REDWOOD EMPIRE FOOD BANK

CONTINUITY OF OPERATIONS PLAN (COOP)

3990 Brickway Blvd., Santa Rosa, CA

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Last Updated By: Rod Towery

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Mission Statement

The mission of the Continuity of Operations Plan (COOP) for the Redwood Empire Food Bank (REFB) is to ensure the uninterrupted delivery of essential food assistance services to individuals and families in need during and after any emergency, disaster, or operational disruption. This plan is committed to safeguarding staff, volunteers, resources, and facilities while maintaining critical distribution functions, protecting our supply chain, and supporting community resilience. Through comprehensive preparedness, rapid response, and effective recovery strategies, we will continue to fulfill our core mission of fighting hunger and serving our community—no matter the circumstances.

Review and Approval

The REFB COOP Plan review roster and required approval list is below. Once the plan is completed by the COOP Team and ready for approval, the following people will sign and approve to ensure all parties are on board.

Name	Title
Allison Goodwin	Chief Executive Officer
Alison Smith	Chief Operations Officer
Paula Handleman	Chief Financial Officer
Breanne Beseda	Chief Development Officer
Patty Striniste	Chief People & Culture Officer
Rod Towery	Director of Facilities, Fleet & IT
David Berry	Chair - Board of Directors

Plan Approved by: (Signature)	Date

Introduction

Continuity of Operations (COOP) planning is an effort to ensure the continuity of an organization's essential functions across a wide range of emergencies and events that disrupt services. Emergencies are unplanned events that can cause significant injury or even death, disrupt or close down operations, cause physical or environmental damage, or harm the organization's public image. An event that may disrupt services could include a power outage, road closures, a cyber event that halts operations, etc.

The Redwood Empire Food Bank's COOP Plan describes how to sustain the capabilities to perform essential functions during and after a disruption in internal operations, whether caused by severe weather or other natural or human-caused disasters. Following guidelines established by FEMA's Continuity Plan Template and Instructions for Non-Federal Entities and Community-Based Organizations, this Plan identifies lines of succession; provides for the maintenance or reestablishment of control and direction of the REFB including relocation of key personnel; reconstitution of key staff positions with successor personnel; and regeneration of full REFB function.

This Plan, which applies to all-hazard threats, ensures that the REFB is prepared to provide critical services in an environment that may become a threat, diminished, or incapacitated.

The essential elements of this COOP Plan include the following:



Purpose

This COOP plan is designed to guide REFB staff in executing mission-critical services in emergencies or disasters, protect REFB facilities and other assets, help reduce or eliminate any interruption of the organization's services and assist in the timely restoration to full operations. To meet these objectives, the REFB has established this COOP Plan, which sets forth key areas of operations, identifies essential functions, and outlines strategies for maintaining a minimum level of operations to serve our community. These key areas are:

- Defining potential threats
- COOP Activation
- Defining essential operational functions
- Staffing, Orders of Succession and Delegations of Authority
- Facilities continuity plans
- COOP Manager and other Roles
- Communication strategies to Employees, Participants, Volunteers, and Vendors
- Vital records, systems and resources
- Logistics and Resource Management
- Reconstitution of Normal Operations
- Testing, Training, and Exercises
- Plan Maintenance

These topics will be used to build continuity processes and procedures, establish goals and objectives, and support the performance of organizational essential functions during a disruption to normal operations.

Defining Potential Threats

This COOP plan identifies several possible threats that could disrupt operations. An earthquake is the highest risk event that has the most potential to cause damage to the roadways and transportation capabilities to the community.

Threat	Potential Disruption
Wildfire	Disruption in power to the building. Possibly no internet or wireless communication tools available. Roads could be blocked by fire or area evacuated.
Earthquake	Disruption in power, water, sewer services to the building. Possibly no internet or communication tools available. Roads and bridges could be damaged.
Flood	Disruption in power to the building. Possibly no internet communication tools available at the building. Roads could be blocked by floods or areas evacuated.
Pandemic	Disruption in distribution services. Access to resources and gathering restrictions
Cyber Attack	Possibly no internet communication tools available. Records compromised
Political/Military/War	Possible Military activity in the community, disruptive protesting, or riots causing distribution site and/or route challenges

When to Activate the COOP

The COOP Plan can be activated following any potential or actual event that impacts the continued performance of essential functions and potentially renders it impossible for employees to work in their regular location.

The organization has identified triggers to assist leadership in deciding to activate the COOP. Triggers assist staff in recognizing when COOP plan activation is required and enable a smoother transition to continuity operations. Scenarios that may require the activation of the COOP include the following:

- Receive notification of a credible threat, which leads it to enhance its readiness posture and take the necessary actions.
- Receive a notification from CalOES, FEMA, or Sonoma County COAD of a disaster scenario.
- Experience a disruption to one or more essential functions.
- Affected by natural, man-made or weather-related events.

Activation phase activities include the following:

- If activation occurs during business hours, the building may be evacuated following published evacuation procedures. Staff will assess impact on essential functions.
- Deciding to activate the COOP Plan when normal operations are fully or partially disrupted.

Once the decision to activate the COOP plan has been made, the following assigned staff will oversee its execution to support the organization's overall functioning and operations.

Authority to Activate COOP: CEO and executive leadership team—including the Chief Financial Officer, Chief Operations Officer, Chief Development Officer and Chief People & Culture Officer (C- suite)

Key Continuity Personnel: Sr. Management Team, Director of Facilities, Fleet & IT Operations, Director of Supply Chain and Analytics, Inventory Manager, Director of Programs, Director of Partnerships, Operations Manager, Food Sourcing Manager, Director of Marketing & Communications, Accounting Manager

Once COOP is Activated, the following will need to take place:

- Alerting personnel (employees, volunteers, Board of Directors), and mutual aid partners (i.e. food bank network, Feeding America National Officer (FANO), local disaster response partners, and Local Elected Officials.
- Implementing continuity options such as relocation to alternate sites, devolving, activating mutual aid agreements, and transitioning to alternate systems.
- The REFB will work in collaboration with the State Emergency Management Offices and State and local VOAD/COAD partners to better serve those impacted by the disaster event

Essential Operational Functions

Essential Functions (EFs) are the priority services that must be operational to achieve the REFB's primary mission. To ensure that staff can complete essential functions, it is crucial to establish priorities for an emergency. Examples of what can make a function "essential":

- Protecting life, property, and the environment
- Mandated essentials by statutory laws
- Critical components of service delivery
- Supports critical/essential functions of others
- Supports the infrastructure to keep your organization up and running
- Food Safety

The COOP Team shall ensure that REFB essential functions can continue or resume as rapidly and efficiently as possible during the activation of the COOP. Any task or service not deemed essential must be deferred until additional staff and resources become available. The REFB must be prepared to operate without help for at least 24 hours. The agency shall provide operational capability within 12 hours of the event and be able to continue essential operations for 30 days or

until termination of the event, whichever is later.

The REFB has identified essential functions (EFs) and the Recovery Time Objective (RTO) required for each function.

The table below lists EFs prioritized by Recovery Time Objectives to assist the agency and staff know which functions must be recovered first. Staff are assigned based on their knowledge of performing the Essential Functions.

Knowing your priorities as an organization makes everything else fall into place. In a crisis, you can make the best decisions for your organization if you are clear on your priorities.

Essential Function	Recovery Time/Objective	Interdependencies
Staff and Board Safety	4 hours	Communications
Assess Facilities and ability to operate (see Facilities continuity plan section)	4 hours	Power, Network connectivity, accessibility
Establish Communications – activate use of Satellite or similar (decision in progress) to communicate with staff, board, other food banks, donors, etc.	12 hours	Power, Internet connectivity
Evaluate operational capabilities (i.e. facility, fleet, utilities, refrigeration, generator, fuel, etc.)	8 hours	Facilities Infrastructure, Road infrastructure, Communications

Essential Function	Recovery Time/Objective	Interdependencies
Notify Stakeholders (agencies, food and logistics partners, CAFB/FA, VOAD etc.)	8 hours	Communications
Resume to normal operations	TBD	Facilities Infrastructure, Communications
Begin Scaled operations	TBD	Facilities Infrastructure & Communications, road accessibility

COOP Manager and Key Personnel Roles and Responsibilities

Our first priority is to make sure that your employees/volunteers are safe. The Senior Management Team will have oversight of their respective organization and provide guidance; however, the Leadership Team will have responsibility of actively working through the COOP at ground level and managing through the COOP plan. All leaders must be dependable and capable of handling high stress environments and agree to be present during a disaster when possible. The COOP Manager will lead the plan development and put the plan in action once activated by the Senior Management Team. The COOP management team, along with Senior Management, will assess the operations' ability to perform essential functions and determine what additional resources are required to increase its durability.

The following roles and responsibilities will be instituted in the event of activation of the COOP.

COOP Manager: Rod Towery (B/U Alison Smith) - Main personnel consulting and invoking the COOP into play. Looks to other leaders to assume their assigned roles and responsibilities. Reports progress and updates to the Sr. Management Team on issues and status.

Communications Manager: Rachelle Mesheau (B/U Nicole Lorange) - Responsible for content and executing communication strategies put forth in the COOP plan, both internal and external. Works with the Director of Facilities on available network access.

Facilities, Fleet and IT Systems Manager: Rod Towery (B/U Kyle Nyholm) - Ensures Facilities and infrastructure and IT are intact and in working order for teams to carry out their responsibilities within the COOP plan and are able to support operations as needed.

Fleet and Equipment Manager: Justin Hofmann (B/U Rod Towery) – Responsible for maintaining and tracking fleet and equipment and accountable for all REFB assets.

Food Resources Manager: Colin Davidson (B/U Mario Altamirano) - Main responsibility is to procure and coordinate food resources when needed.

Operations Manager: Erika Carstensen (B/U Mario Altamirano) - To manage and allocate resources at headquarters to support COOP activities.

Transportation and Logistics Manager: Erika Carstensen (B/U Yovani Enriquez) - Takes the lead in coordinating assets and available resources to deliver or pick-up food to and from the community or partners. Works in conjunction with Programs to identify locations and logistics of pop up sites.

Finance Manager: Paula Handelman (B/U Liz Ramirez) - Assures access to company accounts and banking institutions for payroll, vendor payments, or transfer of funds when needed. Involved in food acquisition and sourcing decisions.

Donor Manager: Breanne Beseda (B/U Joe Talley) - Manages all donor transactions and communications.

Partnership Manager: Amy Talley (B/U Stephanie Hernandez) - Coordinate with REFB partners for food resources and possible distribution sites. Community outreach.

Programs Manager: Jessica Hernandez (B/U Arturo Ornelas)- Coordinate resources for direct service sites and assets (company vans) with plans for community pop up sites as needed. Works closely with the Transportation and Logistics Manager.

Volunteer Manager: Liz Berry (B/U Nicole Lorange) - Communicate through Communications Manager of sites and Volunteer needs during a disaster. Coordinate Super Volunteer resources.

Volunteer Operations Manager: David Johnson Williams (B/U Frank) Work with Operations and Programs team to prioritize volunteer work and project needs.

People & Culture Manager: Patty Striniste (B/U Nayeli Chavez) - Handle any personnel issues that may arise.

Orders of Succession and Delegations of Authority

If members of senior leadership are rendered incapable or unavailable to fulfill their duties, successors have been identified to ensure there is no lapse in decision-making authority as follows. When the primary holder of one of these positions, or their acting successor, becomes unreachable or incapable of performing their duties, the President & CEO will notify the next successor in line and inform other internal and external stakeholders of the substitution.

Key Position	Designated Successors	Authorities Granted	Limitations on Authority
Chief Executive Officer	1. Chief Operations Officer	All	None
	2. Chief Financial Officer	All	None
	3. Chief Development Officer	All	None
Chief Development Officer	1. CEO	All	None
	2. Director of Marketing Comm	All	None
	3. Development Data Manager	All	None
Chief Operations Officer	1. CEO	All	None

	2. Director of Facilities, Fleet & IT	All	None
	3. Director of Supply Chain and Analytics	All	None
Chief Finance Officer	1. CEO	All	None
	2. Staff Accountant	All	None
	3. Finance Supervisor	All	None
Chief People & Culture Officer	1. Chief Executive Officer	All	None
	2. Chief Financial Officer	All	None
	3. Chief Development Officer	All	None

Key COOP Team Members list and contact information

****People and Culture has home addresses of COOP Team members for the purpose of knowing where in the community they live and if their home may be affected by the disaster.**

Employee Name	Incident Position	Mobile Number	Email Address
Alison Smith	**COO – C-Suite Team**	707-800-5640	asmith@refb.org
Anthony Bollock	**Finance Accountant**	707-367-5782	abollock@refb.org
Breanne Beseda	**CDO – C-Suite Team**	209-608-1543	bbeseda@refb.org
Colin Davidson	**Food Resource Manager**	707-339-5401	cdavidson@refb.org
Elizabeth Berry	**Volunteer Manager**	707-217-1657	lberry@refb.org
Jessica Hernandez	**Programs Manager**	707-326-9792	jhernandez@refb.org
Rachelle Mesheau	**Director of Marketing & Communications**	415-405-6072	rmesheau@refb.org
Rod Towery	**COOP Manager** **Director Facilities/Fleet/IT**	707-322-6509	rtowery@refb.org
Allison Goodwin	**CEO – C-Suite Team**	707-364-0584	agoodwin@refb.org
David Johnson Williams	**Volunteer Support**	707-338-6581	djohnsonwilliams@refb.org
Eddie Barajas	**Program Manager Support**	707-484-2675	ebarajas@refb.org
Erika Carstensen	**Operations Manager** **Trans/Logistics Manager**	707-494-1762	ecarstensen@refb.org
George Gittleman	**Board Member**	707480-6490	gittleman18@gmail.com
Mario Altamirano	**Inventory Mgr - Operations Manager B/U**	707-536-7110	maltimarano@refb.org
Kyle Nyholm	**Facilities B/U**	707-321-2294	knyholm@refb.org
Nayeli Chavez	**People & Culture Support**	707-548-4671	nchavez@refb.org
Nicole Lorange	**Communications Manager B/U**	707-849-3486	nlorange@refb.org
Paula Handelman	**CFO- C-Suite Team**	707-291-8769	phandelman@refb.org
Patty Striniste	**CPO – C-Suite Team**	408-230-2278	pstriniste@refb.org
Stephanie Hernandez	**Partnerships B/U**	707-703-8625	shernandez@refb.org
Liz Ramirez	**Finance Supervisor**	707-591-4076	lramirez@refb.org

Amy Toberner-Talley	**Partnerships Manager**	707-239-1025	atalley@refb.org
Justin Hofmann	**Fleet & Equip Manager**	707-235-0840	jhofmann@refb.org
Joe Talley	**Development Data Manager**	707-239-1030	jtalley@refb.org

Disaster Response Staff Policies

Staff members are expected to be in contact with the REFB in the event they are unable to report to work due to disaster related damage. The REFB will work with staff to ensure they are able to care for their families and homes if impacted by the disaster event. Staff members are expected to report to work unless the REFB facilities are severely damaged and will be notified by the Food Bank in some capacity (Communications Manager, their Supervisor, or People and Culture) in the event of a change in hours of operations.

- If the REFB facilities are damaged, staff will be notified to report to the temporary office and/or warehouse as it is established.
- Staff vacations scheduled to occur during a disaster response might be postponed, depending on the level of the disaster and needed response.
- Extended hours should be expected by all staff
- Depending on the severity of the disaster, staff members might be required to work up to 7 days per week. The COOP Team will work to avoid this for our staff whenever possible.
- Staff members might be asked to work outside their normal job functions to meet the priority needs of the disaster response.

In uncertain and disastrous times, we recognize the world could feel unsettled and overwhelming. We have resources from Kaiser, Sutter Health, and Principal Health that outlines how to access emotional wellness and mental health resources through your benefits carrier in times of disasters. More information in the Appendix on specific programs and contact information available. Our People and Culture team is also a resource to all staff and can be reached by contacting Patty Striniste directly through text, email, or a phone call.

Facilities Continuity Plan

The Facilities Continuity Plan outlines how to maintain essential building functions and restore normal operations after a disruption such as natural disasters, power outages, fire, civil unrest, or a pandemic. An inspection of the building and surrounding areas will be done by the Director of Facilities, Fleet, & IT and COO to ensure that the structure is intact, safe and habitable for employees and volunteers. See Appendix for Building Assessment Checklist. If an evacuation was conducted, standard “All Clear” procedures apply as per the REFB evacuation process. These are critical building operations that must be operational or be rapidly restored after a disaster:

Essential Function	Owner/Responsible Party	Recovery Time Objective
Fire safety systems	Facilities, Fleet and IT Systems Manager	Immediate
Power/Generator systems	Fleet and Equipment Manager	Immediate
Mechanical systems (HVAC, plumbing)	Facilities Technician	4–12 hours
Access control & security	Facilities, Fleet and IT Systems Manager	1 hour
Internal/External Network	Facilities, Fleet and IT Systems Manager	2 hours
Sanitation (restrooms, waste)	Facilities Technician	4 hours

Critical Facilities Vendors:

The following is a list of critical facility vendors that REFB will use in case of a need for repair after an event occurs.

Service	Vendor Name	Phone
Electrical Services	CCi Electrical Contractors	707-433-9036
Plumbing Maintenance	Chavez Plumbing	707-528-3511
Fire Safety Systems	Santa Rosa Fire Equipment	707-546-0797
HVAC Maintenance	Articom Group Refrigeration	(714)289-8200 option 1 for service
Generator Systems	Leete Generators	707-545-0484
IT Systems	KLH Consulting	707-575-9986
Waste Management	Republic Services	844-677-7378
Generator Fuel	eFuel	408-332-2855
Composting	Recology	800-243-0291
Internet	Sonic.net	888-766-4233

Relocating Operations

In the event the disaster is so severe or the building is beyond repair and inhabitable, operations may need to be relocated to another physical location. We have identified several locations and businesses that would help in this scenario. Cotati Food Service has a large freezer and cooler that would be available to store temperature sensitive foods for distribution to the community. Skikko's Trucking Company has a large warehouse that is available to REFB for dry goods storage. Both locations have loading docks and truck bays for ease of loading and unloading.

Emergency Supply Vendors

Another important step is to make sure you have supplies ready for an emergency. If we need to relocate to another location, we will need supplies and material handling equipment. Having predetermined vendors and companies that can assist in an emergency would be beneficial for REFB by having it up and running as fast as possible.

Service	Vendor Name	Phone
Tractor Rental	Coast Counties Peterbilt	707-837-2727
Forklift Rental	Accurate Forklift	707-585-3675
Trailer Rental	Skikos Trucking	707-575-3000
Generator Rental	United Rentals	707-585-7621
Endologix and Thermalsun	Overflow Vehicle Parking	

COOP Communications Plan

This Disaster Preparedness and Continuity of Operations (COOP) Communications Plan provides the framework for managing all communications activities during emergency situations at the Redwood Empire Food Bank (REFB). The plan ensures timely, accurate, and consistent messaging to all stakeholders while maintaining operations and supporting the community during disasters.

Primary Objectives:

- Ensure staff, volunteer, and participant safety through clear communication
- Maintain stakeholder trust and confidence during crisis situations
- Coordinate with emergency response partners and government agencies
- Preserve organizational reputation and mission continuity
- Support community disaster response and recovery efforts

Scope: This plan covers all natural disasters (wildfires, earthquakes, floods), public health emergencies, organizational crises, and significant operational disruptions affecting REFB's ability to serve Sonoma, Lake, Mendocino, Humboldt, and Del Norte counties.

The ability to execute essential functions depends on communication. Resilient communications and IT systems should be utilized to ensure communications can continue even if some infrastructure becomes disabled and to support connectivity among agency leaders, staff, the board, participants, vendors, and the public during a crisis. Communications and IT capabilities are crucial to be operational.

The REFB has identified resilient communication systems at the primary location, alternate location(s), and/or work-from-home. These systems will support the REFB needs during all hazards/threats.

In the event of a potential or actual interruption and activation of the COOP, the Communications Manager, along with the c-suite team will take the following steps to communicate the organization's operating status:

1. The CEO or designated leadership will notify the Board when the COOP Plan is activated.
2. A text, email or phone message from the Director of Marketing & Communications to all staff will include notification of activation and will require responses to verify that personnel have received the notification.
3. Designated leadership will notify other appropriate groups of the activation. Other groups may include:

    Communications Groups:
    - Participants
    - Partners
    - Volunteers and their families
    - Local news, social media
    - Your community leaders
    - Donors
    - Government partners
    - Suppliers/Vendors

Communications Method	Description/Details/Alternate Modes
Cell phones - Voice and Text	Carrier varies/Starlink or similar as back-up
Landline phone (voice/fax) system	RingCentral
Internet access, email, and website provider	Sonic.net/Comcast
Social media accounts	Facebook/Instagram/LinkedIn/YouTube
Internal staff communications systems	RingCentral/Google messaging
Two-way radios	Eleven charged radios (six in Comm Dev office & five in Warehouse offices)
Satellite provider	Starlink/Iridium or similar (to come)
Pre-disaster instructions to staff	Drills (earthquake, fire, etc.), annual training & review COOP with all staff

CRISIS COMMUNICATION MESSAGING FRAMEWORK

Core Message Principles

1. Safety First: Always prioritize safety of people over operations
2. Transparency: Provide honest, accurate information
3. Compassion: Acknowledge impact on community and stakeholders
4. Action-Oriented: Clearly state what REFB is doing to respond
5. Unity: Emphasize community solidarity and mutual support

Message Components Template

Every crisis communication should include:

1. Acknowledgment: Recognition of the situation/crisis
2. Safety Status: Current safety status of staff, volunteers, participants
3. Operational Status: Impact on REFB operations and services
4. Response Actions: Specific steps REFB is taking
5. Community Impact: How the situation affects community food security
6. Support Resources: How community can help or get help
7. Next Update: When next communication will be provided

Key Messages by Crisis Type

Wildfire Response:

"The safety of our team and community is our highest priority"

"We are coordinating closely with emergency responders and evacuation centers"

"Our network is mobilized to support families displaced by fires"

"Food security remains critical during and after emergency evacuations"

Earthquake Response:

"We are assessing facilities and supply chain impacts following today's earthquake"

"Our emergency food support (Station 3990) is being deployed to affected areas"

"We are working with partner agencies to ensure continued food distribution"

"Community resilience depends on maintaining food access during recovery"

Public Health Emergency:

"We are implementing enhanced safety protocols to protect our community"

"Essential food services will continue with appropriate modifications"

"We are adapting distribution methods to maintain social distancing"

“Nutrition security is especially important during health emergencies”

PRE-APPROVED SAMPLE MESSAGE TEMPLATES
Click here for a complete template library for all disasters, channels & stakeholders.

Template 1: Initial Crisis Acknowledgment

Subject: [Crisis Type] Update: REFB Response and Safety Status

Dear [Stakeholder Group],

We want to update you on [specific crisis situation] and how it is affecting Redwood Empire Food Bank operations.

The safety of our staff, volunteers, and the communities we serve is our top priority. We are currently [safety status and immediate actions taken].

Our operations are [operational status - fully operational/partially impacted/temporarily suspended]. [Specific details about service impacts and modifications].

We are working closely with [relevant emergency partners] to [specific response actions]. Our team is also coordinating with our 130+ partner agencies to ensure continued food access throughout our service area.

We will provide another update by [specific time/date]. In the meantime, if you need immediate assistance, please contact [emergency contact information].

Thank you for your patience and continued support of our mission to End Hunger in Our Community.

[Signature]
Allison Goodwin, President & CEO
Redwood Empire Food Bank

Template 2: Operational Status Update

Subject: REFB Operational Update: [Date]

[Stakeholder Group],

This is an update on the Redwood Empire Food Bank’s operational status following [crisis situation].

Facility Status: [Details about the distribution center and distribution sites]

Staff and Volunteer Safety: [Current status and any impacts]

Service Delivery: [Details about distribution schedule, modifications, or alternatives]

Partner Agency Support: [Status of support to partner agencies and support of partner agencies within the community]

Community Impact: [Assessment of community food security needs]

How You Can Help: [Specific ways stakeholders can assist]

We continue to monitor the situation closely and will adjust our response as needed. Our next update will be provided [timeframe].

For the most current information, please visit refb.org or follow us on social media.

[Signature]
Allison Goodwin, President & CEO
Redwood Empire Food Bank

Template 3: Media Statement

FOR IMMEDIATE RELEASE

Redwood Empire Food Bank Responds to [Crisis Type]

SANTA ROSA, CA – [Date] – The Redwood Empire Food Bank is actively responding to [crisis situation] while maintaining essential food services for communities throughout Sonoma, Lake, Mendocino, Humboldt, and Del Norte counties.

"[Quote from President & CEO about safety and response priorities]," said Allison Goodwin, President & CEO of the Redwood Empire Food Bank.

The organization is [specific operational status and response actions]. The Redwood Empire Food Bank serves over 60,000 people monthly through its direct service distributions and programs, and supports a network of more than 130 partner agencies within their service area.

[Specific details about crisis response, partnership coordination, and community impact]

"During times of crisis, food security becomes even more critical for vulnerable community members," said Rachelle Mesheau, Director of Marketing and Communications for the Redwood Empire Food Bank. "We are committed to maintaining our mission of ending hunger, even while adapting our operations to ensure everyone's safety."

The food bank is [specific current actions and future plans]. Community members seeking food assistance can [instructions for accessing services].

For more information about the Redwood Empire Food Bank's crisis response, visit refb.org or call 707-523-7900.

About the Redwood Empire Food Bank
Since 1987, the Redwood Empire Food Bank has provided food and nourishment to those facing hunger—serving more than 135,000 children, families, and seniors in Sonoma, Lake, Mendocino, Humboldt, and Del Norte Counties. With over 300 monthly direct service distributions and 130 local partnerships, we ensure that anyone experiencing hunger has access to healthy groceries every week of the year.

Media Contact:
Rachelle Mesheau, Director of Marketing & Communications
707-523-7900 | rmesheau@refb.org

Communication Channels During Disaster

The following communication methods should be prioritized based on disaster limitations:

- Landline and satellite phones (when cell service is down)
- Emergency text alerts (SMS trees if networks remain)
- Local radio stations
- Physical signage at food bank, alternate sites, or community centers
- Email (when available)
- Social media (when available)
- Website (when available)
- Partner organization phone and SMS networks
- Mutual aid networks and printed bulletins
- In-person briefings (if safe and possible)
- Government emergency alert systems

MEDIA RELATIONS PROTOCOL

Media Response Hierarchy

Allison Goodwin, President & CEO: Primary spokesperson for major crises
Rachelle Mesheau, Director of Marketing & Communications: Secondary spokesperson and media coordinator
Alison Smith, Chief Operations Officer: Subject matter expert for operational impacts
David Berry, Board Chair: Organizational governance and policy matters

Media Inquiry Response Process

Log all inquiries with reporter name, outlet, contact info, deadline, and topic
Assess urgency and scope of request
Consult with appropriate spokesperson and gather necessary information
Prepare key talking points aligned with crisis messaging framework
Respond within established timeframes:
Breaking news: Within 2 hours
General inquiries: Within 4 hours
Feature stories: Within 24 hours

Interview Guidelines

Do:
Stay on message and use prepared talking points
Acknowledge community impact and show empathy
Highlight REFB's response actions and partnerships

Direct people to resources and assistance
Thank first responders and volunteers
Don't:
Speculate about causes or make predictions
Release unconfirmed information
Discuss personnel matters or internal conflicts
Make commitments beyond REFB's authority
Criticize other organizations or agencies

Press Conference Protocol

When to Hold:
Major facility damage or extended closures
Significant community impact requiring public response
Launch of major disaster response initiatives
Requested by government emergency management
Coordinate with Bay Area Food Banks where it makes sense
Preparation Steps:
Draft opening statement (2-3 minutes)
Prepare anticipated Q&A responses
Coordinate with partners on unified messaging
Select appropriate location and setup
Invite relevant media outlets with 2-hour notice minimum

SOCIAL MEDIA MANAGEMENT

Platform-Specific Strategies

Facebook:
Primary platform for detailed updates and community engagement
Share photos and videos of response activities
Create event pages for emergency distributions
Monitor and respond to comments and messages
Share partner agency updates and resources
Instagram:
Visual storytelling of response efforts
Behind-the-scenes content of operations
Stories for real-time updates
Highlight community resilience and support
Twitter/X:
Real-time crisis updates and news sharing

Coordinate with emergency management hashtags
Share partner and government agency updates
Monitor trending topics and community sentiment

Content Guidelines During Crisis

Tone: Professional, compassionate, informative, action-oriented
Frequency: Minimum every 4 hours during active crisis, daily during recovery
Content Types:
Operational status updates
Safety information and resources
Community support stories
Partner agency spotlights
Ways to help or get help

Monitoring and Response Protocol

Monitor mentions, tags, and relevant hashtags every 2 hours
Respond to direct questions within 4 hours
Address misinformation immediately with factual corrections
Escalate concerning posts to Senior Leadership team
Document significant social media interactions for records

COOP COMMUNICATIONS APPENDICES:

Appendix A: Disaster Communications Checklist and Quick Reference Sheet

Summary of key contacts, activation triggers, and initial response steps

Appendix B: Message Template Library

Complete collection of pre-approved message templates for various scenarios

Appendix C: Board, Staff (see Patty for list), Super Volunteer, Emergency Volunteer, and Media Contact Lists

Comprehensive contact lists with primary and backup information where possible

Appendix D: Partner Agency List, Food Partner List

Contact information for hunger relief partners

Appendix E: Technology and Platform Instructions

Step-by-step guides for using communication systems and social media:

- *Social media posting instructions*
- *Firespring emergency web page activation instructions*
    - *Pop-up and Emergency Banner activation instructions*
- *Galaxy Training Handbook*
    - *Evacuation Training Guide for Volunteer Programs*
    - *Galaxy emergency shift activation instructions*

Appendix F: Marketing & Development-Related Passwords

List of program and online login information

Appendix G: Community Resource Directory

List of community resources to share with stakeholders during crises

Vital data records, systems and resources

"Vital data records" refers to information systems and applications, electronic and hardcopy documents, references, and records, including classified or sensitive data, needed to support EFs during a continuity event. Most of REFB's critical data and systems are cloud-based and are hosted off-site. This model however is dependent on internet connection for access to these applications and file servers. It becomes mission critical to have outside network connectivity to be fully operational.

As soon as possible after activation of the COOP Plan, but in all cases within 12 hours of activation, personnel must have access to the appropriate networks, applications and servers for accessing vital records and information, including:

- A local area network with internet access
- Electronic versions of vital records
- Supporting information systems and data
- Internal and external e-mail and e-mail archives
- Hard copies of vital records

Vital Record, File, or System	Form of Record	Back-up/Duplicate Copy Location	Person/s Responsible for Maintenance, Retrieval & Security	Able to Access from Alternate Location? (Y/N)
Google Docs	Electronic	Cloud	COO	Y with connectivity
Payroll System/IBS/ checks	Electronic	IBS & paper checks	CFO	Y with connectivity
Network Files (S:\ Drive)	Electronic	Cloud (CoLo)	Director of Facilities	Y with connectivity
Primarius	Electronic	Forms in Logistics office	Director of Supply Chain & Analytics	Y with connectivity
Donation and External Email System – Virtuous/Raise	Electronic	Cloud	Chief Dev Officer & Development Data Manager	Y with connectivity
Volunteer Management System/Galaxy	Electronic	Paper check-in	Director of Communications	Y with connectivity

Vital Record, File, or System	Form of Record	Back-up/Duplicate Copy Location	Person/s Responsible for Maintenance, Retrieval & Security	Able to Access from Alternate Location? (Y/N)
Google Docs	Electronic	Cloud	COO	Y with connectivity
Payroll System/IBS/ checks	Electronic	IBS & paper checks	CFO	Y with connectivity
Network Files (S:\ Drive)	Electronic	Cloud (CoLo)	Director of Facilities	Y with connectivity
Oasis Insight	Electronic	sign-in sheets	Director of Programs	Y with connectivity
Accounting Records/Primarius	Electronic	paper	CFO	Y with connectivity

Critical Systems Access

Most of REFB's critical data and systems are cloud-based and are hosted off-site. This model however is very dependent on internet connection for access to these applications and file servers. Our first line of defense is our preemptive failover plan of currently hosting two different Internet Service Providers (ISP's). We currently have Comcast and Sonic internet connections that are configured in a Software Defined Wide Area Network (SDWAN) high availability failover configuration and have the intelligence to switch to the active and available internet connection.

If both ISP's Internet connections are down, the next access point would be cellular wireless network via a MiFi, however we have seen in past disasters (Tubb's Fire) that the wireless networks tend to get overwhelmed or not work entirely. Recommendation is to have a satellite uplink data source for emergency back-up internet access that allows the REFB to access the internet via satellite and resume operations quickly and effectively. It is also recommended by Cal OES and other local authorities to have at least two HAM radio operators trained and licensed (Requires to be licensed with the FCC) with REFB radios on your team to establish communications with local authorities during a major disaster.

Satellite data is expensive, therefore initially we will forego this option and plan to invest in this technology at a different time or perhaps search for a grant to fund the project. With that said, we can track items manually via a single computer or spreadsheet. It will be up to the individual departments to determine the necessary items to track per their plan. A thumb drive with templates and forms will be available for use to store files as needed.

Finance

In the event of no system access, Finance will use the following manual processes to continue short-term operations.

Deposits

Checks received will be logged on an Excel spreadsheet or the manual check receipt form. Checks will be kept secure in a locked cabinet. For outages exceeding five days, checks will be deposited directly at the bank branch using a manual deposit form.

Payroll

Instruct Department Managers to track hours manually via timesheet form available as Google sheet, Excel spreadsheet and manual form. Each department maintains an Excel spreadsheet form as part of their document list and Finance maintains hard copies of the form if needed.

Supplier Payments

Finance will continue to collect and reconcile supplier receipts. Manual checks will be prepared if needed in the event of no system access.

Operations and Supply Chain

Transportation (Fleet, including Transit cargo vans)

The Transportation Supervisor and the Fleet and Equipment Supervisor will collaborate to inspect and clear the vehicle fleet for use. The Transportation Supervisor is responsible for researching, discovering, and verifying fuel availability and access to fueling locations. This role also includes identifying road conditions, confirming access,

and determining potential road closures, along with establishing alternate routes, if necessary, for inbound deliveries or outbound transport. This crucial information will be shared with the Operations and Supply Chain Leadership team for joint planning and coordination.

The Fleet and Equipment Supervisor will specifically inspect and clear the fleet of Transit vans for use, reporting the status to PROPS for site coverage and planning, and making alternate arrangements as needed.

Warehouse Operations

The Operations and Supply Chain leadership team (Director of Supply Chain, Inventory and Receiving Manager, Warehouse Operations Manager, Transportation Supervisor and Volunteer Production Supervisor) will meet to gather and share information once staff availability has been established, when the Transportation team has reported out on vehicle readiness, fuel availability and route and road access.

PROPS will meet to verify Program site coverage, both staff and volunteers, in order to develop the disaster distribution strategy (site locations, capacity, date and time). The Get Food page on REFB.org will be updated to reflect disaster site locations.

PROPS will collaborate on any opportunities to work with our existing network of partner agencies to provide points of distribution, as well as be open to new or temporary partners if the disaster response need is greater than the capacity of the current partner network.

Once the distribution strategy is determined, the Distribution calendar will be updated by the Programs team to be used to execute the order process. Established manual forms will be used to create orders, manage inventory, and to route deliveries, if internet access to the cloud is not available.

A copy of the DC will be saved to the Operations and Supply Chain thumb drive on the 1ST day of each month.

OR save to the designated laptop

Order pulling assignments will be determined once distribution strategy has been established. The Warehouse Operations Manager will communicate with the team and support as needed.

Inventory Management

Inventory Management, Receiving and Storage: Should we lose access to the cloud where our ERP system and Google workspace holds our data and workflow, we will use manual forms to create orders, track and count inventory and receive inbound inventory. The template for the following forms will be on a thumb drive OR on forms saved on a designated laptop and kept with the other critical COOP documents and materials. The documents are defined as: Outbound Order Form; Inbound Receipt Form.

On a monthly basis, we will run a data dump of Agency information (reference numbers, addresses, contact information) and Programs distribution site addresses to be used for order entry, along with a copy of the current Distribution calendar to serve as the guidelines for timing and locations of our direct distributions.

The Inventory team will run a P2 data dump for inventory, orders agencies on a monthly basis on the 1st day of each month. This will be used as records to keep track of inventory for cycle counts and order allocation and entry. A copy of weekly inventories is also kept on a laptop as a secondary source of data.

Capacity to receive deliveries will be determined based upon current inventory levels and space. Should we outstrip capacity at 3990, we will contact our storage vendors as outlined below and inquire the availability of additional storage, either offsite or additional trailers for storage- offsite or on-site.

Alison Smith, Chief Operating Officer, to contact vendors for a prep conversation.

For routing inbound deliveries, if network access is not available, an excel spreadsheet on a personal laptop will be used to manage inbound scheduling and record keeping.

Food and Non-Food Sourcing

Securing donated and purchased food is essential to supply continued distributions, replenish inventory and support our partner network. The Food Sourcing team will reach out to the following sources to engage in procuring food. The request will be based on our current inventory and upon the conditions of the disaster and specific needs and quantities.

Feeding America

Upon a disaster declaration by the State or County, the REFB will work closely with Feeding America as a resource for helping meet the response needs in the food bank's service area. This could include a wide range of collaboration and assistance including among other things:

- Access to food
- Access to non-food disaster relief products
- Shared labor from other food banks
- Access to equipment that would be needed during a disaster response effort (i.e. trucks, tractors, trailers, material handling equipment)

Food Vendors

An important part of our Food Sourcing Plan during a disaster is to ensure our reliable suppliers are ready to support us in an emergency. We have listed and discussed emergency food allocations from the following vendors:

Vendor/Company	Type of Supplies	Phone Number	Email
LA Foods	Dry Goods/Mixed Loads	818-587-3757	mhess@la-foods.com
Gibbs Mc Cormick	Cereals/Pasta/Peanut Butter	925-786-0166	evarider1@aol.com
Feeding America	Food, Logistics	312-210-8654ext6041	cjackson@feedingamerica.org
CAFB	Produce, Proteins	510-499-1903	wilken.louie@cafoodbanks.org
Nucal	Eggs		
Ideal Specialties	All products	541-761-0644	ariel@idealspecialties.net
Sysco	Kitchen supplies, Misc Foods	510-513-5717	David.Lengvarsky@sysco.com
Clover Sonoma	Dairy	707-769-3259	shay.ribeiro@cloversonoma.com
Straus Creamery	Dairy	707-776-2887ext2144	gerry@strausmilk.com

Raley's	Retail Groceries	906-373-6094	zedwards@raleys.com
Oliver's	Retail Groceries	707-304-8128	asherman@oliversmarket.com
Safeway	Retail Groceries		Justin.Hendrickson@safeway.com
JSL	Diapers	336.317.7735	aforesman@jslpartners.com

Suppliers - Non-Food

The following suppliers and vendors will serve as partners to support our food acquisition, distribution and storage solutions should we outstrip our facility capacity and need additional space or assistance.

Vendor/Company	Type of Supplies	Phone Number	Email
Skikos Trucking	Transportation and Storage	707-575-3000	Shad Skikos ShadS@skikostrucking.com
Cotati Food Service	Transportation and Storage	707-795-4489	JMatteri@cotatifoodservice.com
Kendall Jackson	Storage	707-239-9035	Marcos.Maldonado@jfwmail.com
See List of Wine Box Donors	Wine Boxes		

Program Sites and Partner Management

Partner Food Banks

Partner Food Banks will be leveraged to provide possible food supply support and/or emergency supplies as needed. The Mutual Agency Agreement amongst neighboring Food Banks may be invoked by the COOP Management Teams if deemed necessary. This will be determined by the Sr. Management Team, in conjunction with the Programs, Partnerships, and Food Resource Managers. They will also be key to providing a network of distribution points throughout the community to provide essential touch points to community members.

Per the COOP Communications Plan, it will provide the framework for managing all communications activities during emergencies at the Redwood Empire Food Bank (REFB). The plan ensures timely, accurate, and consistent messaging to all stakeholders while maintaining operations and supporting the community during disasters.

Partner programs can be tagged as 3990 on the Get Food page alongside REFB distributions.

Key Partners and contact information are listed below, as well as a link to the masterlist of REFB Partners.

We should have a printed list of partners' phone numbers. REFB COOP Partner List

Partner	Districts	Type of Supplies	Phone Number	Email

MFN: **Ford Street Ukiah Food Bank** **Gualala Baptist Church**	Mendocino County	Refrigeration, Freezer, storage, distribution area	707-964-9404	amanda@mendofood.org
Food for People	Humboldt County	Refrigeration, Freezer, storage, distribution area	707-445-3166	crobbins@foodforpeople.org
Rural Human Services	Del Norte County	Refrigeration, Freezer, storage, distribution area	707-464-7441	ahanson@dnrhs.org
Clear Lake Gleaners, Lake CTY FB	Lake County	Refrigeration, Freezer, storage, distribution area	707-263-8082	clgleaners@gmail.com
FISH of Santa Rosa	District 3 - Santa Rosa	Refrigeration, Freezer, storage, distribution area	707-527-5151	jenepip01@gmail.com
Windsor SVC Alliance PNTRY	District 4 - North Sonoma County	Refrigeration, Freezer, storage, distribution area	707-838-6947	chefnicosia@gmail.com
Salvation Army Petaluma	District 2 - South Sonoma County	Refrigeration, Freezer, storage, distribution area	707-769-0716	chrissy.moe@usw.salvationarmy.org
Trinity Baptist CH	District 4 - North Sonoma County	Refrigeration, Freezer, storage, distribution area	707-433-4364	elizabeth.h.lewis@gmail.com
Forestville United Methodist Church	District 5 - West County	Refrigeration, Freezer, storage, distribution area	707-953-6970	kenjones6975@gmail.com
Sebastopol Interchurch	District 5 - West County	Refrigeration, Freezer, storage, distribution area	707-714-9181	hcusworth@gmail.com
Iglesia Josue de Rohnert Park	District 3 - Santa Rosa	Refrigeration, Freezer, storage, distribution area	707-484-2675	iglesiajosueusa@gmail.com
Waves of Compassion	District 5 - West County	Refrigeration, Freezer, storage, distribution area	707-695-1036	carolynconnors@comcast.net

Program Sites

When the COOP is activated, and after the Operations and Supply Chain Leadership team has identified staff, vehicle readiness and road and route access, PROPS or a core sub group (including the Program Manager, Operations Manager, and Partnerships Manager) will schedule a meeting to identify 3990 sites and/or confirm normally scheduled sites will be operational. Sites will be mutually agreed upon by the Program Manager and Operations Manager to ensure proper operations support, programs resources, transportation, and volunteer support is available for sites to operate adequately.

If resources and staff are limited, or road closures impact accessibility, we may reduce the number of distributions and instead host larger capacity 3990s. The predetermined sites (listed in the table below), are geographically located across our county throughout the week, offer ample space and could serve as 3990 distribution sites if needed.

Please note:

- Public areas might be designated as county operational response centers, potentially overlapping with our distribution efforts. In these instances, private distribution sites, including the churches listed below, could be better options.
- Partners identified in the section above could potentially fill in a service gap too.
- Adjusting our G2G daily/weekly limits, proxy limits, and distribution hours could allow us to serve more families.

Site	Districts	Address	Current Schedule	Site Capacity	Contact (phone and email)
Cloverdale Citrus Fair	District 4 - North Sonoma County	1 Citrus Fair Dr, Cloverdale	Mondays PM	500	Karyn Pulley ceo@cloverdalecitrusfair.org Office 707-894-3993
Cloverdale LDS CH	District 4 - North Sonoma County	1101 S Cloverdale Blvd., Cloverdale	Thursdays AM	250	Bishop Tad Brown 707-972-8392 tad.r.brown@sbcglobal.net (707) 280-9433
Corazon Healdsburg	District 4 - North Sonoma County	1557 Healdsburg Ave, Healdsburg	Tuesdays AM	400	City of Healdsburg 707-431-3301
Trinity Baptist CH	District 4 - North Sonoma County	515 Powell Ave, Healdsburg	Saturdays AM	350	Aaron & Annita Campbell Church: 433-4364 Cell: 548-0335 Laurilla Doyer hikefam@gmail.com Cell: 494 - 4555 Beth (707) 433-5659
Shiloh Neighborhood CH	District 4 - North Sonoma County	5901 Old Redwood Highway, Santa Rosa	Wednesdays AM	300	Pastor Josh 707-490-6278
Spring Hills CH	District 4 - North Sonoma County	3700 Fulton Rd, Fulton	Mondays AM	350	Garrett Ward garrett@springhills.org Tony OPS Manager 707 696-1275
Bayside CH Santa Rosa	District 3 - Santa Rosa	3175 Sebastopol Rd, Santa Rosa	Mondays AM	500	Wendy Pryor wendy.pryor@baysideonline.com
Resurrection CATH CH	District 5 - West County	303 Stony Point Road, Santa Rosa	Wednesdays PM	400	Resurrection@sonic.net 707-544-7272
Santa Rosa VMB	District 3 - Santa Rosa	1351 Maple Ave, Santa Rosa	Thursdays AM & PM	500 +	Mariah Park 707-565-3200 mariah.parker@sonoma-county.org
Southwest COMM Park	District 3 - Santa Rosa	1698 Hearn Ave, Santa Rosa	Wednesdays & Fridays AM	450	Carly Lynch 707-919-0540
Petaluma Health CTR	District 3 - Santa Rosa	5900 State Farm Dr, Petaluma	Mondays AM	300	Elliot Enriquez Cell: 707-790-9200 Office: 707-559-7696 eenriquez@phealthcenter.org

Site	Districts	Address	Current Schedule	Site Capacity	Contact (phone and email)
Alicia Park	District 3 - Santa Rosa	299 Santa Alicia Dr., Rohnert Park	Thursdays AM	400	Cindy Bagley cbagley@rpcity.org
St. Elizabeth Seton CATH CH	District 3 - Santa Rosa	4595 Snyder Ln, Rohnert Park	Wednesdays PM	300	Father Tom Diaz 707-585-3708 stelizseton@sbcglobal.net
Iglesia Josue at Rohnert Park COMM CTR	District 3 - Santa Rosa	5401 Snyder Ln, Rohnert Park	2nd & 4th Saturday	400	Cindy Bagley cbagley@rpcity.org
St. Joseph CATH CH	District 2 - South Sonoma County	150 St Joseph Way, Cotati	Tuesdays AM	350	Ron Plasse 707-536-6230 imageron@gmail.com
Petaluma COMM CTR	District 2 - South Sonoma County	320 N McDowell Blvd, Petaluma	Thursdays AM	250	707.778.4380 parksnrec@cityofpetaluma.org
Petaluma Fairgrounds	District 2 - South Sonoma County	175 Fairgrounds Dr, Petaluma	Fridays AM	500+	Drew Halter 707-778-448 DHalter@cityofpetaluma.org
St. Leo CH	District 1 - Sonoma Valley	601 W Agua Caliente Rd, Boyes Hots Springs	Tuesdays AM	400	Mary Swisher 707-484-4861 swishem@comcast.net
St. Andrew PRESB CH	District 1 - Sonoma Valley	16290 Arnold Dr, Sonoma	Tuesdays PM Fridays AM	300	Amy Cox 707-996-6024 Emergency Cell: 707-484-0487
St. Hubert Hall	District 5 - West County	16290 5th St, Guerneville	Wednesdays AM	150	Danni Bacci 707-481-4604
Monte Rio COMM CTR	District 5 - West County	20488 CA-116, Monte Rio	Wednesdays PM	200	Leslie Hofelich 707-486-8499
Gualala Regional Park	District 5 - West County	42401 Coast Hwy 1, Gualala	4th Wednesday	150	Sonoma County Regional Parks 707-565-2041
Running Creek Casino	Lake County	635 E. Hwy 20, Upper Lake	2nd & 4th Tuesday	500	Arturo Agreement: (707) 262-1618 Josh Thermus - General Manager 707-262-5455
Redbud Park	Lake County	14655 Ballpark Dr., Clearlake	1st & 3rd Tuesday	500+	Tina Viramontes 707-994-8201 tviramontes@clearlake.ca.us

Participants Communication Options

- Oasis broadcasts if the internet and our database is available.
- GetFood Page (Vivery) alerts and schedules updates if the internet is available.
- The 3990 filter can be locked on the Get Food page.
- Facebook posts and lives if the internet is available
- Radio station announcements

If we find ourselves in a situation where we do not have internet access we will adapt our operations and communications as follows:

- Transits and Metris vehicles will be checked out using a paper checklist.
- Managers will continue to assign vehicles as needed and may request staff use their personal vehicles if REFB fleet is unavailable.
- Volunteers will be checked in on site using a paper sign in.
- Participants will be checked in for services using paper EFA7 forms or blank sign in sheets. Date of birth, phone number and full names which will be collected and transferred into W^5 at a later date if possible.
- Ask host contacts to post messages at their sites regarding any cancellations or reschedules.

Reconstitution of Normal Operations

Once operations are back to a somewhat normal status, it is the same group and mechanism used to activate the COOP to essentially "deactivate" it. It will be dependent on the Sr. Management Team and COOP Manager. At a minimum the following requirements will need to be met:

1) All Building access and structures (including warehouse racking) must be cleared to be reinhabited if previously deemed inhabitable
2) All Power systems, HVAC systems, Freezer, Cooler and material handling equipment charging infrastructure is operational.
3) Internal network and IT infrastructure is operational, including internet access, printers and remote server access.
4) Roads accessing 3990 Brickway Blvd are clear and drivable.

Organizational "To Go" Bag and Binder

We have a "Ready To Go Binder" that carries all the information that you need in case of an emergency along with a First Aid Bag. This bag and binder should have all the information needed to continue to run the organization somewhere else as well as a few emergency supplies. Here are a few things that should be in your to Go Bag:

1) Important Documents (Paper Copy in Binder)
   a) Employees updated contact information
   b) Important local authority contacts information
   c) Vendors contact information
   d) Client and super volunteer contact information
   e) Insurance documents
   f) Contracts with other companies
   g) Updated organization list
   h) COOP Plan
   i) Evacuation plan/map



2) First Aid Kit

3) USB drive if needed (Cloud may have your back up data)
4) GMRS Radio
5) AED
6) Additional supplies for shelter in place instances are located in a cabinet in the Volunteer Area 3 Northwest corner, labeled Emergency supplies.

Testing, Training, and Exercises

In addition to planning, it's critical to educate staff members and engage in knowledge transfer. This helps ensure that our plan is achievable and effective. We will plan for the staff and volunteers to train on this annually to understand roles and responsibilities and what to do in an emergency. New hires will also be introduced to the COOP plan during the safety walk tour and meetings.

Date	Type of Training

Post Activation Analysis

After an activation and reconstitution of normal operations, a meeting will be called by the COOP Manager with Key COOP team members to discuss how things went during the event. In this review meeting we will look at how we improve the processes, communications, or operations. Notes and action items will be assigned as needed.



Planned Maintenance

At a minimum, this CCOP Plan will be reviewed annually by the COOP Manager and every two years by key COOP team members for accuracy and personnel changes. This allows the necessary adjustments to keep the plan current and ready to enact when needed. Next Review Date: October 2027

APPENDIX A

Sonoma County Emergency Numbers

Please note: It is best to call 911 whenever possible. If you are on cell phone, please call 528-5222 (Santa Rosa) or 565-2121 (Sonoma County).

LOCATION	PHONE NUMBERS
Santa Rosa	Police: (707) 528-5222 Fire: (707) 528-5151 Ambulance: (707) 528-5151
County Sheriff	Police: (707) 565-2121 Fire: (707) 576-1365 Ambulance: (707) 576-1365
Crisis Stabilization Unit	(707) 576-8181 (800) 746-8181
Adult Protective Services	(707) 565-5940 (800) 667-0404
Child Protective Services Hotline	(707) 565-4304 (800) 870-7064
Poison Control	(800) 222-1222
Animal Control	(707) 565-7100

LOCATION	PHONE NUMBERS
Sutter ER	(707) 576-4040
Santa Rosa Memorial ER	(707) 525-5207
Petaluma Valley ER	(707) 778-2686

REDWOOD EMPIRE FOOD BANK

Organization Chart • July 2025

Chair David Berry
Vice Chair Amy Lyle
Treasurer Kathy Inouye
Secretary Sheri Wenzel
Courtney Foley
Gary Nadler
George Gittleman
Mike Schuh
Troy Sanderson

Allison Goodwin — Chief Executive Officer

Patty Striniste — Chief People & Culture Officer
- Nayeli Chavez — Human Resources

Amy Tobener-Talley — Director of Partnerships
- Lupita Ramos Rivas — Partner Resources Manager
- Stephanie Hernandez — Outreach & Partnerships Manager
  - Nena Loza — Program Coord.

Jessica Hernandez — Director of Programs
- Raquel Curiel-Morales — Senior Security Initiative Manager
  - Araceli Gonzaga — Programs Coord.
  - Flor Guzman — Programs Coord.
  - Kevin Luhr — Programs Coord.
  - Daniel Devol — Programs Coord.
- Arture Ornelas — Programs Manager
  - Juana Renovato — Programs Coord.
  - Eliza Coffin — Programs Coord.
  - Yahaira Carreno — Programs Coord.
- Maria Fuentes — Every Child Every Day Manager
  - Josie Ortiz — Programs Coord.
  - Yesenia Gayton — Programs Coord.
  - Leslie Armenta — Programs Coord.
- Eddie Barajas — Programs Safety & Compliance Manager
  - Gustavo Morales — Programs Coord.
  - Miguel Corona — Programs Coord.

Breanne Beseda — Chief Development Officer
- Nick Agius — Corporate Relations Manager
- Joe Talley — Development Data Manager
- Shana Koehler — Donor Relations Coordinator
- Hayley Benjamin — Director of Philanthropy
  - Trey Hart — Grant Writer
- Rachelle Mesheau — Director of Marketing & Communications
  - Elizabeth Berry — Volunteer Experience Specialist
  - Nicole Lorange — Communications & Community Engagement Manager
    - Katie Del Santo — Volunteer Communications Specialist

Paula Handelman — Chief Financial Officer
- Liz Ramirez — Finance Supervisor
- Angie Ortega — Receptionist
- Anthony Bollock — Staff Accountant
- Chappy Ramirez — Staff Accountant
- Crystal Rodriguez — Finance Clerk

Alison Smith — Chief Operations Officer
- Mario Altamirano — Inventory & Receiving Manager
  - Franklin Gramajo — Inventory Lead
  - Louis Santana — Receiving & Inventory Coord.
  - Lytze Garcia — Receiving Specialist
- Colin Davidson — Food Resources Manager
  - Don Nolan — Chef
- Erika Carstensen — Director of Supply Chain & Analytics
  - Warehouse Ops
    - Tristen Whatley — Order Allocation
    - David JohnsonWilliams — Volunteer Production Supervisor
    - Kim Caffrey — FC Market Manager
  - Kevin Chia — Senior Operations Manager
    - **LOGISTICS:**
    - Erik Partida
    - Rene Hernandez
    - Lorenzo Reyes
    - Ricky Elias
    - Ventura
    - Isai Garcia
    - Ernesto Tafolla Navarrete
    - Tim Fieser
  - Transportation
    - Yovani Enriquez — Transportation Supervisor
    - **DRIVERS:**
    - Adam Morales-Curiel
    - Chris Wilbur
    - Jose Ortiz
    - Juan Sanchez
    - Fil Gebrezgi
    - Ron Damper
    - Saul Garcia
    - Tomie Brown
    - Misael Olivera
    - Roger Perez
- Rod Towery — Director of Facilities, Fleet & IT Operations
  - Kyle Nyholm — Facilities Tech.
  - Justin Hofmann — Fleet & Equipment Supervisor
  - Anabel Lopez Nunez — Facilities
  - Obdulia Espinoza — Facilities
  - Norma Rivera — Facilities
  - David Ainsworth — Yard
  - Nicholas Novella — Yard

APPENDIX B

Redwood Empire Food Bank - Organizational Chart

Allison Goodwin, President & CEO

Alison Smith, Chief Operations Officer

Erika Carstensen	**Director of Supply Chain & Analytics**
Kim Caffrey	Food Connections Marketplace Manager
Tristen Whatley	Order Coordinator
Kevin Chia	**Senior Operations Manager**
Rene Hernandez	Logistics Training Coordinator & Loader
Erik Partida	Loader
Ricky Elias	Perishables Coordinator
Lorenzo "Larry" Reyes	Logistics Coordinator
Ventura Ventura	Logistics Coordinator
Ernesto Taffola Naverrete	Logistics Coordinator
Isai Garcia	Logistics Coordinator
Tim Fleser	Logistics Coordinator
David Ainsworth	Yard Maintenance
Nicholas Novella	Yard Maintenance
Yovani Enriquez	**Transportation Supervisor**
Adam Morales-Curiel	Driver
Chris Wilbur	Driver
Filmon Gebrezgi	Driver
Jose Ortiz	Driver
Ron Damper	Driver
Saul Garcia	Driver
Tomie Brown	Driver
Juan Sanchez	Driver
Misael Olivera	Driver
Regelio Perez	Driver
David Johnson Williams	**Volunteer Production Supervisor**
Rod Towery	**Director of Facilities, Fleet & IT Operations**
Anabel Lopez Nunez	Facilities Maintenance
Obdulia Espinoza	Facilities Maintenance
Norma Rivera	Facilities Maintenance
Kyle Nyholm	Facilities Technician
Justin Hofmann	**Fleet and Equipment Supervisor**
Mario Altamirano	**Inventory & Receiving Manager**
Franklin Gramajo	Inventory Lead
Louis Santana	Receiving Coordinator
Lytze Garcia	Inventory and Receiving Specialist
Colin Davidson	**Food Resources Manager**
Donald Nolan	Chef

Patty Stiniste, Chief of People and Culture

Nayeli Chavez	People & Culture Representative

Welcome to our Newest Staff Members

Breanne Beseda, Chief Development Officer

Joe Talley	Development Data Manager
Shana Koehler	Donor Relations Coordinator
Hayley Benjamin	**Director of Philanthropy**
Trey Hart	Grant Writer
Nick Aglus	Corporate Relations Manager

Paula Handelman, Chief Financial Officer

Liz Ramirez	**Finance Supervisor**
Angie Ortega	Receptionist
Anthony Bollock	Staff Accountant
Chappy Ramirez, Jr.	Staff Accountant
Crystal Rodriguez	Finance Clerk
Brian Sanchez	Staff Accountant

MARKETING

Rachelle Mecheau	**Director of Marketing and Communications**
Liz Berry	Volunteer Experience Specialist
Nicole Lorange	**Communication and Community Engagement Mgr**
Katie Del Santo	Volunteer Communications Specialist

PROGRAMS AND PARTNERSHIPS

Jessica Hernandez	**Director of Programs**
Arturo Ornelas	**Programs Manager**
Juana Renovato	Programs Coordinator
Eliza Coffin	Programs Coordinator
Yahaira Carreno	Programs Coordinator
Eddie Barajas	**Programs Safety & Compliance Manager**
Gustavo Morales	Programs Coordinator
Miguel Corona	Programs Coordinator
Maria Fuentes	**ECED/Food Connections Manager**
Josie Ortiz	Programs Coordinator
Yesenia Gaytan	Programs Coordinator
Leslie Armenta	Programs Coordinator
Raquel Curiel-Morales	**Senior Security Initiative Manager**
Daniel Devol	Programs Coordinator
Kevin Luhr	Programs Coordinator
Flor Guzman	Programs Coordinator
Araceli Gonzaga	Programs Coordinator
Amy Talley	**Director of Partnerships**
Lupita Ramos Rivas	Partner Resources Manager
Stephanie Hernandez	**Outreach and Partnerships Manager**
Nena Ortiz	Programs Coordinator

Appendix C

Post-Earthquake Building Inspection Checklist

1. Safety First

- ■ Do not enter the building until authorities declare it safe.
- ■ Look for hazards outside first (falling glass, loose facades, downed power lines, leaking gas).
- ■ Wear PPE: helmet, gloves, sturdy boots, high-visibility vest.

2. Exterior Inspection

- ■ Cracks in exterior walls, columns, or beams.
- ■ Signs of tilting, leaning, or settlement.
- ■ Loose bricks, stones, tiles, or façade elements.
- ■ Damaged or leaning chimneys, parapets, and roof structures.
- ■ Broken or displaced windows/frames.
- ■ Damage to stairways, ramps, or exterior access points.

3. Structural Integrity

- ■ Large diagonal or stepped cracks in load-bearing walls.
- ■ Crushed or spalled concrete on beams/columns.
- ■ Sheared, bent, or exposed reinforcement steel.
- ■ Separation between walls, floors, or ceilings.
- ■ Sagging or uneven floors.
- ■ Visible misalignment of structural elements.

4. Interior Damage

- ■ Cracks in ceilings, walls, and partitions.
- ■ Fallen ceiling tiles, light fixtures, or ducts.
- ■ Jammed or misaligned doors and windows.
- ■ Damaged or bent pallet racking
- ■ Collapsed or unstable non-structural elements (drywall, glass panels, shelving).

5. Utilities & Systems

- ■ Gas leaks (smell or hissing sound).
- ■ Exposed or sparking electrical wires.

- Water leaks, broken pipes, or sprinkler damage.
- Malfunctioning fire alarms or suppression systems.
- HVAC damage (ducts, units displaced).
- Elevator shaft damage or inoperable elevators.

6. Foundation & Basement

- Cracks or water seepage in foundation walls.
- Soil settlement around building perimeter.
- Flooding or broken sump pumps.
- Tilted or cracked retaining walls.

7. Roof & Upper Levels

- Loose or fallen roof tiles/panels.
- Damaged trusses, rafters, or purlins.
- Water leaks or compromised roof drainage.
- Antennas, solar panels, or rooftop equipment displacement.

8. Surrounding Areas

- Sidewalks, parking lots, or driveways cracked or lifted.
- Utility poles, fences, or signage leaning.
- Neighboring structures at risk of collapse onto your building.

9. Documentation

- Take photos of all damage before making repairs.
- Record location, size, and severity of cracks/damage.
- Notify local authorities if structure is unsafe.
- File insurance claims with evidence.

10. Action Plan

- Evacuate and restrict access if structural instability is suspected.
- Call a structural engineer for detailed evaluation.
- Contact utility companies if gas, water, or electricity issues are present.
- Arrange a temporary location if needed.



Caring for the whole you

At Kaiser Permanente, mental health care goes hand in hand with all the care we provide.

Primary care

As a member, you can talk to your primary care doctor about any mental health issues, anytime. They'll also do mental health and substance use screenings and help you with next steps if you need support.

Specialty care

If you're already getting care through a specialty or emergency department, your care team can connect you to the right resources. No referral is needed to make an appointment with a mental health care professional.

Many ways to get care

Whether you need help with depression, stress, or addiction issues, you can connect with a mental health professional when and where it works for you.

In person | **24/7 advice by phone** | **Phone appointment[1]** | **Email** | **Video visit[1]** | **E-visit**

No matter how you reach out, you'll get support from a care team that can view your medical history and connect you to the right care.

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Learn more at **kp.org/mentalhealth**

KAISER PERMANENTE®

(continued from front)

Connect to care that's right for you

Everyone's mental health and wellness journey is different. We're here to help you connect to the right kind of care based on your unique needs and goals.

Common conditions

We provide assessment and treatment for common conditions, including but not limited to anxiety and stress, addiction, depression, personality and eating disorders, sleep problems, and more.

Learn more at **kp.org/mentalhealth/conditions**

Support and resources

You can count on us to help support you with a wide range of treatment options including inpatient and outpatient services, recovery and social support, classes, webinars, and more.[2]

Learn more at **kp.org/mentalhealth/resources**

Connected care

Your entire Kaiser Permanente care team is connected to each other, and to you, through your electronic health record. So, it's easy for our doctors to consult with one another about your care. Our team includes many health professionals to support you:

- Addiction medicine specialists
- Behavioral medicine specialists
- Case managers
- Licensed clinical social workers
- Licensed marriage and family therapists
- Psychiatrists
- Psychologists
- Primary and specialty care doctors

Self-care and wellness resources at your fingertips

As a member, you'll have access to many tools including self-care apps at no cost, wellness coaching, and classes.[2] These apps can help you with stress, sleep, depression, and more.[3,4,5]

Ease your mind with **Calm,** the #1 app for meditation, relaxation, and sleep.[6]

Try personalized programs from **myStrength** to help manage depression, stress, anxiety, and more.

Headspace Care offers 1-on-1 emotional support coaching and self-care activities to help with many common challenges.[7]

1. When appropriate and available. **2.** Some classes may require a fee. **3.** The apps and services described above are not covered under your health plan benefits, are not a Medicare-covered benefit, and are not subject to the terms set forth in your Evidence of Coverage or other plan documents. The apps and services may be discontinued at any time. **4.** Calm and myStrength can be used by members 13 and over. The Headspace Care app and services are not available to any members under 18 years old. **5.** Some individuals who receive health care services from Kaiser Permanente through state Medicaid programs are not eligible for the Headspace Care app and services. The Headspace Care app and services are not available to anyone enrolled in a Fee-for-Service Medicaid program. **6.** Calm is the number 1 app for sleep, meditation, and relaxation, with over 100 million downloads and 1.5 million-plus 5-star reviews. Learn more at calm.com/blog/about. **7.** Eligible Kaiser Permanente members can text with a coach using the Headspace Care app for 90 days per year. After the 90 days, members can continue to access the other services available on the Headspace Care app for the remainder of the year at no cost.

Kaiser Permanente health plans around the country: Kaiser Foundation Health Plan, Inc., in Northern and Southern California and Hawaii • Kaiser Foundation Health Plan of Colorado • Kaiser Foundation Health Plan of Georgia, Inc., Nine Piedmont Center, 3495 Piedmont Road NE, Atlanta, GA 30305 • Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc., in Maryland, Virginia, and Washington, D.C., 2101 E. Jefferson St., Rockville, MD 20852 • Kaiser Foundation Health Plan of the Northwest, 500 NE Multnomah St., Suite 100, Portland, OR 97232 • Kaiser Foundation Health Plan of Washington or Kaiser Foundation Health Plan of Washington Options, Inc., 1300 SW 27th St., Renton, WA 98057

Learn more at **kp.org/mentalhealth**

KAISER PERMANENTE®

1228716336 October 2023

Your Mental Health and Substance Use Disorder Benefits



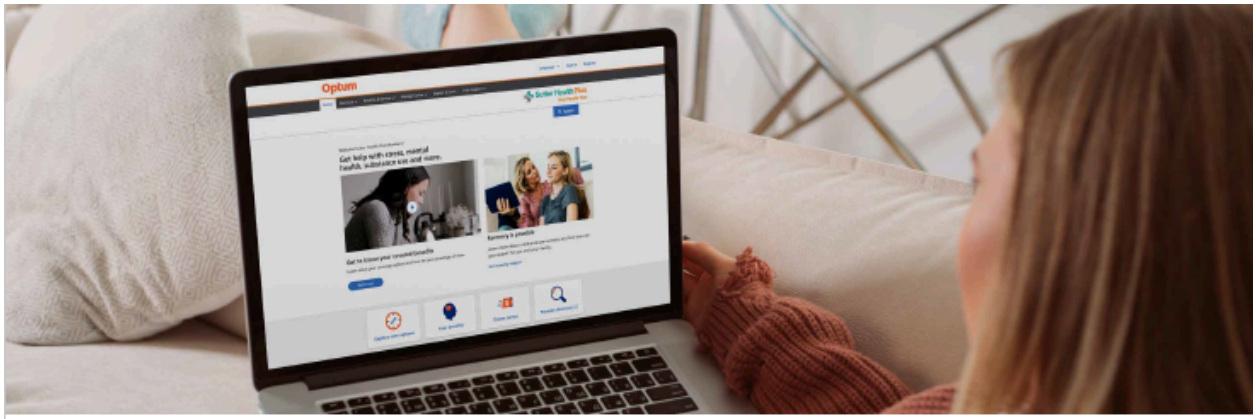
At Sutter Health Plus, we believe caring for your mental health is as important as your physical health.

As a member, your coverage includes benefits for mental health and substance use disorder services through U.S. Behavioral Health Plan, California (USBHPC). You may self-refer for in-network office or virtual visits for mental health or substance use disorder services and can search for providers directly through USBHPC.

USBHPC providers can offer support, information and resources to help address issues affecting your personal life, work and well-being, including assistance with:

- Stress or anxiety
- Feeling down or depressed
- Substance use concerns
- Prescription drug questions, and more

Sutter Health Plus



Online Resources

USBHPC's Live and Work Well website at **liveandworkwell.com** offers quick, confidential, 24/7 access to the resources available, including:

- **Explore & Learn**
  - **Personal Life:** for caregiving, parenting, relationships, military and veterans
  - **Mind & Body:** for mental and physical health, recovery and resiliency, and substance use disorder and addiction
- **Crisis Support:** for abuse, addiction, disasters, finance, hospitalization, housing, suicide prevention, and helping a loved one with a mental health crisis
- **Find Care:** locate USBHPC providers and facilities for in-person and virtual appointments
- **Benefits & Claims:** view claim status and learn about your behavioral health coverage and benefits

Self Care by AbleTo

You also have access to Self Care by AbleTo for on-demand mental wellness support, self-care techniques, coping tools, meditations and more for members ages 13* and older. Completely confidential, AbleTo is available online and via mobile app at no extra cost as part of your behavioral health benefits through USBHPC, a subsidiary of Optum.

For more information, visit **ableto.com/begin**.

Virtual Care

With virtual visits, you can schedule a private and confidential appointment with a USBHPC provider who can evaluate and treat mental health conditions. Treatment is provided by psychiatrists and therapists who are part of USBHPC's behavioral health network. As with in-person office visits, members may self-refer to a participating USBHPC provider for virtual office visits.

To find a participating behavioral health provider, call USBHPC at 855-202-0984 or access USBHPC's Live and Work Well website at **liveandworkwell.com**.

In an Emergency

You can call 9-8-8, the U.S. national suicide prevention and mental health crisis hotline, to assist anyone experiencing a behavioral health crisis. If you or a family member are experiencing an emergency and are in immediate, life-threatening danger, call 9-1-1 for help.

* Members must be age 18 or older to access the 8-week therapy program.

All services are confidential. Your providers will not share your personal information with anyone else without your written permission. All records, including medical information, referrals and evaluations, are kept strictly confidential in accordance with federal and state laws.

Please note: USBHPC dba OptumHealth Behavioral Solutions of California is a subsidiary of United Behavioral Health dba Optum Behavioral Health.

PM-MK-24-022

Member Services **855-315-5800**
Visit **sutterhealthplus.org**