and enhancements that can make 211 LA and the communities we serve more resilient and provide 211 LA additional capacity to provide support to the public during and immediately after disasters.

## 3. Incident Response and Management

Upon receiving the request from LA County OEM to activate and begin disaster call handling operations on January 7, 211 LA's Disaster Management Group immediately convened to coordinate staffing, call handling, and technology resources. The disaster option 1 was activated on the main IVR phone menu, which is not used until and unless 211 LA is activated, and was rapidly updated to route wildfire-related calls and deliver critical messaging in English and Spanish.

### Initial Priorities and Activation

211 LA's first priority was to expand capacity to handle the surge in wildfire calls and keep wait times low for those in crisis and ensure all contact center staff had the most up to date, verified information and referral options for people contacting 211. Disaster-specific IVR recordings and on-hold messages were deployed and regularly updated, guiding callers to available self-service options, including a new public-facing [Airbnb.org/Hilton](https://www.airbnb.org/hilton) housing request webform. Concurrently, a verification process was established to validate eligibility for temporary housing support.

### Partnerships for Temporary Housing

Prior to official activation from LA County OEM, 211 LA met with [Airbnb.org](https://www.airbnb.org) to establish workflows for emergency housing placements. Shortly thereafter, Hilton joined as an additional partner, and intake processes were updated to include both Airbnb and Hilton placements. Callers with internet access were directed to self-serve using the webform; for those unable to self-serve, CRAs (Community Resource Advisors) completed custom intake forms on their behalf. CRAs also obtained both standard data consent and additional data-sharing consent to ensure compliance and enable referrals to external partners.



## Staffing and Onboarding

To meet demand, more than 300 surge agents and County Disaster Service Workers (DSWs) were trained and deployed. Training was conducted across three virtual rooms to expedite technical access setup (CXone access, CS Contact access, and pop-up blocker removal), with Performance Coaches leading sessions for up to 30 agents each simultaneously. Overflow sessions were held via Zoom to accommodate large groups and out-of-state 211 partners.

- On January 10, at the request of the County CEO and Department of Human Relations, 211 LA also assisted in training County staff to support call handling.
- On January 11, 73 DSWs were trained using a 211 LA-developed curriculum.
- On January 12-13, an additional 259 DSWs were trained, significantly expanding response capacity.

## Technical Barriers and Resolutions

During onboarding, Los Angeles County DSW employees initially encountered access restrictions, requiring coordination with County IT to resolve blocks for over 150 workers. Out-of-state 211 agencies also faced challenges due to different phone systems, requiring agents to log off their home platforms, log into CXone, and await provisioning by 211 LA. Profile conflicts created login issues, which Performance Coaches resolved through manual troubleshooting, including browser resets and cookie clearing, often outside of business hours to account for time zone differences.

## IVR and Routing Changes

As wildfire operations scaled, 211 LA created and modified new IVR extension/menu options to support surge functions, including:

- Temporary housing placement (Airbnb.org/Hilton)
- Disaster Recovery Center (DRC) information
- Debris removal requests
- Welfare checks and wellness calls

Disaster messages were recorded and continuously updated based on executive direction and county guidance. This ensured callers had real-time access to evacuation updates, shelter information, air quality advisories, and recovery resources.



## Care Coordination Engagement

In addition to housing placement workflows, dedicated IVR paths and routing were created for care coordination services. Callers with complex needs, including medical support, disability access, or transportation, were connected through warm handoffs to care coordination staff. Intake forms ensured that client consent for data sharing, case details, and eligibility information were captured and transferred seamlessly.

## On-Site Disaster Recovery Centers (DRCs)

Beginning January 14, at the direction of LA County OEM, 211 LA deployed staff to provide on-site support at Disaster Recovery Centers (DRCs), including:

- Palisades Fire (UCLA location)
- Eaton Fire (Pasadena City College)

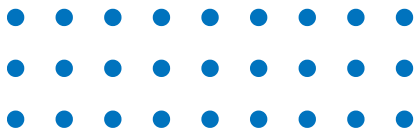
Staff offered survivors real-time navigation, resource referrals, AFN accommodations, and coordination with FEMA, American Red Cross, and local CBO partners. Survivors consistently regarded 211 LA as a trusted, neutral resource, particularly for non-FEMA services. Staff demonstrated adaptability as DRC schedules, eligibility rules, and survivor needs evolved. 211 LA maintained on-site staffing at DRCs through April 30.

## Sustained Operations

Throughout the activation, 211 LA staff worked extended hours, including evenings and weekends, to sustain response. Daily operational check-ins were conducted with Management, Performance Coaches, IT staff, Care Coordination leaders, and external partners to troubleshoot issues and align ongoing IVR and workflow updates. The contact center remained responsive to shifting conditions, ensuring uninterrupted access to wildfire support services for LA County residents 24 hours a day, 7 days a week in their preferred language.

## Contact Center Activities (Bullet Summary)

- Once activated by LA County OEM on January 7, 211 LA activated Option 1 on the IVR phone menu (dedicated disaster menu option that remains unused except during activation).
- As of September 29, 211 LA remains activated for wildfire call handling, continuing to support survivors with referrals and care coordination connections.

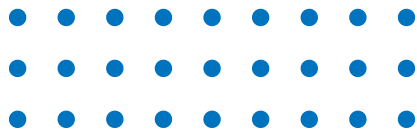


- Prior to activation, 211 LA met with Airbnb.org to establish a partnership for temporary emergency housing, a week later Hilton followed suit.
- A public-facing web form for emergency housing requests was launched to allow by-passing of long phone queues, supported with an internal client eligibility verification process.
- For callers without internet access or unable to self-serve, CRAs completed the Airbnb.org/Hilton intake forms on their behalf.
- On January 10, the County CEO and Department of Human Relations offered County DSWs to support surge call handling.
- On January 11, 211 LA developed a training outline, trained 73 DSWs, and onboarded them to CareSuite.
- An additional 259 DSWs were trained on January 12-13 to expand response capacity.
- Beginning January 14, 211 LA staff were deployed at the request of LA County OEM, to provide on-site support at DRCs, including:
  - Palisades Fire (UCLA location)
  - Eaton Fire (Pasadena City College)
- 211 LA maintained staffing at the DRCs through April 30.

211 LA staff responded to the wildfire activation and additional workload with professionalism and efficiency. Digital systems already in place were quickly and efficiently adapted to respond to the additional number of users for surge call handling.

## I. Resource & Referral Management

An initial disaster resources referral entry was created during the afternoon of January 7, with mostly information about windstorms and some preliminary information about the Palisades Fire. 211 LA management reached out to several 211 LA Resource staff around 11:00 pm. That night, several 211 LA staff members had power outages and were unable to respond. Available 211 LA Resource staff began entering the evacuation order links and information for the Palisades and Eaton fires.



To meet the immediate surge in need, after-hours resource referral management and phone coverage was implemented, allowing 211 to respond to calls around the clock and update new information and resources pertaining to the changing landscape. Emergency protocols and key resource updates were promptly communicated to management, who in turn briefed call handling staff to maintain consistent and informed service delivery. Early in the response, 211 LA began coordinating with partner agencies to collect and share real-time updates on shelter availability and community resources.

## II. 211 LA at Disaster Recovery Centers

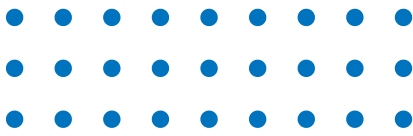
On January 13, LA County OEM activated 211 LA to support response efforts for two significant wildfires that caused the highest number of displaced households: the Palisades Fire and Eaton Fire. Beginning January 14, 211 LA was tasked with staffing DRCs located at UCLA and Pasadena City College (PCC) Community Education Center, with the primary focus of 211 LA's presence concentrated on the Eastside PCC site.

To meet community needs, 211 LA deployed between 4 to 8 trained and certified Information and Referral (I&R) professionals daily to the site. These experienced staff members played a vital role in client intake, resource navigation, and connecting impacted residents to urgently needed services. Upon arrival, staff collected necessary materials including Wi-Fi devices, informational bags, and branded tablecloths to establish a welcoming and functional presence at the DRC. On the first day, team members oriented themselves to the site, being briefed on key logistical details, and met with neighboring agency representatives to begin inter-agency coordination.

211 LA's staffing of the DRC was significantly strengthened by collaboration with multiple agencies:

- LA County OEM provided coordination support, shared operational updates, and ensured smooth inter-agency cooperation.
- Cal OES aligned 211 LA's efforts with state-level disaster response protocols, offered survivor eligibility guidance, and aided in outreach planning.
- Volunteer Organizations Assisting in Disaster (VOAD) partners including Salvation Army, Post-Fire LA, and local housing advocates offered critical services such as rental assistance, case management referrals, and shared access to recovery resources.
- FEMA and local DRC staff were instrumental in real-time problem-solving, survivor eligibility clarification, and logistics support. Their partnership ensured consistent messaging and seamless service delivery.





- GEM (Global Empowerment Mission) worked closely with 211 LA to assist displaced survivors, particularly those in urgent need of shelter or awaiting FEMA decisions. They provided direct housing guidance and emergency services.
- These partnerships empowered 211 LA to provide client-centered, coordinated care, particularly in the high-need areas of housing navigation, resource verification, and access to temporary shelter programs, including FEMA vouchers and Airbnb.org stays.

These partnerships empowered 211 LA to provide client-centered, coordinated care, particularly in the high-need areas of housing navigation, resource verification, and access to temporary shelter programs, including FEMA vouchers and Airbnb.org stays.

### III. Communications

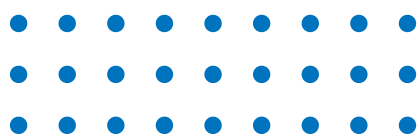
When 211 LA was activated for emergency response, the 211 LA Communications Team (one full-time director and one part-time coordinator) mobilized immediately to meet the overwhelming demand for accurate information and support. The team began the communications effort to ensure wildfire survivors, the public, and partner organizations were informed and supported throughout the crisis.

In the first hours, the team launched a dedicated wildfire emergency webpage. This hub consolidated real-time information on evacuation zones, shelter availability, and emergency housing request forms. At the same time, they activated all 211 LA social media platforms, pushing out critical resources that reached millions of people within hours. Recognizing the need to establish 211 LA as a credible and centralized source of information, the team initiated media outreach with major national and local outlets including CNN, Associated Press, Rolling Stone, KTLA, and ABC7. They also developed call center scripts, FAQs, and key talking points to support frontline staff handling a surge of wildfire-related inquiries.

The 211 LA Communications Team also cultivated critical partnerships with organizations like Airbnb.org, Hilton, the American Red Cross, United Way Worldwide, GoFundMe.org, and Watch Duty. These collaborations helped expand call handling capacity, emergency housing access, connect survivors to financial support, and integrate 211 LA wildfire information into widely used platforms like Watch Duty's fire-monitoring app.



**In the days and weeks that followed, the 211 LA Communications Team managed viral social media campaigns that reached over 3 million people, significantly boosting public awareness of available resources.**



As the emergency evolved, the team launched the first large-scale SMS outreach campaign in 211 LA's history. Over 28,000 messages were sent to more than 32,000 contacts, resulting in over 7,000 wildfire survivors opting into care coordination and receiving critical updates regarding resources, FEMA application deadlines, and housing opportunities including extended Airbnb.org housing.

Throughout the response, the Communications Team maintained and frequently updated the wildfire webpage, provided ongoing support to the internal call center team, and led a wildfire fundraising campaign driven by survivor stories and data-informed messaging. They also sustained media interest and coverage, ensuring the needs of wildfire survivors remained in the public spotlight.

The Communications Team continues to lead outreach, capturing critical insights on the needs of wildfire-affected families and individuals. The team remains deeply engaged in proactive media outreach and internal communications to keep the public informed and staff prepared for ongoing wildfire recovery efforts.

The impact of outside partners was also invaluable. We Are Rally Communications provided pro bono strategic guidance and communication support that elevated media messaging and reach. The American Red Cross provided essential staff capacity and strategic consulting on response and recovery priorities, which helped shape operational strategies. Airbnb.org collaborated closely in media efforts, elevating survivor stories and resource visibility to a national audience.

#### **IV. Airbnb.org/Hilton Operations**

On the afternoon of January 7, just a few hours after the fires started, Airbnb.org reached out to 211 LA. 211 LA had not yet been activated by the County, but Airbnb.org reached out after being introduced previously by a neighboring 2-1-1. Airbnb.org shared the capabilities of their program and it was agreed they should put together an agreement for our review. At the same time, LA County OEM initially indicated that they were not intending to activate 211 LA despite the knowledge that the winds were going to intensify and there was already one large fire in the Palisades. The County did eventually activate 211 LA late into the evening of January 7 as evacuation orders extended to large residential areas. By that time, 211 LA had already signed an agreement with Airbnb.org that we would work with them to support and help households being evacuated from the fires with temporary placement of 7 days in local Airbnb.org homes. Initially, 211 LA was authorized to provide 7 day stays for up to 100 households but as the scope and scale of the fires and evacuations grew, the need to house evacuees intensified and by January 20, Airbnb.org had increased placement authorization to 10,000 households and Hilton contacted us to offer 7 day stays for an additional 5,000 households. In total for this disaster, 13,944 households were provided with temporary housing through Airbnb.org and Hilton .

Airbnb.org final housing numbers:

- Airbnb.org and 211 LA provided 10,452 households with short term evacuation stays (5-7 days).
- 211 LA directly booked 321 households (842 individual people) for longer term stays (30 days). This equaled 8,129 safe, secure nights.

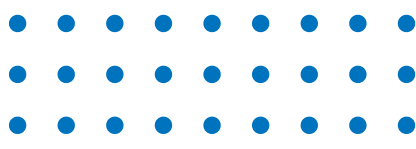
Hilton final housing numbers:

- 2,955 bookings were issued through 211 LA for Hilton stays during evacuation.

## V. Care Coordination Operations

In the weeks following the wildfires, 211 LA rapidly began assisting survivors with longer term emergency housing, recognizing stable housing as one of the most urgent needs. Utilizing the growing client data set and realizing the growing complexity of survivor needs, upper management quickly assembled a dedicated care coordination team of twelve 211 LA staff. The initial team laid the foundation for this enhanced support model. Within days, a small group of 10 Care Coordinators and two managers was mobilized to begin outreach to individuals already signed up for assistance, with special attention given to the most vulnerable populations. As the demand for services continued to grow, increased hiring efforts were launched, and a coaching layer was introduced to support the expanding team. Over time, the care coordination program grew significantly, reaching 40 211 LA Care Coordinators and 3 coaches, ultimately supporting over 7,000 households in their recovery journey.

While not all staff were part of the initial response, those who joined during the ramp-up phase played a critical role in expanding capacity and infrastructure. Partnerships with organizations like the American Red Cross were instrumental during this stage. The American Red Cross funded 211 LA staff and supplemented capacity with American Red Cross staff/volunteers and also helped with technology, outreach, and case coordination, particularly in the early weeks of recovery. As recovery operations matured, 211 LA collaborated with United Way Worldwide and local United Way chapters such as Greater Cincinnati and Rhode Island, who provided additional care coordination staff support. This is the first time national 211 network providers have expanded their role to provide disaster recovery support services beyond Information and Referral surge support. Two Independent Living Centers (ILCs) in the Los Angeles area, Communities Actively Living Independent & Free (CALIF) and Service Center for Independent Life (SCIL), were also engaged to offer specialized case management for older adults and clients with disabilities. With federal and private disaster funds beginning to phase out, the 211 LA team began transitioning to a waitlist model, strategizing on how to maintain support with caseloads of up to 100 per care coordinator. Waitlist clients continue to be added to care coordination at a rate of about 10 cases per week.



Additional partnerships brought vital tools, resources, and funding into the care coordination program:

### **Funding 211 LA's Wildfire Care Coordination**

- American Red Cross, California Community Foundation, Airbnb.org, GoFundMe, and FireAid funded 211 LA's care coordination response.

### **Housing Solutions**

- Airbnb.org and Hilton provided 7-14 day stays immediately post disaster to evacuees.
- Airbnb.org provided extended emergency stays (30–60 days) for displaced survivors, bridging gaps for those awaiting FEMA aid or ineligible for hotel placements.
- FEMA participated in case conferencing to resolve complex issues and streamline survivor support including rental assistance.
- The Salvation Army partnered with 211 LA to provide rental assistance to survivors that did not qualify for other housing support.

### **Financial and Basic Needs Support**

- GoFundMe provided direct cash assistance, disbursed through the CarePortal platform.
- The National Council of Jewish Women LA (NCJW LA) supplied clothing and essential goods.
- Salvation Army and ABC – A Better Community offered targeted service referrals to address ongoing needs.
- CALIF and SCIL connected fire survivors to cash aid for replacing lost or damaged durable medical equipment through the Disability Community Resource Center and Ford Foundation funding.

Together, these partnerships created a robust, coordinated recovery framework that allowed 211 LA to deliver compassionate, client-centered care, bridging emergency response and long-term recovery. The collective effort of internal staff and external partners was instrumental in helping thousands of wildfire survivors begin rebuilding their lives.

## VI. Data Management/Reporting/Verification

The 211 LA Digital Systems team was engaged immediately after activation by LA County OEM with project builds for an online service request form, data collection, new call staff onboarding, and debugging issues from increased activity and user base. After the initial few days, it became more important to work continuously with individuals impacted by the wildfires through care coordination. The Digital Systems team configured additional case management work flows with more robust surveys and follow-ups, and the development team created several new functionalities within the platform. First, they developed a method of bulk uploading cases to assist with complex data management tasks that grew increasingly common during this project. They then created a way for care coordinators to send surveys to their clients directly to complete in their own time. Finally, they created an integration with SendSafely for secure document uploads, storage, and retrieval.

The Data team was involved from the very beginning of the disaster by sorting and filtering survey data to send client data to Airbnb.org and Hilton. 211 LAs team also developed a geospatial script to indicate whether a client's address was located within the Cal OES designated fire zones with a 1 km buffer.

Several external partners provided critical technical and data support services. These partnerships allowed for faster onboarding, more sophisticated data validation, and shared technical infrastructure, improving coordination and service quality across the response. Notable collaborations included:

- Atlas, a CRM platform used by real estate agents, provided immediate support using their proprietary software to verify evacuation addresses for Airbnb.org and Hilton housing eligibility, pro-bono to 211 LA.
- Sent data to Rhapsody, 211 LA's EMPI partner, in order to deduplicate and verify cases that were coming in from the public, to support client record consolidation.
- Worked with the American Red Cross to support ongoing identity verification utilizing LexisNexis for allocating direct cash aid, create a PowerBI dashboard and provide data metric consultation.
- 1MEDIX was brought on board to create further real time data dashboards and provide data analysis support.
- NiCE provided additional phone ports and licenses added and support with IVR changes and texting configurations.



The 211 LA data team utilized multiple assessments and surveys from CareSuite, 211 LAs digital platform, to develop the Wildfire Recovery dashboard that formed the foundation for the data sent to government entities, funders, press partners, and used to optimize internal operational strategies and decisions.

[Click here to view the 211 LA Wildfire Dashboard.](#)

## VII. Finance and HR (Human Resources)/Staffing

The Finance department activated tracking spreadsheets according to the 211 LA EOP (Emergency Operations Plan) to document staff hours dedicated to the disaster/recovery effort and to track individual, corporate, and foundation donations. HR recruiting started February 24 to increase staffing infrastructure for longer term recovery activities. Recruiting included screening and scheduling interviews. HR was tasked with hiring and onboarding the initial 40 care coordination hires within 6 weeks and back filling positions where 211 LA existing staff were moved into the care coordination team.





## 4. Evolution of Program Areas Response

The wildfire response pushed 211 LA to innovate and expand program areas in real time, ensuring wildfire survivors received timely and effective support. This section details how our response evolved, demonstrating both adaptability and resilience in meeting complex community needs.

### I. 211 LA Contact Center

On the 211 contact center side of operations, the response operation went from emergency disaster information and referral call handling, to staffing the Disaster Recovery Centers, to transitioning additional staff over to the newly formed care coordination Disaster Recovery Team, to fielding calls from those households in 211 LA's care coordination program that were trying to reach their assigned Care Coordinator.

### II. Referral Resources

Wildfire related resource listings started with a core group for each active fire (Sunset, Hurst, Palisades, and Eaton), formatted for quick, call staff onboarding. The 211 LA Resource department maintained close communication with 211 LA coaching staff on how referrals were organized. Indexing of information using the 211 Human Services Indexing System taxonomy (211 LA's referral coding system) evolved to include multiple entries, such as the tracking of one day events. This coding assisted future care coordination staff and provided for more precise reporting.

### III. 211 LA at Disaster Recovery Centers (DRC)

As the disaster response progressed, two 211 LA staff members were reassigned from their original DRC posts and transitioned into a newly developed disaster care coordination team. This shift happened rapidly in response to emerging needs and laid the groundwork for a broader care coordination effort. Their initial work and assessments with impacted clients helped shape the structure of the new disaster recovery care coordination role, ultimately leading to the hiring of multiple Care Coordinators dedicated to supporting disaster survivors with more intensive service navigation and follow-up.

On January 27, a third DRC location was opened in Altadena, further expanding the response footprint. 211 LA began assigning two staff members daily to this new site, ensuring that survivors in the area received access to vital resources and referrals.

Across all DRCs, 211 LA staff also began enrolling households into disaster care coordination services. These efforts supported longer-term recovery planning for clients, and the growing number of opened cases reflected the community's ongoing need for structured support and follow-up care.



#### IV. Communications

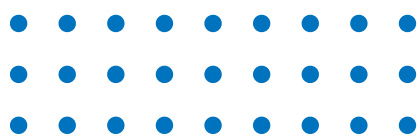
At the onset, Communications' focus was on sharing wildfire information as quickly as possible, but soon it expanded its efforts to include large-scale outbound text messaging campaigns that connected thousands of wildfire survivors to care coordination services. As the recovery process continued, it became clear that easy-to-use FAQs for all 211 LA call handling staff were needed to ensure consistent and accurate information for callers. In response to the fires, the Communications team grew significantly by adding two full-time staff members and bringing on a consultant agency to support earned media efforts. Communications shifted toward a data-driven approach, tracking survivors' ongoing needs and the support they've received to better tailor outreach and advocacy.

#### V. Airbnb.org/Hilton Operations

Airbnb.org was an early partner with 211 LA, stepping up quickly to provide both immediate and extended emergency housing for wildfire survivors. In the early days of activation, Airbnb.org offered short-term emergency housing, providing 7-14 nights of shelter to households displaced by the fires. For those enrolled in 211 LA's Care Coordination program, Airbnb.org extended this support to long-term stays of up to 30 days. At first, Airbnb.org provided what they called "white glove" service for extended stays, in which Airbnb.org representatives reached out directly to survivors to help them book their long-term housing. However, this approach proved challenging, as some survivors could not be reached or did not complete the booking process. To remove barriers and increase access, Airbnb.org trained 211 LA Care Coordinators to handle the booking process directly, which allowed survivors to secure housing more quickly and reliably.

The process for verifying survivor eligibility also evolved over time. Initially 211 LA took very basic information (by phone) and entered them onto a list after manually checking to see if the households were in the evacuation zone. This quickly became unmanageable given the high call volume. 211 LA then moved to an online form to collect evacuation housing requests and partnered with Atllas, a real estate technology company. Atllas assisted in automating the review of addresses to quickly verify if they were in evacuation zones. There was still a manual movement from our online form to the form for Airbnb.org to process and issue credits, but it was an improvement from the original process.

Hilton partnered with 211 LA to provide short-term emergency hotel stays for wildfire survivors. Once survivors were identified, their information was passed securely to Hilton, where a dedicated group of booking agents reached out to survivors to arrange their hotel accommodations. While Hilton's support focused solely on short-term housing, the company worked closely with 211 LA to enhance services for survivors.



At Hilton properties with large numbers of wildfire survivors, space was allocated for 211 LA care coordinators to be on-site and provide in-person care coordination. This ensured that survivors not only had a safe place to stay but were also directly connected to additional recovery services and ongoing support.

## **VI. Care Coordination Program**

The Care Coordination department went from no staff to having 3 program coaches and 40 care coordinators. Service provision moved from immediate sheltering and disaster information to providing care coordination.

At the start of the wildfire response, Care Coordination was operating without a fully developed disaster-specific structure. Much of the initial work involved adapting existing 211 LA care coordination practices to a rapidly evolving crisis environment. As needs became more complex, the team responded by creating and implementing structured tools and workflows to bring consistency, equity, and efficient care coordination services. Also, with the increased demand from wildfire survivors, staffing levels rose accordingly, and workflows were adapted to meet evolving needs.

## **VIII. Data Management/Reporting/Verification**

During the first days of the wildfire response, the focus was on rapid activation, getting help to impacted individuals as quickly as possible. As the situation stabilized, the response evolved into a more structured, data-informed operation, with growing emphasis on care coordination, needs tracking, and long-term support.

The data and digital systems team played a pivotal role in this transition. They built and refined tools to manage case assignments, track client needs, and provide real-time insights into housing, financial, and emotional support efforts. Dashboards and data visualizations became central to monitoring progress and identifying service gaps.

The backbone of the disaster response was 211 LA's digital client management platform, CareSuite. The development team rapidly expanded the platform's configuration and added functionality as well as scaled support to accommodate new users from multiple agencies. As demand surged, the disaster services module within CareSuite underwent real-time configuration to manage the volume and complexity of cases, while maintaining system performance and security.



Key technical achievements included:

- Real-time case tracking dashboards.
- Fire zone analysis using shapefile mapping (polygons).
- EMPI (Enterprise Master Person Index) integration for de-duplicating client records.
- Enhanced document verification and address validation.
- Onboarding tools for cross-agency use.

The successful implementation of these tools marked a shift from reactive data collection to a more proactive, predictive, and standardized infrastructure, with applications that extended beyond this specific response.







## 5. Protocol Implementation

### I. 211 LA Contact Center

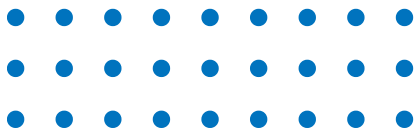
As part of its established preparedness framework, 211 LA operates under an Emergency Operations Plan (EOP) and a dedicated Disaster Response Call Handling Protocol. These documents outline clear activation procedures for the call line during emergencies, ensuring a rapid, coordinated, and scalable response. The protocols define operational triggers, escalation pathways, staffing adjustments, and specialized scripting to manage disaster-related inquiries while maintaining continuity of core services. This structured approach provides consistency, clarity, and efficiency in mobilizing resources to support the community when demand spikes during disasters. The new partnership with Airbnb.org and then with Hilton required protocols and directives to be quickly developed and implemented with call handling staff. These will be incorporated as options for future response where short term crisis housing may be needed. The PSPS response and Winter Shelter programs have specific and documented protocols for staff to follow that include motel vouchers, care plans, and transportation.

### II. Referral Resources

The 211 LA Resource team used previous protocols for fact-checking, rumor control, and vetting resources. In this disaster, there was a slight shift away from Twitter/X and a move towards more information being on Instagram. In previous disasters the Resource department relied heavily on LA County OEM to communicate important information, often times before the information was public. Due to the fast moving nature of this disaster and the County's focus on fire response and evacuations, there was little real-time input from LA County OEM during the fast moving fire storm. Instead, 211 LA relied on resources such as WatchDuty to track evacuation zones. As recovery efforts ensued, resources from LA County OEM, CalFire, and other trusted entities were incorporated.

### III. 211 LA at Disaster Recovery Centers

During the disaster activation, daily morning meetings were held at the DRCs to ensure staff were informed of any operational changes, concerns, or updates. These briefings often included notifications about partner agencies that were leaving the site or relocating, allowing 211 LA staff to adjust their referrals and coordination accordingly. On one occasion, operations were briefly disrupted due to a bomb threat, and all personnel were directed to evacuate the building until it was deemed safe by the fire department. Throughout the response, security personnel were present on-site, providing an added layer of safety and order.



211 LA operated under its established disaster activation protocols, which include internal communication workflows, defined staff roles, care coordination deployment strategies, and coordination procedures with county and state emergency response partners. For this specific activation, these protocols were partially activated. Key protocol components that were implemented included:

- Deployment of trained care coordinators to the DRCs.
- Use of the CareSuite digital platform for tracking client interactions and needs.
- Daily check-ins and reporting.
- Ongoing collaboration with VOAD partners and other service providers.
- Resource tracking and navigation procedures.


#### **IV. Communications**

211 LA has established communications protocols and procedures for activating and responding to disasters. These include predefined steps for quickly mobilizing internal teams, launching emergency communication channels, coordinating with partners, activating the call center to handle increased demand and responding to media requests. When the wildfires began, these protocols were promptly activated. The Communications Team immediately implemented emergency messaging plans, launched a dedicated wildfire information webpage, and updated all public channels to share critical resources.

#### **V. Care Coordination Operations**

At the onset of the wildfire disaster, 211 LA had general organizational procedures and protocols in place, but no formalized internal systems specific to disaster recovery care coordination, as this particular program was created in direct response to the crisis. The absence of a pre-existing disaster activation framework presented early challenges and highlighted the urgent need for structured internal guidance.

When key staff came on board, they found that formal care coordination disaster recovery protocols were limited or nonexistent. In response to this gap, team members began developing essential internal procedures that would serve as the foundation for the new Care Coordination fire recovery program.




Among the first tools established was the Levels of Care Framework, a strategic model used to determine how to allocate time and support based on the severity and complexity of a client's needs. This allowed staff to provide anything from brief navigation to more intensive, ongoing case management, helping balance caseloads and ensure high-need clients received timely assistance.

Key Performance Indicators (KPIs) were also developed to track caseload volume, staff responsiveness, and the overall performance of the Care Coordination team, both during steady-state operations and during disaster activation periods.

To ensure consistent and compliant service delivery, the team created documentation protocols for using the CareSuite system, standardizing case notes and service tracking across the team. This allowed for more accurate reporting and improved continuity of care.

Recognizing the importance of equitable service delivery, the team introduced AFN Guidelines. These provided clear definitions and tailored support strategies for working with clients with disabilities, language barriers, or other unique challenges, ensuring that the most vulnerable populations received appropriate accommodations.

Although several of these protocols were still in development during the wildfire response, they were applied in real time and provided critical structure to guide staff decisions, client prioritization, and documentation practices. Moving forward, continued refinement, staff training, and integration of these protocols into the formal disaster activation plan will be essential to improving future readiness and response capacity.



*The data now confirms what so many survivors already know: 211 LA helped thousands access life-saving resources like emergency housing, food, and clothing. As we move forward, this kind of partnership and insight will be essential to building a recovery that is not only equitable, but also enduring.*

**Supervisor Lindsey P. Horvath,  
County of Los Angeles Board of Supervisors**

## 6. Successes

### I. 211 LA Contact Center

- **Staff Training:** 211 LA rapidly trained internal staff on evolving disaster processes while simultaneously onboarding external surge partner staff.
- **Workflow Tools:** Quickly created forms and tags within CSContact to track and collect disaster-related information, and created an online service request form to by-pass call queues, improving efficiency.
- **Phone System Messaging:** Updated phone system messaging and adjusted IVR menus to communicate timely disaster information.
- **Real-Time Monitoring:** Tracked call volume in real time to support operational decision-making and effective contact management.

### II. Referral Resources

- **Impact Central (internal 211 LA staff portal):** Successfully utilized for ongoing postings and updates to the CRA Disaster Search Guide.
- **CSContact “Bell” Alerts:** Used to notify CRAs of important referral updates in real time.
- **Private CSResource Status:** Enabled the Resource Department to store internal data not posted to the public 211 LA website.
- **HTML Linking:** The Resource Department embedded clean HTML links to custom text instead of long URLs, expediting resource collection and reducing data entry errors.

### III. 211 LA at Disaster Recovery Centers (DRC)

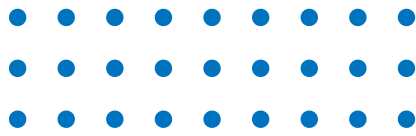
- **Community Awareness:** Many survivors encountered 211 LA for the first time, giving staff the opportunity to educate individuals on 211 LA's role, mission, and available support.
- **Welcoming Presence at DRCs:** The 211 team enhanced table setups with candy, small plants, and tissue boxes featuring inspirational quotes to create a compassionate and calming environment.
- **Rapid Deployment of Care Coordinators:** Staff were quickly assigned to DRCs, providing trauma-informed care, on-the-spot needs assessments, and real-time resource navigation.

- **CareSuite in the Field:** For the first time in a large-scale disaster, 211 LA deployed the CareSuite system off-site, allowing staff to document interactions, track referrals, and monitor progress in real time.
- **Housing Support:** Care Coordinators partnered with GEM, the Salvation Army, and FEMA to secure emergency and transitional housing, assist with documentation, and support FEMA appeals.
- **Culturally Sensitive Service Delivery:** Staff ensured bilingual support, disability-accessible tools, and culturally responsive care, focusing on undocumented individuals, clients with functional needs, and those with limited digital access.

#### IV. Communications

- **Department Growth:** Communications scaled rapidly in both size and impact to meet overwhelming public demand for information and support.
- **Public Awareness Breakthrough:** Successfully communicated critical information to large digital audiences, including many who had never heard of 211 LA.
- **Digital Outreach Impact:**
  - Reached over 5.2 million people on Instagram.
  - Attracted nearly 728,000+ users to the 211 LA website.
  - Recorded 430,000+ visits to wildfire-related pages.
- **SMS Text Campaign Innovation:** Launched 211 LA's first-ever large-scale SMS campaign, delivering nearly 30,000 messages and connecting more than 4,000 individuals to care coordination services.
- **Adaptive Messaging:** Learned to pivot quickly by adjusting messaging, timing, and tactics based on real-time data from the recovery environment.
- **New Collaborations:** Built partnerships with media and tech organizations to expand reach and strengthen wildfire communications.





## V. Airbnb.org/Hilton Operations

- **Shift to Batch Verification:** A team of 10 211 LA staff initially verified Airbnb.org addresses manually, which was time-consuming. Once Atlas became a partner, referrals scaled to hundreds of families per day, expediting housing assistance for wildfire survivors.
- **Airbnb.org Data Support:** Airbnb.org helped organize data in Smartsheet, which had limitations, but their assistance enabled effective workarounds to expedite credit issuance.
- **Hilton Transition:** Experience with Airbnb.org/Smartsheet smoothed the process of porting families into Hilton's SharePoint system once they began providing hotel stays.
- **New Disaster Coordination Approaches:** Using Airbnb.org and Hilton for housing resources was a first for 211 LA, expanding beyond the prior role of only referring to congregate shelter that is not always the right fit for everyone or only providing information and referral services.
- **Program Results:** The evacuation and longer term housing program was highly successful in providing needed resources but operationally clunky, requiring significant manual effort.

## VI. Care Coordination Operations

- **Airbnb.org Emergency and Recovery Housing:**
  - Provided thousands of nights of safe, temporary accommodations for displaced households.
  - Clients expressed deep gratitude for immediate relief during their most vulnerable moments.
  - Staff coordinated over \$23,000,000 in donated housing support, helping clients avoid homelessness.
  - Airbnb.org partnership is seen as an innovative model for future disasters.



**211 LA distributed \$658,500 in cash aid to wildfire survivors following the 2025 LA Wildfires, helping meet immediate basic needs and supporting the first steps toward recovery.**

- **Partnership with CarePortal:**

- Enabled delivery of cash assistance to 211 LA care coordination clients, and supported additional donation of material goods in partnership with local church-based support networks.
- Delivered essentials like furniture, clothing, and household items, filling critical gaps for clients not eligible for formal aid.

- **Holistic and Individualized Support:**

- Coordinators secured prescription glasses, air purifiers, YMCA memberships, and pet resources.
- Delivered services such as grocery delivery, medically tailored meals, and free virtual therapy in English and Spanish.
- Prioritized equity with bilingual services, culturally competent outreach, and support for survivors with disabilities or limited digital access.

- **FEMA Case Advocacy:**

- Re-engaged discouraged clients, resolved complex claims, and secured approvals and successful denial reversals through appeals.
- Personalized advocacy was life-changing for many survivors.

- **New Protocols and Tools:**

- Implemented Levels of Care framework to prioritize needs and manage workloads.
- Developed documentation standards and AFN guidance for equitable, consistent service delivery.
- Used CareSuite for real-time case tracking, efficient referrals, and partner reporting.



**Data from the 211 LA Wildfire Dashboard indicates that wildfire survivors consider the lack of affordable housing the greatest obstacle to securing stable housing.**

- **Human Connection & Client Relationships:**

- Provided ongoing check-ins, empathetic advocacy, and consistent communication.
- Built strong trust and offered reassurance, dignity, and hope, described by many clients as a lifeline.

- **Cross-Agency Collaboration:**

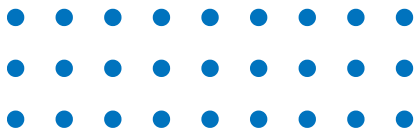
- Engaged in the Eaton Fire Collaborative to streamline referrals and reduce duplication.
- Partnered with the Salvation Army to connect clients with rental assistance.
- Strengthened the broader disaster recovery network across agencies through participation and engagement of ENLA (Emergency network LA).
- Participated in relevant Disaster Task Force meetings (Housing, Health & Social Services, Vulnerable populations). Provided data on current needs and demographics of care coordination households. Gathered updated resource and referral information from disaster assistance organizations.

- **Overall Impact:**

- Rapid adaptation, innovative tools, and deep compassion met both immediate and long-term recovery needs.
- Demonstrated capabilities beyond initial disaster response and ability to quickly ramp up staff, data tools for decision making, and engage partnerships to provide critical short-term and longer-term support services.

## VII. Data Management/Reporting/Verification

- **Rapid Transition:** Data team quickly shifted from immediate response to building a full care coordination system.
- **Dashboards & Tracking:** Developed new dashboards to track needs in real time and manage waitlists. Utilization of data dashboards to identify clients potentially coming out of temporary housing and prioritizing contact.



- **Cross-Agency Collaboration:** Worked closely with partners to secure housing and financial support, adapting tools to meet evolving needs and onboarding the national 211, ILC partners and the Salvation Army onto our digital platform to support secure referrals and data sharing.
- **Secure Document Upload:** Implemented document upload in CareSuite through SendSafely allowing care coordinators to securely receive, store, retrieve, and verify client documents.
- **Direct Client Surveys:** Enabled survey responses to be sent directly to client emails.
- **Comprehensive Dashboards:** Built a full wildfire care coordination dashboard for real-time insights.
- **Housing Data Prep:** Supported housing of over 13,000 households through Airbnb.org and Hilton.
- **Deduplication:** Used EMPI to remove duplicate clients across multiple entry points.
- **Geospatial Analysis:** Mapped homes in fire zones to assess impact.
- **Proactive SMS messaging:** Proactive SMS messaging to communicate critical approaching deadlines or new resources (often short term).
- **Press Release:** Shared data analysis publicly to raise awareness.
- **New System Features:**
  - Survey and documentation request functionality.
  - Bulk upload and case flagging tools.
  - Multi-response options on surveys.
  - Bulk access/search feature for organizational member onboarding.
  - Ability to schedule time with a Care Coordinator using online calendar tools.

## VIII. Finance and HR/Staffing

- **Timely Reporting:** Submitted staff reporting and tracking to the County and American Red Cross on schedule.
- **Rapid Hiring:** Hired over 40 staff members within a very short timeline.
- **Department Growth:** Successfully hired two new HR department members and one accountant to manage new hires, new revenue, and donations.
- **Streamlined Processes:** Improved hiring procedures to ensure all deadlines were met.
- **New revenue and donation management:** Tracked new revenue and donations for appropriate and designated utilization and allocation.



## 7. Program Challenges

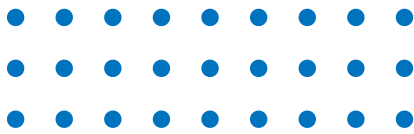
### I. 211 LA Contact Center

- **Evacuation Zone Verification:** Staff initially faced challenges determining whether individuals were located within rapidly changing evacuation zones.
- **Airbnb.org System Limitations:** Early in the response, it was a manually intensive and time-consuming process to transfer evacuee information onto a list of potential households to receive housing credits.
- **DRC Staffing Challenges:** Difficulty in securing enough staff to cover DRCs. Each center required four staff, and long shifts necessitated creating two shifts, requiring a total of 8–16 staff per center.
- **County Disaster Response Workers:** The additional 300+ county-assigned disaster response workers were a valuable resource but arrived too late to address the initial call surges and required training within just 48 hours. To maximize impact in future events, these staff should be integrated earlier in the response through pre-training, included in preparedness plans, and given refresher training twice a year. Implementing this approach would require a full-time disaster coordinator role that is not a regularly funded position in 211 LA's county contract.

### II. Resource Management & Public Facing Systems

- **Resource Referral Management:**
  - **Resource staff were balancing two distinct sets of needs:**
    - CRAs: needed quick, consolidated data so they could respond rapidly to callers in crisis.
    - Care Coordinators: required detailed, segmented information across multiple agencies, sites, and services to support survivors with ongoing recovery.
  - The Resource team spent considerable time searching for resources, fact-checking, and managing rumor control, as misinformation commonly spreads in the community during disasters.
  - Resource staff had to adapt to changing information sources as some County departments moved from Twitter/X to Instagram and agency-specific websites, requiring constant monitoring across multiple platforms.





- Proactive updates from the Board of Supervisors' offices were extremely helpful, as the information was credible and required minimal verification.
- With many surge partners and DSWs newly trained to use the resource referral database, the Resource team worked closely with leadership to streamline resource access and improve usability.
- To support staff in real time, the team:
  - Added updated information on Impact Central (staff intranet).
  - Used the notification system within the database to push out tips and guidance on locating resources.
  - Communicated regularly with 211 LA leadership to keep resource information accessible, and easy to find, while ensuring referral data was formatted to meet reporting needs.
- **Public Website Formatting:**
  - 211 LA's public website lacked basic text formatting (e.g., paragraph breaks, bold, structural enhancements).
  - Service descriptions appeared as long, unformatted blocks of text, making them difficult for users to read and understand.
  - **Temporary Workaround – Disaster Webpage:**
    - A separate disaster-specific webpage was created to improve readability for the public.
    - This increased staff workload, as the Resource team had to maintain both the official 211 LA database and the standalone webpage, effectively doubling data entry and maintenance during peak activity.
- **Care Coordinators** required detailed breakdowns of services across agencies, sites, and taxonomy terms for thorough follow-up.
- **CRAs** needed streamlined, quick-access data to meet strict call handling time requirements.
- Tool inflexibility to serve both CRAs and care coordinators with the same solution created friction, inefficiencies, and inconsistencies in data quality.

### III. 211 LA at Disaster Recovery Centers

- **Connectivity & Technology Barriers:**

- Unreliable internet at DRCs required portable Wi-Fi devices to maintain access to CS CareSuite and online resources.
- Limited printer access and occasional equipment malfunctions slowed documentation, form completion, and distribution of printed materials.

- **Lack of Pre-Deployment Briefing:**

- 211 LA staff arrived without clear role definitions or orientation.
- Overlapping responsibilities with other agencies and limited onboarding for new responders created confusion in the early days of activation.

- **Inconsistent Information Flow:**

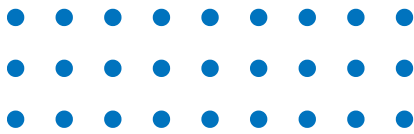
- Survivor eligibility criteria and resource availability (e.g., FEMA and GEM housing) were often updated informally or with delays.
- Lack of real-time updates made it difficult to provide accurate client guidance and created frustration for both staff and survivors.

- **Fraudulent or Incomplete Documentation:**

- Staff managed duplicate applications and revised/modified forms.
- Verifying legitimacy consumed significant time and required sensitive conversations, adding emotional strain.

*There had been days when I had no hope at all, and you came through for me... I could not have survived these past 8 darkest months without you.*

**Layla, Palisades Fire Survivor**



- **Training Gaps:**

- 211 LA staff needed more specialized training in disaster-specific processes (e.g., FEMA appeals, rapid identity verification, mass shelter/emergency housing protocols).
- A standardized DRC deployment training program would better prepare staff for future activations.

- **Language Access & ADA Compliance:**

- While bilingual 211 LA staff were available, many forms provided at the DRC by other agencies and resources were only in English.
- Materials accessible to individuals with disabilities or limited literacy were insufficient, creating barriers for vulnerable survivors.

- **On-the-Ground Adaptations Required:**

- Overlapping roles among agencies created responsibility confusion.
- Pre-briefings for updated 211 LA intake scripts and verification protocols were incomplete.
- New guidance had to be developed in real time for managing duplicate or fraudulent documentation.

- **Overall Lessons Learned:**

- 211 LA's disaster protocols provided a strong operational framework but highlighted gaps in infrastructure, training, and coordination.
- Future improvements should focus on greater clarity, standardized procedures, and more flexible field-based protocols for intake, documentation, and multi-agency coordination.



## IV. Communications

- **Limited Staffing Capacity:**
  - Team began with only one full-time director and one part-time coordinator.
  - Scale and speed of the emergency far exceeded capacity, requiring extended hours daily to meet basic demand.
- **Overwhelming Public Demand:**
  - High volume of people seeking information; posts went viral within hours.
  - Surge in media requests created pressure to respond in real time with limited staff.
  - Lack of pre-approved digital infrastructure required building tools (emergency webpages, digital forms) from scratch during the crisis.
- **Internal Coordination Gaps:**
  - Communications was responsible for both public messaging and internal communication support.
  - Delayed or unclear updates from partners slowed the release of verified, accurate information to the public.
- **Funding & Infrastructure Limitations:**
  - No dedicated funding or infrastructure in place to support an incident of this scale prior to the wildfire.
  - Limited ability to bring in reinforcements, technology, or vendors when needed most.

## V. Airbnb.org/Hilton Operations

- **Verification Delays:**
  - Manually verifying household data was a slow and manual process initially.

- **Staffing Limitations:**

- While 211 LA was able to quickly put together a team internally and externally. Not everyone was available to work late or commit for multiple days as staff still needed to fulfill regular assigned duties.

- **Lack of Protocols:**

- Since there was no existing Airbnb.org/Hilton program or team in place, 211 LA had to create protocols as they went.
- Initial Airbnb.org housing data did not include approved housing locations or length of stay which hampered care coordination's assessment of housing needs.

## VI. Care Coordination Operations

- **Client Engagement and Communication Barriers:**

- Caller ID display issues, where 211 LA's outbound calls often appeared as "Scam Likely." This eroded client trust and led to missed or avoided calls, creating communication gaps during critical moments of outreach and support. Clients were often skeptical or defensive.

- **Limited Housing Resources:**

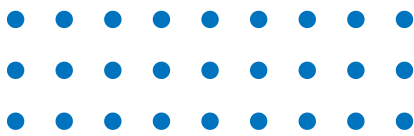
- As the response progressed, shortages in housing options became a serious concern. Once Airbnb.org credits were exhausted, care coordinators struggled to identify temporary or permanent housing for clients, especially those in the hardest-hit areas.

- **Fraud and Documentation Challenges:**

- A number of clients submitted false documentation to access limited resources. Staff reported increasing difficulty distinguishing genuine need from manipulation.

- **High Caseloads and Burnout Risks:**

- As demand surged, staff were sometimes assigned 20 or more new clients at once. Combined with technical issues (e.g., call systems failing for T-Mobile users, software bugs), many staff felt overburdened and underprepared to provide the level of care they wanted to offer.



- **Equity Gaps and Missed Opportunities:**

- Some survivors without digital literacy were left out of assistance due to misunderstanding the process. Some individuals who were unhoused prior to the fires falsely claimed to be fire victims.

- **Staffing shortages:**

- Strained the care coordination team's ability to manage and follow up with clients. It became increasingly difficult to maintain consistent engagement and take on new cases.

- **Digital accessibility:**

- Many wildfire survivors lacked stable internet, charged devices, or the digital access required to navigate online applications for aid. This created barriers to accessing critical support.

- **The absence of pre-established disaster care coordination protocols:**

- Starting the disaster care coordination program from scratch led to early confusion around roles, workflows, and service priorities. While tools like the “Levels of Care” framework and documentation guidelines were eventually developed, their creation mid-response added to staff workload and delayed consistency in service delivery.

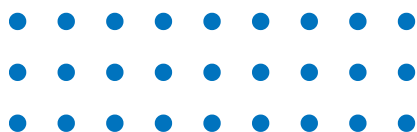
- **Inconsistent information from partner agencies:**

- FEMA’s changes in messaging concerning eligibility and resource availability caused confusion for both staff and clients, requiring additional coordination to resolve discrepancies. The lack of available training on disaster-specific topics—such as FEMA appeals and mass displacement—left many care coordinators underprepared for the complex needs they encountered.

## VII. Data Management/Reporting/Verification

- Finding the right balance of initial data to collect versus providing information quickly was a challenge.
- Too many data holes prevented the Data Management Team from knowing who needed what services and to proactively send them information. Better data analytics were needed to create both internal and external dashboards quickly.





- The data team utilized tools that hadn't been used before. These tools were built and implemented quickly and required manual preparation. This led to increased task completion time.
- Data tasks were often subject to manual review because accurate validation did not exist. The team began deduplicating cases a month after the fires which led to duplication of works as care coordinators had already begun working those cases. The team created a script to close duplicate cases with a chain of logic to make this as accurate as possible, but it still required a care coordinator to review the case for accuracy.
- CareSuite's new functionality often relied on integrations with external systems. With CareSuite, 211 LA had a platform to store integrations, but this requires upfront work before the integration can be built. In a disaster situation, it is challenging to do this in a short time frame.
- Constantly changing needs and eligibility requirements often led to the need for adjusting processes which can slow the team's response rate. Balancing urgent requests with longer-term coordination was an issue.
- Incomplete data fields or data fields added later in the response was an issue. Data tracking surveys were developed as the disaster recovery process evolved resulting in numerous data sets being incomplete until the data team could go back and fill in those datasets.

## VIII. Disaster Case Management Program

The greatest challenge in the administration of the Disaster Case Management Program (DCMP) for the wildfire event was that 211 LA was not included, despite being uniquely positioned to deliver immediate, effective support. Instead of leveraging 211 LA's proven care coordination program and deep community ties, the California Department of Social Services (CA DPSS) and California Catholic Charities directed funding to partners based on prior relationships, regardless of readiness or proximity to the impacted region.

This decision ignored on-the-ground realities. At the time, 211 LA was already actively supporting more than 3,000 households through its established care coordination program, with trained staff, robust systems, and trusted community relationships ready to scale. By bypassing this existing capacity, resources were instead funneled into building infrastructure from scratch—recruiting staff, creating training, and developing procedures—causing costly delays and inefficiencies in delivering aid.

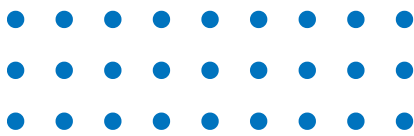
Adding to the misstep, agencies outside Los Angeles County received DCMP funding while 211 LA, located close to Altadena and directly embedded in the affected community, was overlooked. This not only squandered public resources but also slowed recovery efforts, undermining both the speed and quality of support to survivors. A more strategic, inclusive approach would have engaged experienced, local providers like 211 LA from the outset—ensuring taxpayer dollars were maximized and wildfire survivors received timely, coordinated care.



## 8. Operational Learning

### I. 211 LA Contact Center

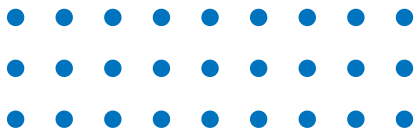
- Continually training both internal and partner staff on how to respond to disasters in a coordinated fashion is an important step in disaster preparedness and response. 211 LA staff are well prepared to handle disaster calls, but conducting regular table top exercises for leadership and support staff will add an additional level of preparedness for 211 LA staff.
- Readiness to reach out to 211 surge partners is critical in 211 LA's initial activation. Quickly communicating with national 211 partners will help keep them engaged and willing to provide assistance.
- The partnership between 211 LA and the LA County Disaster Service Workers (DSW) program proved to be highly beneficial in providing additional call handling staff.
  - By training DSW staff in advance on disaster-specific call handling, 211 LA could streamline the onboarding process, ensuring that incoming staff can immediately begin answering calls.
  - Selecting DSW staff from agencies with experience in assisting vulnerable populations would enhance the effectiveness of this partnership, ensuring that responders are well-equipped to handle the unique needs of disaster survivors.
  - County Disaster Workers need regular refreshers on the systems (phone and CareSuite) to be ready when disaster strikes. Refresher training once a quarter or twice a year will allow the DSW staff to remain familiar with 211 LA's processes and quickly begin assisting in the aftermath of a disaster.
- Establishing a disaster training checklist and training syllabus prior to a disaster is recommended.
- Developing a disaster training library with standard training videos would be beneficial. After staff view a video, trainers could easily follow up with a quick review.
- In the event of a disaster, the 211 LA Contact Center is capable of mobilizing quickly, but County activation of disaster call services is often delayed until the immediate impact has already been felt.



- County activation of 211 LA during the crisis monitoring phase, prior to the disaster's full escalation, would allow for better preparedness and quicker response. This approach would help ensure that staff are ready to respond and allows time for proper coordination between agencies.
- The development of protocols that include activation checklists would allow staff to respond quickly and be prepared to fill in for staff if needed.
- There is a need for a full time Disaster Manager to proactively work and build partnerships in the disaster services community, while also being available to take on an operational role when activated.

## II. 211 LA at Disaster Recovery Centers

- The wildfire response underscored the need for a more strategic and sustainable DRC staffing model that includes a pre-identified and rapidly deployable roster of staff trained in FEMA protocols, trauma-informed care, and documentation standards.
- To prevent staff burnout, a rotation-based staffing plan with scheduled rest periods is recommended to address the emotional and physical toll of prolonged disaster assignments.
- Operational improvements to strengthen deployment effectiveness:
  - Just-in-Time briefings prior to arrival at DRCs, to provide clear guidance on roles, expectations, dress code, and communication protocols.
  - On-site leadership with designated supervisors to offer real-time problem-solving, emotional support, and quality assurance in documentation and client engagement.
  - Standard Operating Procedures for client intake, documentation red flags, fraud prevention, and referral pathways for disaster assistance services.
  - Creation of scenario-based training materials to prepare staff for common field challenges.
- Recommendations for proactive inter-agency coordination:
  - Establishing pre-disaster Memorandums of Understanding with core partners like LA County OEM, VOAD members, and housing agencies, with clearly defined roles and contact protocols.



- Host joint training and tabletop exercises to build cross-agency familiarity and strengthen collaborative response capacity.
- Clarifying shared onsite expectations with clearly defined partner roles at DRCs.
- Embedding Care Coordinators within Long-Term Recovery Groups and VOAD subcommittees to ensure a consistent 211 LA presence.

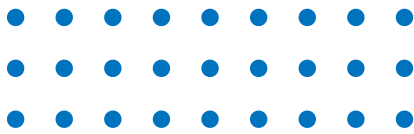
### III. Communications

- Build and fund a standing emergency communications team including digital, media, and internal communications roles to provide flexibility for quick activation.
- Provide basic communications training to 211 LA staff so they can step in and support during high-volume periods. Tasks include posting to social media, updating web pages, or responding to media inquiries.
- Secure pre-approved media consultant contracts.
- Conduct quarterly or biannual disaster drills to help the 211 LA Communication team practice rapid response, message development, and coordination under pressure.
- Establish pre-disaster media partnership agreements and a centralized partner activation process detailing how and when partners are brought in during a disaster, including designated points of contact, shared timelines, and protocols.
- Develop a communications-specific disaster response plan outlining step-by-step actions for disaster response. The plan should include timelines, message templates, and activation steps.
- The Resource department could take a stronger role in supporting the Communications team to ensure the 211 LA website is updated and resources are posted on social media.

### IV. Airbnb.org/Hilton Operations

- Identifying staff from each 211 LA department to respond to special projects during a disaster will assist in ramping up staff for disaster related projects as they're activated.





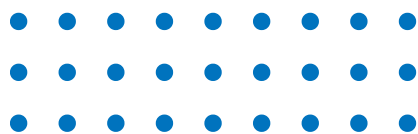
- To provide a timely response to disaster survivors' housing needs, it would be beneficial to reach out to Airbnb.org immediately following a disaster for short term housing solutions. Standard protocols could be developed to assist in the Airbnb.org activation.

## V. Care Coordination Operations

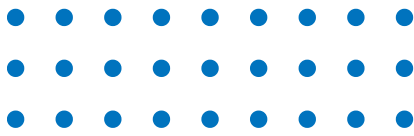
Immediate post-disaster coordination of case management and care is a clear service gap, as this often does not begin until the long-term recovery phase 6-9 months later. This delay can result in survivors missing out on essential financial assistance or health and mental health support. The early activation of 211 LA's care coordination funded by American Red Cross, proved critical for fostering trust and ensuring that survivors have access to the services they need, including fraud detection and verification processes. Immediate needs—such as shelter, food, medical care, and mental health support—must be prioritized early on, with case managers engaged from the outset to help survivors navigate these challenges and access necessary resources. A more proactive approach to care coordination would prevent many of the delays that currently hinder the recovery process.

- Hiring local staff familiar with the community in the impacted area (within 50 miles) improves client support and builds trust.
- Establish designated team leads to address routine inquiries and assist with resource navigation, reducing pressure on performance coaches.
- Training suggestions included:
  - Role playing calls and Scenario-Based Disaster Training.
  - Detailed protocol guides.
  - Detailed training on FEMA processes, trauma-informed care, and document verification.
  - Advanced training in motivational interviewing, de-escalation techniques, and navigating homelessness services.
  - Continuing education as new procedures are introduced.
  - Resources and available disaster services awareness to improve referrals of timely and accurate resources.





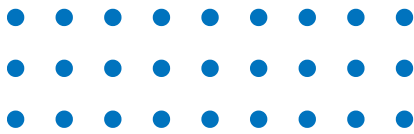
- Require upfront documentation during intake, implementing address-matching tools, and creating clearer verification procedures would assist in fraud detection.
- Clear communication channels and designated contacts with partner organizations to alleviate applicant follow up issues.
- Wellness and team-building opportunities to strengthen internal relationships and morale.
- Improve internal referral resource access by developing a centralized internal portal or disaster response site using existing tools (e.g., Google Sites).
- Expand 211 LA's visibility through community tabling, events, and social media—before and after disasters.
- Advocate for policy reforms and disaster readiness planning to address lack of housing, financial insecurity, and the needs of unhoused individuals.
- Creation of a pre-approved surge staff pool consisting of trained former team members, vetted volunteers, and temporary hires who can be mobilized within 12 to 24 hours of a disaster.
- Cross-Training across programs to empower staff to support multiple program areas and increase flexibility.
- “Just-in-Time” Training Modules for immediate deployment during activations to quickly onboard new or reactivated staff.
- Standardized Disaster Training Package with a complete onboarding toolkit covering 211 LA disaster protocols, trauma-informed care techniques, FEMA navigation, documentation practices, and call scripting.
- Clear role definitions (e.g., Housing Navigator, Intake Lead) to avoid duplication and confusion.
- Inclusion of bilingual staff and those with AFN experience to improve equity and access for all survivors.
- Develop a formal disaster training curriculum, including FEMA processes, trauma-informed practices, AFN accommodations, housing program navigation (e.g., Red Cross, Airbnb.org), and fraud detection.



- Include targeted CS CareSuite training for field use—emphasizing documentation, referral tracking, and managing limited connectivity environments.
- Track staff training and refresh cycles to ensure preparedness is maintained throughout the year.
- Stronger, proactive collaboration with external partners to reduce fragmentation and improve survivor outcomes:
  - Establish pre-disaster MOUs with key agencies (e.g., FEMA, Red Cross, Airbnb.org, VOADs) to formalize referral processes, define roles, and streamline data sharing.
  - Create and maintain a centralized, live directory of partner contacts and services to support real-time coordination during activations.
  - Host joint training and simulation exercises to increase operational familiarity between organizations before a disaster occurs.
  - Implement shared tools like real-time partner dashboards to reduce duplication and facilitate smoother handoffs for survivor support.
  - Schedule routine cross-agency huddles during activations to align services, address challenges, and stay coordinated.
- Avoid relying heavily on external volunteers or temp agencies for Care Coordination, as this can reduce the quality of service and rapport with clients.
- Ensure trauma-informed practices at all stages, especially when multiple care coordinators are involved with the same client.

## VI. Data Management/Reporting/Verification

- Focus on value in data storytelling for both internal planning and public communications.
- Establish a centralized tech/data lead to coordinate between departments and avoid duplicated work.



- A need for stronger operational coordination between care coordination, technology, and data functions. Recommend establishing a formalized disaster operations structure that includes clearly defined roles such as:
  - Disaster Project Manager
  - Disaster Technical Project Manager
  - Disaster Data Lead
  - Disaster Data Analyst
- Have a data-literate staff member involved in disaster response activation from day one to guide decisions on what data to collect, how to collect it, and how it should be reported.
- Create clear procedures for handling Personally Identifiable Information (PII) to ensure compliance in handling sensitive data.
- Encouraging a proactive approach to data planning, including creating structured intake forms and analysis-ready survey tools to avoid reactive redesigns mid-response.
- Develop a technology activation checklist and knowledge base articles to guide operational teams in requesting digital support and using systems effectively.
- Conduct scenario-based training for data management staff before disasters to help with utilizing tools and workflows.
- Implement streamlined onboarding processes for staff and partners, with pre-approved access to data systems and clear instructions on how to interact with tech platforms.
- Early engagement with partners—particularly those managing housing data, evacuation zones, geospatial analytics, and real-time alerts—to ensure tools and systems are aligned before a disaster strikes.
- Build data-sharing pipelines and API access ahead of time to reduce delays during emergency response.

## VII. Finance and HR/Staffing

- To reduce finance staff processing times, management staff should encourage the timeliness of staff in tracking and submitting their hours worked.
- Activate the HR department immediately at the start of a disaster to keep HR informed of any potential staffing or recruiting efforts that may be needed in response to the incident.
- Research potential staffing partnerships before a disaster to have an established pipeline to draw from during a disaster response activation.



## 9. Funding and Donations

211 LA has mobilized a robust network of partners, contributors, and sponsors to deliver comprehensive assistance to wildfire survivors. These collaborations are instrumental in addressing both immediate needs and supporting long-term recovery for affected households.

- Airbnb.org: Providing 10,452 evacuation stays and 542 long-term stays through credits.
- American Red Cross: Generous operational support to sustain and scale disaster response and recovery efforts.
- Alaska Airlines: Offering one-way flights to support displaced wildfire survivors.
- Atlas: Supporting address validation through advanced technology and staff assistance.
- California Community Foundation: Funding operational support to sustain relief efforts.
- CarePortal: Providing individual grants to families affected by the wildfire.
- Chobani: Offering coupons for Chobani products to wildfire survivors.
- Clements Design: Supported 211 LA's efforts to aid wildfire survivors.
- County of Los Angeles: Funded wildfire call handling, DRC presence, and 300+ DSWs.
- Expivia: Discounted wildfire call handling support.
- GoFundMe: Distributing \$1,000 cash aid grants to 500 impacted individuals and families.
- Hilton & American Express: Provided temporary shelter for 3,000 households.
- IKEA: Donating meal coupons redeemable at their stores.
- Lakeshore Management: Supported 211 LA's efforts to aid wildfire survivors.
- New Mercy Community Church: Supported 211 LA's efforts to aid wildfire survivors.
- NiCE: In-kind donation of licenses and phone system capacity.
- We Are Rally: Offering pro bono PR support to 211 LA. Rally is a communications firm specializing in public advocacy and social change.
- Sholl-Freede Foundation: Funding operational support for wildfire response.
- Taylor Swift and Swifties: Supported 211 LA's efforts to aid wildfire survivors.
- United Way Worldwide and 211 national network partners provided critical call-handling support during a significant surge in call volume.



## 10. Conclusion and Key Takeaways

1. Awareness of 211 to the general public in times of disaster is critical before there is a disaster and during an activation. LA County OEM could play an important role in helping to raise awareness of 211 services with the media and other County first responders at the time of activation. This should include awareness that 211 has been activated, what our role is, and how we can provide support to the community and other providers/responders.
2. Despite its challenge with staffing and financial resources, 211 LA stepped up and rose to the occasion, responding to this large-scale disaster, leveraging our prior experience, professional and trained staff, and being a trusted entity to the community and other providers. However, infrastructure is insufficient at 211 LA for pre-disaster preparedness and response readiness. Additional investment is necessary to respond at the levels needed for communities in the 88 cities and the unincorporated areas of Los Angeles County.
3. There is a clear need for immediate post-disaster care coordination. In this disaster, funding from American Red Cross, Charitable Foundations and other private giving enabled 211 LA to provide this critical bridge to recovery. 211 LA was fortunate to be positioned to serve in this capacity, but this is not a reliable funding strategy for ensuring this critical service is available for future events. Preparedness and response funding from government sources for 211 services should be enhanced by ongoing support from charitable foundations and other private giving. Protecting our communities from disaster through 211 LA's infrastructure of care should be a public and cross-sector priority.
4. The nonprofit community came out in force to assist evacuees and wildfire survivors; agencies that are not engaged with the VOAD such as Airbnb.org, Watch Duty and the Independent Living Centers (ILCs) that are not considered traditional disaster response agencies. The County and first responders should consider engaging with nonprofits that played important roles during the wildfires and develop a joint activation plan to ensure that these agencies are coordinated, supported and built into a community based approach to disaster response.
5. Consideration should be given to partnering with community-based nonprofit organizations to develop a preparedness approach for vulnerable populations similar to Southern California Edison's PSPS (Public Safety Power Shutoff). The PSPS program for people with access and functional needs serves mainly seniors and people with disabilities who receive pre-disaster care coordination to provide assistance in preparing emergency plans and signing them up for specialized notifications. During activation periods, people engaged in the PSPS program receive support for electrification needs, rehousing and transportation as needed.



6. Southern California Edison activated its PSPS program on January 3, at the start of the windstorm warning, four days before the first fires ignited. Earlier disaster activation from LA County OEM is advisable in order to enable faster surge response capacity and external partner training. If the surge staff is not needed, at least it is ready and on deck should a disaster escalate.
7. 211 LA recognizes the immense value of the trained and professional support available through the national 211 network. Another key element was the critical, non-congregate sheltering to properly meet the needs of complex households, young children, and pets, made available during the January 2025 wildfires. As a result, 211 LA is engaged in developing ongoing and continuous agreements with Airbnb.org and United Way Worldwide for disaster response and coordination support.
8. Disaster Case Management Program (DCMP) funding from CA DPSS using FEMA sources should be designed to support on-the-ground realities rather than directing funding to agencies based on pre-existing relationships or past practice without taking into account readiness, community relationships, and proximity to the impacted region. A more strategic, inclusive approach would have engaged experienced, local providers like 211 LA from the outset, ensuring taxpayer dollars were maximized and wildfire survivors received timely, coordinated care.



## APPENDIX A

### 211 LA ROLE IN DISASTER

211 LA is an independently operated 501(c)(3) nonprofit organization providing information and referral services for the residents of Los Angeles County. Under contract with the County of Los Angeles, 211 LA is also the public information source for the County in the event of a disaster or public health emergency (like COVID). As a founding member of 211 California, 211 LA is active in statewide disaster response through its collaborative efforts with the 211 CA Emergency Network.

#### Disaster or Public Health Emergency Responsibilities

- During disaster and emergency events, 211 is the public information source for Los Angeles County.
- 211 LA serves as: distributor of disaster-related information and rumor control to the public; distributor of LA County Department of Health advisories; and identifies unmet community needs for County officials.
- 211 LA relieves pressure on 911 and other first responder phone systems by providing an established number for individuals to call for non-life threatening situational information, particularly fire status, evacuation routes and status, road closures, shelter locations, and status of area reoccupations.
- 211 LA plays a significant role in disaster recovery by providing information and referrals to government, community-based nonprofit, and faith based agencies who offer long term assistance to disaster affected populations.

#### Disaster Response Capabilities

- Remote laptops and VOIP technology allow agents to work at home or at alternate facilities while still accessing 211 LA's complete disaster information database.
- Backup generator maintains essential functions during power outage.

## APPENDIX B

### 211 LA WILDFIRE CARE COORDINATION DATA STORY (AS OF 6/30/2025)

#### Vulnerable Populations

Analysis of household composition data reveals that one-third of households include individuals with access and functional needs, another third are over the age of 60, and more than 15% have mental health needs. These figures indicate a significant proportion of households are part of vulnerable populations, likely requiring more intensive case management to address fire-related impacts effectively.

#### Renters vs. Owners

Among the affected households, 73% are renters and 27% are homeowners. This has several implications. Renters may be able to relocate more quickly since they are not waiting for their homes to be rebuilt. However, renters often lack insurance policies that cover additional living expenses, making them more reliant on financial support and assistance from care coordinators. In contrast, homeowners may initially require less support due to insurance coverage, but long-term rebuilding may extend their need for care coordination as those funds prove insufficient over time.

#### Property Damage

Data shows that 43% of homes were destroyed and 22% sustained damage. This confirms that more than half of the affected households are dealing with significant property loss, meaning a majority of 211 LA's cases will require long-term recovery assistance.

#### Household Size

Smaller households (1–2 people) make up 35% of the population receiving care coordination, most of whom are renters. While it might seem easier to find permanent rental housing for them, the limited supply of affordable units remains a major obstacle. These households often lack the ability to share costs with family members or others, further compounding their housing challenges. On the other end, 15% of households include eight or more members, often extended families with a broad range of ages and needs. These large households are particularly difficult to rehouse and typically require more complex and sustained case management due to the diverse needs of children, seniors, and others under one roof.

## APPENDIX B (CONTINUED)

### 211 LA WILDFIRE CARE COORDINATION DATA STORY (AS OF 6/30/2025)

#### Housing Challenges

Unsurprisingly, 75% of households identified lack of affordable housing as their primary barrier to securing permanent housing. Additionally, 35% cited insufficient funds as a major challenge. This underscores the reality that even with support from insurance, FEMA, and other agencies, many households will continue to need financial assistance well into their recovery.

#### FEMA Assistance

About 50% of households have applied for FEMA assistance or are awaiting decisions. During this period, care coordinators must continue supporting these households with temporary financial and housing solutions. Another 20% of households have already been denied FEMA assistance, requiring more focused help to identify alternative aid and referrals.

#### Emergency Housing Sources

Roughly 39% of households reported staying with friends or family as a temporary housing solution. While this is cost-effective and flexible, it is not sustainable. These households will likely require 211 LA support later in their recovery to secure stable housing.

#### Languages Spoken

While 95% of clients speak English, only 5% identified Spanish as their primary language. Given LA County's significant Spanish-speaking population, this may suggest an underrepresentation of Spanish-speaking households in fire-impacted areas.

#### Fire Zone Distribution

For the areas represented by the 211 LA households in care coordination, 45% were within the Eaton fire/buffer zone, while only 17% were in the Palisades fire/buffer zone. With the Eaton fire area containing a higher percentage of lower income residents as compared to the Palisades area, 211 LA care coordination may be required to provide more extensive case work to assist in Eaton residents' financial recovery.

Additionally, 37% of households receiving care coordination live outside designated fire zones. Preliminary reports indicate many of these cases involve extensive smoke or ash damage, requiring temporary relocation or significant repairs. Others may face fire-related damages such as loss of employment, vehicle damage, or loss of stored personal property. These situations will require customized recovery plans and access to non-traditional support resources.

## APPENDIX C

### DATA DASHBOARD METHODOLOGY

[Click here to view the 211 LA Wildfire Dashboard.](#)

Clients entered Care Coordination by filling out a publicly-hosted intake survey that stores data within an industry-standard care coordination platform known as CareSuite. Care Coordinators conducted follow-ups via email and direct phone calls to keep data updated and ensure new data points were collected as the disaster response evolved over time.

The entire set of cases was screened for duplicate records using an industry-standard Enterprise Master Person Index software known as Rhapsody. Duplicate cases were closed so that each household only had a single care coordination case. Fire zone data was synthesized using publicly-available CalOES geospatial shapefiles. Participant addresses were normalized and transformed into coordinates. Python's shapely library was used to determine if those coordinates were located within CalOES fire zones with a 1 km buffer applied.

Data was extracted from CareSuite into a relational database, then aggregated and displayed in Tableau. Closed cases were filtered out. All data is either self-reported, or based on self-reported data, so some fields are not filled out across all cases. Self-reporting will cause data sets to be lower than the total number in Care Coordination. As we continue in the recovery stage, 211 LA is evaluating its data sets and refining and adding as needed. Newer data sets will show a lower volume of respondents.

## APPENDIX D

### AGENCY-WIDE CONTACT VOLUME

The table below shows agencywide contact volume from January 7 - 31, 2025, during the first 25 days of wildfire-related activation.

211 LA typically has about 49,889 calls offered per month (2024 average). In January 2025, calls offered surged to 77,566, a 64% increase over the prior year's monthly average. The first few days January 7, through January 11, were dedicated to recruiting surge partners and training Disaster Service Workers (DSWs), which resulted in high abandonment rates until surge partners and DSWs were fully trained and began providing call support on January 12.

Wildfire-related calls during this activation often reached more than three times the agency's typical daily call volume, underscoring the extraordinary demand on 211 LA during this initial period.

Date	Total Contacts Offered	Total Contacts Answered	Abandon- ment Rate	Avg Wait TimeHrs: Min:Sec	Avg Handle TimeMin: Sec	Wildfire Contacts	% of Total Contacts Answered
1/7/25	2,831	2,077	26.63%	00:12:38	08:33	14	0.67%
1/8/25	7,815	3,067	60.66%	01:23:06	06:16	1,601	52.20%
1/9/25	5,955	2,546	57.25%	00:44:55	07:28	1,283	50.39%
1/10/25	4,147	2,603	37.23%	00:17:15	07:46	1,063	40.84%
1/11/25	2,040	1,406	31.08%	00:12:27	06:15	683	48.58%
1/12/25	1,498	1,362	9.08%	00:01:49	06:42	616	45.23%

## APPENDIX D (CONTINUED)

### AGENCY-WIDE CONTACT VOLUME

Date	Total Contacts Offered	Total Contacts Answered	Abandon- -ment Rate	Avg Wait TimeHrs: Min:Sec	Avg Handle TimeMin: Sec	Wildfire Contacts	% of Total Contacts Answered
1/13/25	3,155	2,803	11.16%	00:03:23	08:54	717	25.58%
1/14/25	2,873	2,448	14.79%	00:05:12	07:23	820	33.50%
1/15/25	2,769	2,237	19.21%	00:07:19	07:32	969	43.32%
1/16/25	3,240	2,826	12.78%	00:03:44	07:22	1,081	38.25%
1/17/25	2,786	2,368	15.00%	00:05:04	07:14	1,009	42.61%
1/18/25	1,283	1,205	6.08%	00:01:41	06:57	851	70.62%
1/19/25	1,113	1,058	4.94%	00:00:56	06:26	679	64.18%
1/20/25	1,882	1,755	6.75%	00:01:05	06:24	903	51.45%
1/21/25	2,479	2,136	13.84%	00:04:10	06:35	1,078	50.47%%
1/22/25	2,876	2,354	18.15%	00:06:42	06:50	1,236	52.51%
1/23/25	2,654	2,234	15.83%	00:05:07	07:08	1,191	53.31%



## APPENDIX D (CONTINUED)

### AGENCY-WIDE CONTACT VOLUME

Date	Total Contacts Offered	Total Contacts Answered	Abandon- -ment Rate	Avg Wait TimeHrs: Min:Sec	Avg Handle TimeMin: Sec	Wildfire Contacts	% of Total Contacts Answered
1/24/25	2,403	2,121	11.74%	00:03:01	07:04	923	43.52%
1/25/25	1,578	1,436	9.00%	00:01:34	06:26	926	64.48%
1/26/25	1,475	1,331	9.76%	00:01:46	05:57	724	54.40%
1/27/25	2532	2328	8.06%	00:01:38	07:15	1291	55.46%
1/28/25	2,618	2,402	8.25%	00:01:35	06:59	1,225	51.00%
1/29/25	3,430	2,542	25.89%	00:11:15	06:55	1,422	55.94%
1/30/25	2,674	2,425	9.31%	00:02:22	06:38	1,350	55.67%
1/31/25	2,342	2,188	5.85%	00:00:59	06:51	1,287	58.82%
<b>Total</b>	<b>70,430</b>	<b>53,258</b>	<b>24.38%</b>	<b>00:11:37</b>	<b>07:08</b>	<b>24,942</b>	<b>46.83%</b>

## APPENDIX E

### CONTACT VOLUME BY SERVICE PLANNING AREA (SPA) AND ZIP CODES - JANUARY 2025

SPA	Number of Wildfire related Contacts Handled	Percentage
1	464	1.86%
2	1,512	6.06%
3	12,812	51.37%
4	1,065	4.27%
5	2,827	11.33%
6	1,744	6.99%
7	317	1.27%
8	432	1.73%
Unknown SPA*	3,769	15.11%
<b>Total</b>	<b>24,942</b>	<b>100.0%</b>

*\*Unknown SPA represents calls where the caller did not provide a zip code or calls where the caller was outside LA County.*

**APPENDIX E (CONTINUED)**  
**TOP 5 ZIP CODES - JANUARY 2025**

<b>Zip Code</b>	<b>Volume</b>	<b>Percentage</b>
91001 (Altadena)	10,050	40.29%
90272 (Pacific Palisades)	1,485	5.95%
91104 (Pasadena/Altadena)	721	2.89%
90001 (Los Angeles)	696	2.79%
91101 (Pasadena)	426	1.71%

## APPENDIX F

### TOP 10 SERVICE NEEDS IMMEDIATELY FOLLOWING FIRE - JANUARY 2025

Service Need	Total
Post Disaster Service Centers	11,507
General Wildfire Information	4,214
Shelters	3,533
Emergency Shelter	2,448
Information Lines/Websites	1,929
Post Disaster Housing Expense Assistance	548
Housing Counseling/Search Assistance	420
Volunteers/Donations	374
Information about 211 LA	346
Other Housing	316

## APPENDIX G

### AIRBNB.ORG/HILTON REFERRALS HOUSEHOLD COMPOSITION

The household compositions of those impacted by the wildfire included large numbers of children and pets, as well as multi-generational families. These factors made traditional congregate shelters, often crowded, communal, and lacking accommodations for animals, less suitable and more stressful for displaced households. By contrast, evacuation housing solutions with Airbnb.org and Hilton offered flexible, private, and family-friendly options that could better support children, safely house pets, and maintain family stability during a time of crisis. These alternative housing solutions were not only more practical but also better received by the community because they aligned with the real needs of displaced households.

Category	Airbnb.org	Hilton
Number of referrals made	10,899	6,125
Adults	28,488	13,860
Children	8,652	5,101
Infants	714	664
Pets	9,980	3,476

## APPENDIX H

### SOCIAL MEDIA AND 211LA.ORG WEBSITE

#### 211LA.ORG WEBSITE DATA ANALYTICS

<b>211 LA.org</b>	<b>01/07/25 - 06/30/25</b>
<b>Total Website Visits</b>	912,694
<b>Total Unique Users</b>	728,469
<b>Total Page Views</b>	3,221,528

Website traffic had a sharp peak in January due to the LA wildfire emergency, with over 534,000 visits and 1.7 million page views in that month alone.

<b>Month</b>	<b>Website Visits</b>	<b>Users</b>	<b>Page Views</b>
<b>January</b>	534,287	426,548	1,742,658
<b>February</b>	105,813	75,045	484,053
<b>March</b>	90,308	63,693	420,565
<b>April</b>	72,286	54,001	344,252
<b>May</b>	56,000	55,572	117,000
<b>June</b>	54,000	53,610	113,000
<b>TOTAL</b>	<b>912,694</b>	<b>728,469</b>	<b>3,221,528</b>

## APPENDIX H (CONTINUED)

### SOCIAL MEDIA AND 211LA.ORG WEBSITE

#### SOCIAL MEDIA METRICS

<b>Platform</b>	Instagram
<b>Followers</b>	11,390 (+67.3%)
<b>Profile Reach</b>	5,251,110
<b>Profile Impressions</b>	7,064,684
<b>Post Impressions</b>	6,857,161
<b>Post Engagements</b>	60,155
<b>Reshares</b>	35,967



## APPENDIX H (CONTINUED)

### SOCIAL MEDIA AND 211LA.ORG WEBSITE

#### SOCIAL MEDIA METRICS

<b>Platform</b>	Facebook
<b>Followers</b>	5,109
<b>Post Impressions</b>	69,577
<b>Post Engagements</b>	3,635
<b>Reshares</b>	620

#### SOCIAL MEDIA METRICS

<b>Platform</b>	X (Twitter)
<b>Followers</b>	3,657
<b>Post Impressions</b>	79,616
<b>Post Engagements</b>	1,732
<b>Reshares</b>	244

## APPENDIX I

### ACRONYM GLOSSARY

AAR – After Action Report  
 AARP – American Association of Retired Persons  
 ABC – A Better Community (nonprofit partner)  
 ADA – Americans with Disabilities Act  
 AFN – Access and Functional Needs  
 API – Application Programming Interface  
 AWS – Augmented Winter Shelter  
 CALIF – Communities Actively Living Independent & Free (Independent Living Center)  
 CEO - County of Los Angeles Chief Executive Office  
 COVID – Coronavirus Disease (COVID-19 pandemic reference)  
 CRA – Community Resource Advisor (211 LA call staff role)  
 CRM – Customer Relationship Management (software platform)  
 CS - CareSuite – 211 LA’s Client Services digital platform  
 CSContact - CareSuite call handling module  
 CSCare - CareSuite care coordination module  
 CSResource - CareSuite resource referral management module  
 DCMF – Disaster Case Management Program  
 DPSS – California Department of Social Services  
 DRC – Disaster Recovery Center  
 DSW – Disaster Service Worker  
 EMPI – Enterprise Master Person Index  
 ENLA - Emergency Network Los Angeles  
 EOP – Emergency Operations Plan  
 FEMA – Federal Emergency Management Agency  
 GEM – Global Empowerment Mission  
 HET – Homeless Engagement Team (LAHSA)  
 HR – Human Resources  
 HTML – Hypertext Markup Language  
 ID – Identification  
 ILC – Independent Living Center  
 INFORM USA – Inform USA (national accreditation/certification agency)  
 IT – Information Technology  
 IVR – Interactive Voice Response (phone system)  
 LAHSA – Los Angeles Homeless Services Authority  
 NCJW – National Council of Jewish Women Los Angeles  
 NIH – National Institutes of Health  
 OEM– County of Los Angeles Office of Emergency Management

## **APPENDIX I (CONTINUED)**

### **ACRONYM GLOSSARY**

OES / Cal OES – California Governor’s Office of Emergency Services  
PCC – Pasadena City College  
PII – Personally Identifiable Information  
PSPS – Public Safety Power Shutoff (Southern California Edison program)  
SCIL – Service Center for Independent Life (Independent Living Center)  
SMS – Short Message Service (text messaging)  
SPA – Service Planning Area (Los Angeles County regional divisions)  
UCLA – University of California, Los Angeles  
VOAD – Voluntary Organizations Active in Disaster  
VOIP – Voice over Internet Protocol  
YMCA – Young Men’s Christian Association



Dial 2-1-1 for help 24/7



Visit us at [211LA.org](https://211LA.org)



Media Inquiry: Daniel Molina  
[dmolina@211la.org](mailto:dmolina@211la.org)